Greener Business,
Better Workplace

Trainer’s HANDBOOK

Changing Enterprises in a Changing World: Continual Improvement and Workplace Cooperation for Sustainability

Draft
WHAT is this handbook?
This Trainer’s Handbook is a resource to help trainers to understand the Greener Business Better Workplace (GBBW) training approach and methodology, as well to prepare and facilitate training workshops based on the Greener Business Better Workplace Training Package.

WHO is this Handbook for?
For participants in the Greener Business Better Workplace Training of Trainers Program.

HOW to use this handbook?
Use this Handbook as guide to help you prepare and deliver different modules of the GBBW package as well as overall facilitate and coach worker-manager teams.
Introducing the Greener Business Better Workplace – Hotels training package

The Greener Business Better Workplace – Hotels (GBBW) training package is a set of training resources and practical tools to help hotel staff and management improve their workplaces and enterprises based on worker-manager cooperation.

Focus areas of improvement include resource efficiency and environmental impact, workplace relations and labour practices, occupational health and safety, and overall competitiveness.

The GBBW was developed by the Greener Business Asia project of the International Labour Organization, with support from the Government of Japan.

The training package was delivered in Phuket with the collaboration of the Faculty of Hospitality and Tourism of the Prince of Songkla University, with 12 participating hotels.

You can learn about their experience here!

http://www.youtube.com/watch?v=tX1pY2PA-Uw&feature=youtu.be
1- Introduction to the GBBW program

Vision

Competitive enterprises that recognize the economic and social aspirations of on whom the enterprises depend, as well as the impact on the natural environment (based on ILO’ sustainable enterprises definition)

Mission of GBBW trainers:

GBBW are the ambassadors of program, and its vision and principles and fulfill their role to the highest level of integrity and quality standard.
What is the GBBW package and program trying to do?

The GBBW package and the associated training program is a pathway to hotel improvement.

It does not seek to be exhaustive in its coverage, but rather **to trigger a process of positive change in hotels**, by helping hotel staff and management to:

✓ Recognize problems and areas of improvement in the key areas of focus

✓ Experience teamwork and its value

✓ Get tools and ideas for improvement that can be used at their hotels

✓ Know where they can find more information on specific issues

**REMINDER:** Why is Workplace Cooperation important & beneficial?

- Diversity of background/roles encourages creativity and innovation.
- Value of inputs from those who are hands-on on the job.
- Joint discussions help build shared objectives, commitment and motivation.
The GBBW package and training program are based on the recognition that

- **Worker-Employer cooperation** is key to effective and lasting positive changes at the enterprise level

- **Diversity** of people, backgrounds and points of view is an asset for enterprises and helps creativity and innovation

- There are **strong synergies between different areas of enterprise and workplace improvement**, which call for an integrated approach that goes beyond environmental practices and also covers other issues

- **Ownership** of the improvement process by enterprises themselves are of prime importance for actual changes to happen and last over time

- The **business case** helps to motivate enterprises to improve
The approach: Integrated & based on worker-manager cooperation

Improvements in different aspects of hotel operations and workplace practices are mutually supportive and beneficial. For example:

- Better working conditions >> better quality of services thanks to more committed and productive workers;
- A more efficient use of resources, including energy and water >> better environmental performance + cost savings.

Worker-Manager cooperation is key to the improvement process because
- Diversity of backgrounds and work profiles helps generating ideas for improvement
- Workers’ participation facilitates changes to happen for real in day-to-day operations
Key Areas of Focus for Hotel Improvement:

✓ Resource efficiency and environmental performance

✓ Workplace cooperation and dialogue

✓ Equality and diversity at the workplace

✓ Occupational Safety & Health

✓ General techniques and tools for Continuous Improvement and Problem Solving
GBBW support

Sustainable HOTELS

Social Sustainability - People

Economic Sustainability - Profit

Environmental Sustainability - Planet

Courtesy of DespeachteufelsGrossmutter
Approach and principles translated into a training methodology

- The core training is joint, i.e. workers and managers participate to the training together – this helps to start processes of cooperation & improvement (workplace cooperation)
- The training involves many exercises which facilitate teambuilding, good communication, and an appreciation of the inputs of diverse participants (communication, workplace cooperation & diversity)
- During the training, participants learn to use tools and gain practical knowledge which they can apply to their own work and workplaces (ownership flexibility)
- As part of the training, participants identify and prioritize issues to improve and develop their own action plans (ownership and flexibility)
- The training covers a range of topics and aspects of hotel operations (not only environmental issues), and wherever possible links between different topics are highlighted
- During the training examples of results, achievements and economic, social and environmental benefits are illustrated to facilitate buy-in and build motivation

Key words – Greener Business Better Workplace Methodology

Participatory  Teamwork

Practical  Activity-based

Values diversity  Gives concrete results
1- Introduction to the GBBW program

Promotion
- Promoting of the hotel program
- Selection of participants

Training
- CORE training program (3 days)
- (elective sessions)

Follow-up
- Implementation of improvements by hotels
- Follow-up support to hotel team

Focus of the handbook

Participatory
Practical
Teamwork
Activity-based
Values diversity
Gives concrete results
Greener Business Better Workplace Overview of the program

**CORE modules**

- **Continual improvement and greener workplaces**
  - Changing enterprises in a changing world: continual improvement and Joint problem-solving for sustainability
  - Greener processes and workplaces

- **Workplace relations & mechanisms of cooperation**
  - Workplace cooperation and dialogue
  - Rights, equality and diversity at the workplace

- **Safe workplaces, quality jobs and service excellence**
  - Safety and health at the workplace - Level 1
  - People for continual improvement and service excellence
  - Green Improvement Planning

**Elective Sessions**

- Energy efficiency
- Water management
- Service quality
- Waste Management & Green procurement
- Occupational Safety & Health L2

**Improvement action implementation by teams & Follow-up Support**
Remark:
The following parts - Training Objectives and Training Delivery Techniques- are applicable in the situation where the preliminary aspects of the training have been addressed:
✓ Participants attendance is confirmed
✓ Venue is booked
✓ Equipment and material is ready as per the Checklist in appendix 2 of this Handbook
Training Objectives

By the end of the core training, participants will:

- Have a clear understanding of the GBBW’s principles and approach
- Know the benefits of the approach
- Be able to use the tools and practical knowledge to identify issues for improvement at their workplace, find solutions plan action
- Establish worker-manager teams at their hotels to lead improvement actions
- Establish other mechanisms of dialogue at the workplace
- Start the improvement process at their hotels by taking action
a) Training Preparation

• Know extremely well GBA documents, training modules, manuals and GBA 1 Case Studies
• Prepare all training materials, forms and equipment needed (see Appendix 2 at the end of the Handbook)
• Ensure that the classroom is ready and arranged according to classroom layout guidelines *
b) Training delivery tips

Remember the 10 golden rules for an effective Trainer:

1) **Be relaxed**: Prepare thoroughly, it will help you stay calm during the training
2) **Be alert**: keep eye contact, move around the room and be responsive to participants
3) **Be a team player** when working with other trainers
4) **Be systematic**: Keep each session structured and in a logical sequence
5) **Use material effectively**: Know the relevant modules in depth and and link concepts to tools and examples
6) **Aim at variation**: Keep participant’s attention by using variety of methods and visual supports
7) **Interact**: Ask open-ended questions, let participants find the answer. Facilitate rather than teach
8) **Respond to participants’ pace** of learning
9) **Be time-conscious**
10) **End the session properly**: Never end abruptly and ensure that session’s objectives have been achieved

Based on ILO Factory Improvement Program/SCORE
b) Training Delivery Tips:

Retention rate: how people’s memory works

Tell me and I will forget
Show me and I may remember
Involve me and I will understand
b) Training Delivery Techniques:
   i. Principles for training adults

Delivering training to adults requires to adopt a specific approach based on the characteristics of this audience. It is important to remember that **adults are M.A.T.U.R.E learners:**

- **Motivated:** keep them motivated: make sure that the attention level remains high, remind them of the benefits of the training, change your voice’s speed and intonation when needed.

- **Active:** active: adults remember better when they participate, and engage in activities and exercises

- **Time Conscious:** time conscious: participants are busy people, their time is precious and will only listen to relevant information

- **Utilitarian:** utilitarian: adults want to achieve concrete results, and want information applicable to their work

- **Responsive:** responsive: adults can assess their own strengths and weaknesses and react to them. Constructive feedback encourages them to take action to improve

- **Experienced:** experienced: adults bring a lot of personal and business knowledge to the training
Wherever the course is taking place, the aim should be to maximise contact and communication between the participants. When arranging the ‘learning space’, consider the following:

- **Eye contact**: can everyone see one another easily?
- **Listening**: can everyone hear what is being said?
- **Seating**: make it informal and flexible

**TIP!**

Make the most of your physical environment to stimulate participants’ memory. You can print/draw in **big sheets** and stick them to the classroom’s walls some important points of the modules: (see tips for each specific module)

Partly based on ILO Trade Union Education Manuals for Agricultural Workers
b) Training Delivery Techniques:

iii. Establish a code of conduct with participants, for example:

- ✓ listen what others have to say and avoid being dismissive of their contribution
- ✓ wait until a speaker has finished, and do not interrupt their train of thought
- ✓ use language that will not offend others
- ✓ stick to the agreed starting and finishing times
- ✓ avoid sexist language or behaviour
- ✓ keep urgent phone calls and email for the break
- ✓ keep private conversation for the break
b) Training Delivery Techniques:

iv. Make participants feel engaged and relaxed

Step 1: Create a BOND/RAPPORT with your audience:

- welcome sign at the entrance of the room, name tags for participants, each participant introduce him/herself, share your own fear of talking in front of people,... Be creative!

Step 2: Explain to participants what you bring to the training in terms of experience and expertise

Credibility is crucial to get participants’ trust and attention (Tip= have someone to introduce your background)

Step 3: Tell participants how long it will last + when the breaks are!

Tip: distribute the program at the beginning

Step 4: Give participants the opportunity to give inputs and participate throughout the training (also during presentations).

This can include:

- short exercises like asking participants to write something down on Post-its and then collect and put them on the wall (e.g. what do you expect to gain from this training?); simple open questions to the audience during presentations (e.g. does anybody think that hotels could do more in terms of waste management?); short ‘opinion polls’ during a presentation e.g. ‘those of you who have hear the word ‘sustainable tourism’, raise your hands’)
Step 5: Tell them what to expect from the training and the **BENEFITS** they can get from GBBW’s training...

“I am not here today to show you how to work harder, but SMARTER”

“Here are some examples of the achievements by x hotel using this tool…”

Step 6: Remind them that this is not a classroom

(you are not the teacher, they are not your students)

“We have a full range of amazing skills in this room, and we could all learn so much from each other if people share their experience”

Step 7: Remind them that the success of the training rely on them.

“The more you share, the more people around you learn and share in return, the more you all bring back to your hotel and workplace.”

Feel the audience!
Each training audience is different from one round to the next. Remember to try to “feel” the group, their age, gender, position, expectations, background, experience, and adapt your presentation and facilitation style accordingly.
b) Training Delivery Techniques:

V. How to handle a «challenging» situation?

In rare situations, some participants might disrupt the training by questioning the trainer’s claims, by being disrespectful to other participants or by generating negative energies that keep other participants from learning properly.

Here are some tips on how to handle this issue:

- **Remind the participant what benefits they can gain** from this training in terms of personal development (Disruptive behaviors mainly come from participants who do not see what benefits they could get from the training. )

- **Tackle their personality by involving them** as a “training partner” (disruptive participants feel that they don’t have anything to learn from the trainer but would feel “special” if involved. The trainer could give the person the chance of being involved by sharing their own experience)

- **Talk to them in private during the break**: kindly explain to them that they are preventing other people from learning new things

- **Offer them a way out**: very politely and diplomatcally mention to them that if they really feel that there is nothing new for them in this training, they have the possibility to leave

*Remember: be always tactful, respectful and calm!*
c) Follow-Up on Training Delivery:

- Distribute and gather participants’ feedback forms
- Write your own performance evaluation: “what went well? not so well? Why? How can I improve? What to change for next time? What topic to spend more time on, explain differently? and so on
- Wrap up the session by encouraging hotel teams to take specific actions ASAP (setting up the larger Green Improvement Team, communicating with other staff, and managers about the GBBW training, present and discuss initial plans of action run staff contests on name/logo/slogan of the green team, scheduling green team meetings, gather more information/data on certain issues as required)
- Collect innovative/interesting ideas that came up from participants during the training to use as examples/good practices in the future and share ideas with ILO and the Master Trainers
- Pre-schedule hotel visits and highlight the importance of clear communication between you and the hotel >> 1 person only in the hotel should be responsible for all GBBW related communication, and GM or her deputy should be copied in key emails
4- Review of key training modules

- Continual improvement and greener workplaces
  - 1/Changing enterprises in a changing world: continual improvement and joint problem-solving for sustainability
  - 2/Greener processes and workplaces

- Workplace relations & mechanisms of cooperation
  - 3/ Workplace cooperation
  - 4/ Relations, rights and equality at the workplace

- Safe workplaces, quality jobs and service excellence
  - 5/Safety and health at the workplace - Level 1
  - 6/ People for continual improvement and service excellence
    + Green Improvement Planning
a) Objectives of the module

I. Hotel teams to become familiar with GBA, with the 3 pillars of sustainability, the challenges Thai hotels are currently facing and their environmental impact.

II. To understand the logic behind the GBA tools, and understand how hotel staff can use these tools in their daily work: joint problem solving, fishbones, and brainstorming session. Tools are designed to generate initiatives from employee throughout the hotel.

III. To explain how GBA can help hotels reduce their environment impact by improving workplace cooperation while reducing costs
b) Content at a glance

Part A: The hotel industry in a changing world

- Changes and challenges faced by the hotel industry in Thailand
- Review of the Environmental impact of hotels: energy, waste, water, biodiversity
- Benefits of getting greener, and how to adapt your business to new trends

- Presentation of GBA:
  - Approach
  - Support
  - Objectives
  - Methodology
  - Expected benefits
  - Overview of the program
  - Case studies from phase 1

Exercises on greening your hotel
Part B: Continual Improvement and Joint Problem solving

- **What** is continuous improvement?
- **Why** continuous improvement? (rational of this approach)
- **Where** continuous improvement?
- **How** continuous improvement?
  
a) Through training PEOPLE and changing SYSTEMS
  b) By implementing the 6 steps on joint problem solving
  
  → Presentation of GBA tools and how to use it: Brainstorming/ eco-maps/ fishbone diagram/ charts.
  
  → The importance of measuring, monitoring and documenting

+ Final exercise on Eco-maps
c) **Main Focus Points:**

- **How GBA I did help hotels**
  - laundry expenses >> -18% (savings 10,000 USD/y)
  - Process control measures >> 30% energy savings
  - Food audit introduced >> 42% reduction in food waste

- **The 6 steps to problem solving**

- **GBA tools and how to use it**

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**TIPS!**

You can print/draw important points of the modules in **big** format and stick them to the classroom’s walls (e.g. the GBA tools, 6 steps to problem solving, etc...)

**Reminder:**

The importance of joint problem solving in implementing GBA should be perfectly clear for all participants by the end of module 1.
d) **Difficulties:**

- Know how to “fly over” some slides (to be covered quickly), due to large number of slides.

- Keep in mind the “big picture” of each section, not to lose the point you are trying to make.

- Make sure key GBA concepts are understood:
  - *Joint Problem Solving:* “Solving problems and finding opportunities for improvement in diverse groups using team-based tools and techniques”
  - *Continual Improvement:* “A way of thinking and taking action in enterprises to get better and better at what they do and how they do it”

**Specific to Module 1:**
(add your own difficulties identifies during the training preparation phase)

**REMARK:** Each individual trainer might find some part/topics of Module 1 more complicated than other, and should pay special attention to it/spend more time on it while preparing the training.
g) **Tools:** Brainstorming, Eco-mapping, Diagram, Fishbone

- See presentation of tools in this handbook part 5, and in the GBA ToolKit

h) **Case studies/Examples:**

- “results from GBA Phase 1”
- “achievements in the improvement path”

i) **Additional resources - References**

- Good practices on the different areas (GBA1), available on...
- Documentary on sustainability: [http://www.filmsforaction.org/articles/films_for_action_presents_the_top_100_documentaries_inspiring_the_shift_to_a_sustainable_paradigm/](http://www.filmsforaction.org/articles/films_for_action_presents_the_top_100_documentaries_inspiring_the_shift_to_a_sustainable_paradigm/)
Personal notes on Module 1:
Module 2: Greener Processes and Workplaces

a) Objectives of the module

I. Hotel teams will understand that an increased sustainability and profitability relies on improved systems and more engaged people. Changes in working habits and in the way certain equipments are used will result in a greener workplace.

II. Benefits of a wider staff engagement and guest participation in your hotel sustainability journey will be clear, as well as effective ways to foster participation.

III. The foundation of an effective hotel waste management system based on the 3R approach will be understood together with its application at hotel level.
b) **Content at a glance**

**Part A: People and Systems for Greener Processes & Workplace**
- Greener Processes and Workplace:
  - General explanations
  Example of greener processes in the kitchen

- Greener processes: where to improve?
  Examples of improvement in system and people in the kitchen (from GBA1)

- Greener processes in the guestrooms
  Exercise on Green Housekeeping checklist
  Example of Greener Housekeeping practices from GBA1

- Changes through People & Systems for achieving greener processes and workplaces
Part B: Staff Participation & Guest Engagement

- Why are changes in work practices and people’s behaviour important?
  - Importance of Staff Commitment
  - How to trigger Staff Commitment?
    Example of Staff Commitment from GBA1

- Why is Guest Engagement important?
  - How to foster Guest Engagement?
    Exercise: get your guests to be more environmentally friendly
    Example from GBA1: practices and results
b) **Content at a glance** (continued)

**Part C: Waste Management with the 3R**
- Why care about waste management?
- Impacts of waste
- Myths about waste management

- What is the 3R approach to waste management?
  - Waste pyramid
  - 3R explained
  - Benefits of the 3R

- Getting started - Waste Review
  - Measuring the amount of waste
  - Applying the 3R
- Waste management and Health and Safety: Hazardous waste
- Health and Safety on waste handling and storage

Example for GBA1 on Reduce, Reuse, Recycle
c) **Main Focus Points:**

- **Greener Processes & Workplaces by people and system and Achieving greener processes and workplaces**

- **How to engage staff** (slides 18), **how to make guests participate** (slide 21), and **financial benefits for participants to GBA1** (slide 24)

- **The 3R pyramid** (slide 30), **implementing the 3R** (slide 33), and **practical example of the 3R achievements during GBA1** (slides 38-40)

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The importance of improved people behaviour to achieve better performance should be perfectly clear for all participants by the end of module 2.

**TIPS!**

Print/draw in **big** and stick to the classroom’s walls the important points of this modules: Greener Processes and workplace(Slide 4), the 3R pyramid
d) **Difficulties:**

Ensure that the benefits/importance of staff engagement and guest participation is well understood by participants

**Specific to Module 2:**
(add your own difficulties identifies during the training preparation phase)

**REMARK:** Each individual trainer might find some part/topics of Module 2 more complicated than other, and should pay special attention to it/spend more time on it while preparing the training.
Personal notes on Module 2:
Module 3: Workplace Cooperation

a) Objectives of the module

I. Participants understand the fundamental role played by workplace cooperation between workers and managers in improving working conditions, staff participation and overall resources consumption efficiency.

II. The conditions of effective communication and of improved cooperation at the workplace are made clear.

III. Participants understand how to set up a Green Improvement Team and key principles for its good functioning.

IV. To present in details the philosophy, approach and benefits of the 5S technique.
b) **Content at a glance**

**Part A: Key principles and conditions for workplace cooperation**
- Importance of the role of workers
- What is workplace cooperation
- Benefits of workplace cooperation
- Conditions for workplace cooperation
- Fundamental principles & rights at work
- Forms of workplace cooperation

**Part B: Effective Communication**
- Sending information
- Receiving message
- Respect and Trust

**Part C: Cooperation in Practice (slide 19)**
- Information sharing at the hotel
- Consultative mechanisms between managers’ and workers’ representatives and organization
- Workplace cooperation through Joint Teams
Part D: The Green Improvement Team (slide 24)
✓ Roles and Responsibilities
✓ Tips for an effective Green Improvement Team
Exercise: Name your Team!

Part E: The 5S for cleaner and more productive workplaces
✓ What is 5S
✓ Benefits of 5S activities
✓ Enhancing productivity and reducing wasteful efforts by 5S
  ❖ Sorting: definition and explanations
  ❖ Straighten: definition and explanations
  ❖ Shine: definition and explanations
  ❖ Standardize: How
  ❖ Sustain: How
Conditions for a successful implementation of the 5S
c) **Main Focus Points:**

(= 5 points NOT to be misunderstood in Module 3…)

- Benefits of workplace cooperation (slide 8)
- Communication and Workplace Cooperation
- Communication and information sharing in practice
- Roles and Responsibilities of the Green Improvement Team
- 5S: benefits and way to implement each 5 steps

The way to communicate to improve workplace relations and the importance of the 5S approach should be perfectly clear for all participants by the end of module 3.

**TIPS!**

You can print/draw in **big** and stick to the classroom’s walls the important points of this modules: i.e. The roots of workplace Coop (slide 10), the 5S graph (slide 38),..
d) **Difficulties:**

- **Get the Workplace Cooperation’s definition right:**
  “arrangements wherein worker and their representatives come together with management to discuss concerns, identify solutions and common goals, look for opportunities for improvement, undertake joint actions “

- **To know the content of wordy slides to avoid reading it during the training**

- **To know how to conduct a SWOT analysis** (exercise slide 18)

- **To know each of the 5S steps by heart and the benefits**

**Specific to Module 3:**
*(add your own difficulties identifies during the training preparation phase)*

**REMARK:** Each individual trainer might find some part/topics of Module 3 more complicated than other, and should pay special attention to it/spend more time on it while preparing the training
4- Review Training **Module 3:** Workplace Cooperation

**Personal notes on Module 3:**
Module 5: Occupational Health and Safety

a) Objectives of the module

I. Participants understand the serious impacts of work-related ill health and accidents
II. Common occupational health and safety risks in hotels are discussed
III. Participants learn to identify hazards and to assess risks
IV. Participants learn to identify solutions to address risks
V. Key elements of OSH regulations in Thailand are explained.
b) Content at a glance

**Part A: The importance of health and safety at work**
- The impacts and costs of work-related injuries and illnesses
- Typical hazards in hotel work
- Categories of workplace hazards

**Part B: Identifying hazards and assessing risks**
- Tools and techniques for hazard identification
- The risk assessment matrix

**Part C: Selecting and implementing solutions**
- Risk control measures: the hierarchy of controls
- Prioritizing and planning actions
- OSH-related roles

**Part D: Key OSH regulations**
- Responsibilities
- Fire suppression and prevention
- Other OSH regulations
c) **Main Focus Points:**

- Health and safety at work matters a lot both to workers and employers (slide 8)
- Hazard identification and risk assessment tools that can be utilised at the workplace (slide 14)
- How to Identify solutions to address risks in a structured manner thanks to the hierarchy of control
- Key roles and responsibilities related to OSH
- Key OSH requirements in Thailand as they apply to the hotel sector
d) **Difficulties:**

- Attracting and maintaining the interest of the participants, who may underestimate the importance of OSH (provide illustrations of the impacts and costs, give concrete examples of hazards, have many exercises, make it engaging)

- The tools need to be well understood also in their practical application - the risk assessment is sometimes a challenge. Make sure you explain it thoroughly

- The hierarchy of controls is sometimes difficult to get through, as people tend to jump immediately of PPEs, which is actually the least preferred solution

**REMARK:** Each individual trainer might find some part/topics of Module 5 more complicated than other, and should pay special attention to it/spend more time on it while preparing the training
4- Review Training Module 5
OSH

Personal notes on Module 5:
5 - GBA tools: what, where, when and how

For details on the following tools, please refer to the GBA Toolkit

- Brainstorming
- Ecomaps
- Cause and effect (“Fishbone”)
- Diagrams

GBA tools are even more effective when used in combination with one another (see following example)
Situation: The energy consumption of the kitchen is too high

Option 1: use of the tool «Eco-Mapping»

Areas of energy consumption identified:

- AirCon
- Lights
- Fridge
- Freezer
- Exhaust hood
- Broiller (grill)
- Griddle
- Ice machine

Option 2: use of the tool «Brainstorming»
Once the areas of energy consumption have been identified, translate the information into a fishbone diagram, in order to find the main factors to such a high energy consumption.

1- AC temperature is too low
2- AC is running 24/24

Ice machine is too large for the needs

1- All lights are ON even during night shifts
2- High Energy consumption bulbs

The whole surface of the griddle is ON at all time

1- The temperature of the fridge is too low (0 deg)
2- The door of the fridge doesn’t close properly

The energy consumption of the kitchen is very high.

For the more complex factors, use again the fishbone to understand root causes. Remember think of People, Equipment, Environment, Materials and Process.
6 - Hotel Visits - Support to hotels

Forewords:
Hotel walk through visit and follow up are a crucial components of the GBA program for several reasons:

1) Hotel have been trained on the theory, this part is the practical implementation of the GBA program.
2) Some GBA concepts/tools might not be clear after the in-class training, the trainer’s visit can help staff to understand these concepts/tools when being applied in their hotel.
3) It ensures that GBA remains a process of continuous improvement, not a «one shot» training.
4) Keeps teams motivated to know that the expert is coming to « evaluate » how well they implemented the program.
5) It helps the expert to identify clearly what are the areas of improvement, and what topic the hotel should work specifically on (KPIs).
6) Makes the program more concrete/real for all staff to see the expert coming in their hotel, especially by using before/after pictures.
7) The support provided by the expert is tailored to the hotel’s genuine needs, and it reinforces communication between hotels and experts.
Prior to the 1\textsuperscript{st} visit to the hotel:

- Ensure that you have the contact details of 1 person responsible for all GBA related communication. This person should be approved by GM, and the GM should be copied for every communication (+ all Green Improvement Team members if relevant).
- Confirm the date of the 1st visit (you can request confirmation of reception)
- Remind the hotel of the importance of having the entire Green Improvement Team present for the 1st visit + the GM
- Send the «Guideline for Green Improvement Team Meetings» document*
- Get hotel to work on measuring their performance according to GBA’s Indicators (see doc GBA KPIs)
- Plan your visit: people you want to meet, areas to walk through, documents/measurement to review and time allocation
- Prepare your material: \emph{Baseline assessment},** camera for before/after pictures, note pad and pen.

Remind participating hotels of the importance of starting to Communicate with the entire hotel employees about the hotel new environmental commitment (i.e. Survey on what name+logo for GITeam),
List some preliminary questions to be sent to hotels (KPIs) prior to the 1st day of training
General conduct during GBA hotel visits

**Be Professional**
- Dress appropriately
- Start and finish on time and manage well time for different parts of the hotel visits
- Minimize distraction (cell phone calls, prolonged or additional tea break, etc.)
- Treat company information as confidential
- Base your findings on figures, data and facts, not on assumptions and personal prejudices

**Be a coach**
- Assist hotel teams in finding solutions, or give them suggestions on what they propose as opposed to instructing them on what to do
- Motivate and encourage managers and employees to share results and achievements (using pictures and data whenever possible)
- Don’t ‘show off’ your knowledge - help managers and workers to develop their skills

**Be GBA**
- Promote GBA principles: worker/manager cooperation, joint problem solving
- Measurement for continuous improvement,
- Encourage people (especially staff) to put forward suggestions, and treat every idea with respect

Based on ILO Factory Improvement Program/SCORE
The 1st visit

1st meeting:

- Most Important point >> GBA tools: Which one are they already using? Is it used appropriately?
- Re-introduce tools that are not yet used, re-explain the benefits of it and encourage hotel to utilize it.
- Check the composition of the Green Improvement Team: People from which department? What level in the hierarchy? Gender equity? Unions represented (if any)? Frequency of meeting? Sub-committees in place? Records/minutes of meetings taken?
- Review of measurements: occupation/ water-energy-waste on a monthly basis using the GBA KPIs/staff participation? *
- Use of the GIPlan? Are objectives S.M.A.R.T.**?
- What has been implemented since GBA training? What was the main difficulty?
- Set a tentative schedule of coming visits during the next 6 months

1st hotel walk through:

Follow the GBA hotel visit guide (In implementation guide (any?)).

Area: the order may vary, but here are the areas you would like to review: Lobby/reception, Staff area (Canteen, lockers, entertainment room,), kitchen for guests+staff, HR department, storage area, waste collecting area, delivery area, one standard room, engineering workshop, pool equipment storage,

Pictures: Take pictures in a pretty systematic way (each area), especially for area with great room for improvement. Make sure the quality of pictures is good, as it will be used for progress tracking (before/after) and visit reports.

Questions, according to the GBA’s Baseline Assessment. Try to get to talk to Staff that didn’t participate to the training, to assess general level of awareness of GBA.
General conduct of **Follow-up visits**

*Each hotel visit will be different but there is a general approach that we recommend to follow*

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>08.30- 09.00</td>
<td>Briefing</td>
</tr>
<tr>
<td>09.00-12.00</td>
<td>Walkthrough of main areas (part 1)</td>
</tr>
<tr>
<td>12.00 - 12.30</td>
<td>Debriefing and way forward</td>
</tr>
</tbody>
</table>
General conduct of **Follow-up visits**

**Briefing**
- What has been achieved since last visit?
- What was the main difficulty?
- What GBA tools are being used.

**Walkthrough** *(part 1+ 2)*
- Quite similar to the 1st walkthrough in a less detailed way, focusing on the areas of improvement identified
- Check the implementation of new achievements, and take pictures for visible ones
- Takes notes on observations, to support your visit report

**Debriefing**
- Outline the most important challenge the Hotel needs to focus on. Check if the GITeam agrees with your observations.
- Compare your finding with the hotel’s GIPlan
- Deliberate how the hotel should adapt its GIPlan and integrate your recommendations
- Agree on the next visit’s date (if not planned already)
After the hotel visit

- Send your report to the hotel, please see the example provided for the first visit report
- How did the hotel progress since last time? (observations, indicators)
- Provide visits feedback, both positive and negative
- Propose adjustments and share tips for improvement,
- Call to action: ensure that the hotel is adapting its GIPlan according to the visit feedback and recommendations received.
- Confirm date of the next hotel visit (tip: leave around 2 months between each visit)

Keep regularly in touch with hotels, ideally once a every two weeks, to ensure progress are on the way.

Watch for non performing hotels (less interest, no active participation/questions, missed deadline, no answers to emails.).
Solution: call/visit the hotel, suggest ways to simplify tasks, make appointment with managers, meet/call the GM.
Dear ..... Team,

Greetings from Greener Business Asia!

Thank you very much for your time during the hotel visit on 28 November! The visit helped us understand XX Hotel’s operations better, so we can support your team in the improvement process more effectively.

Based on the discussion with your team, and on the hostel walkthrough, we would like to share with you some ideas and recommendations on the improvement actions at XX Hotel, please see below.

**Strengths**

- Very large team with a balance of genders and a mix of departments represented
- A very supportive General Manager
- A clear will to have the hotel aligned with GBA’s approach
- Existence of data and data collection methods that can help monitor the improvements

**Ideas and recommendations**

**Team functioning:**

The large number of members of the Green Improvement Team is a strength, but it is good to keep the sub-team as the main units for discussion and action.

The different sub-teams need to identify their priority areas of improvement and develop Green Improvement Plans. They idea is to get every member of the team to participate actively and informally in the discussion—in the style of the exercise during the GBA team visit.

In their meetings and discussion they can use the GBA toolkit, where they find information on doing brainstorming, the fishbone diagram, the ecomap and the Green Improvement Plan. The people who participated in the GBA training can help explaining some of the tools to the others.

After the sub-team have prepared their plan, the 3 sub-teams can present them to one another.

**Planning:**

Try to keep in mind that the Green Improvement Plans have to be SMART (Specific, Measurable, Achievable, Relevant, Timely) in order to implement actions.

On the Green Improvement Plans, to make sure to include the names of people from the different department that are involved in the action implementation, to ensure a sense of responsibility and “accountability”, as well as ownership. (Do this after the GIP has been discussed with the new team members)
**Guest engagement on bed linen and towel program**

Having a very large number of rooms, Twin Towers has a great opportunity to save on laundry costs if it manages to engage even more with guests on reusing bedlinen and towels by revamp their communication with guests.

The current multi-language card is a good idea, but the communication with guests would more effective if the design/aesthetics was reviewed, as well as the wording (you can refer to GBA toolkit for tips on this specific topic).

We then recommend referring to the GBA toolkit, where tips on effective communication with guests is available, as well as good practices from GBA that the hotel’s team could draw its inspiration from.

The hotel green team could start to develop effective and attractive communication materials for the check-in counter

Please share your proposed card/message for guests with the GBA training team, they can give you some feedback and suggestions

Make sure all housekeepers are trained on the new procedure on changing or not changing bed linen and towels according to the program

Monitor guest participation and laundry quantity and expenses.

Finally, you can consider an incentive scheme for guests who participate in the program (for example: free internet voucher, coffee)

(Note: It is important to calculate the costs of initiatives like rewards/vouchers, so that they do not become too expensive in comparison to the laundry cost savings).

**Staff participation:**

It is important to have strong communication and involvement of all staff (not just the team) in the GBA program, this can start with some simple and creative awareness raising initiatives like a competition for ideas from staff on the Green Team logo (once selected these could be used in all communication related to GBA, in pins for staff uniforms etc). It is very important to communicate and involve, in some way, all the staff, since this can increase ownership and staff will be more eager contribute to the improvement their day-to-day work and make changes happen for real in their work practices.

Basic visual communication inviting staff to participate to the hotel efforts on energy and water savings could be implemented more systematically at the back of the house. More tips and good practices could be found in the GBA toolkit and the GBA dropbox link.

**Monitoring and measuring:**

The GBA team to show the hotel how to calculate some indicators (e.g. electricity and water - kWh/room sold, Water unit/room sold, etc).

**Other areas for future improvement**
Other areas of improvement can be considered include
- 5S for better workplace organization and efficiency
- Waste management with the 3R
- OSH in specific departments

Next steps:
- Go forward and implement your improvement action plans, focusing now on easy and visible improvement, to gain momentum among all staff.
- At any point, feel free to ask the GBA team for clarification and advice...we are happy to help!
- Post on the Greener Business Asia Facebook page any photo/information on meetings and activities related to GBA

We wish you all the best and look forward to seeing you next time!

The GBA team
Good luck!