



Hotel, restaurant and catering trade – competent, safe and cost-efficient

Industry guideline for good work design





The present guideline provides information, help and tips for entrepreneurs and management personnel.

The guideline is structured according to issues that hotels and restaurants have to deal with every day. It describes the good practice in these companies.

The guideline has been developed by DEHOGA, BGN and industry representatives with the objective of setting a common industry standard for good and anticipatory work and organization design as well as good occupational safety and health.

The guideline is addressed especially to small and medium-sized hotels and restaurants. Parts of it may also be of interest to management personnel of bigger companies and chains.

What benefit does the guideline offer?

Becoming familiar with good work practice

The guideline shows you how hotels and restaurants organize and design their work successfully. Maybe you will find one or two ideas in it.

Tips and practical guidance

The guideline helps you to organize the work in the company more systematically and effectively and to anticipate potential risks. It provides ideas, tips and specific assistance concerning issues that are part of your everyday work.

Implementing legal obligations more easily

The present guideline also provides assistance on how to implement the large number of legal regulations as close to practice as possible. With implementation of the contents of the present guideline, you may rest assured that you comply with the most important legal requirements in the fields of occupational safety and health and work design.



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Goals and leadership

What are the benefits for me?

- Clear orientation on how to proceed and focus energies on what is essential
- Economic success by motivated, committed and proactive employees
- There is a good atmosphere in your company - absence rates are reduced
- You enjoy your work, you are effective and stay healthy – and thus ensure the stability of your enterprise
- You have a practicable system for continuous development of the quality of your operation

How do I proceed?

The following paragraphs describe well-tried measures for good leadership in the area of work and organization design in hotels and restaurants:

- **Set clear goals.** You have formulated your corporate goals clearly and understandably. This includes financial and strategic concepts as well as objectives on how your management personnel and employees perform quality-oriented work taking into account safety and economic efficiency. You should involve management personnel as well as employees in the setting and continuous development of the goals.
- **Everyone has been informed about your goals.** Everyone in the company knows what is expected of them. You have informed your employees – depending on their tasks – about your ideas concerning business objectives and quality, safety and hygiene in your enterprise – for example in individual conversations, at team meetings, works meetings, in company circulars, on notice boards; specifying objectives in target agreements, work instructions is recommended.
 - ▀ Use sample on action standards “Leadership”
- **You treat your employees fairly and show your appreciation.** You attach great importance to the fact that your employees are proud of working for you. It is your goal that your employees like to come to work because you trust them and rely on their capabilities. You take active positive influence on the atmosphere in your enterprise – for instance: you praise and acknowledge good work; you are authentic in your behavior and do what you demand of others; you admit mistakes; you have knowledge of the personal situation of your employees.
- **The knowledge of your guests, employees and suppliers is used.** Criticism against your enterprise is regarded as helpful and an opportunity to improve a given situation.



- **You act as an authentic role model**, otherwise what you demand of others will not appear convincing.
- **You also pay attention to the personal needs of your employees.** A personal atmosphere makes work easier and creates loyalty towards the company. A word of praise, a personal question at the right time can be helpful. You do not push these things aside all the time in the everyday stress.
- **Time management tools are used.** You use time management tools to improve your own work organization.
 - **Use checklists “Time management in the work procedure”, “My time management”, “Self-management”**
- **Your company can only remain successful if you stay healthy.** Work pressure is increasing constantly. You consciously think about your own health – you use a time and project management, you include appointments for sports activities and consciously make sure that you have enough time for your family and friends – use the online tests and practical guidance provided by the BGN to avoid attacks of stress: www.gastronomie-stress.de

➤ **You use the services provided by the incentive “Service quality” developed specifically for tourist businesses for your quality management.** The advantage is: this is a well-tried system used by more than 1,000 hotels and restaurants, and it is also suited very well for small enterprises.

Practical guidance:

- Check “Improvement of working conditions in hotels and restaurants”
A: Organization and leadership
- Action standards “Leadership” - sample
- Employee survey - sample
- Checklists “Time management in the work procedure”, “My time management”, “Self-management”
- „Picnic basket for the avoidance of attacks of stress“ - www.gastronomie-stress.de
- Service Quality Germany - www.servicequalitaet-deutschland.de



Process optimization, supervision and control

What are the benefits for me?

- Detecting and eliminating weaknesses in the enterprise and in work processes
- Effective supervision of processes and thus better utilization of resources
- Better bargaining position vis-à-vis financial services providers

How do I proceed?

The following paragraphs describe well-tried measures for effective supervision and control of processes within the enterprise:

- **Systematic controls take place.** You control the processes in your business systematically to detect weak spots and areas for improvement and better utilization of existing resources. There is a simple control mechanism that you can perform yourself – you can use the planning guide “Controlling hotels and restaurants” for this purpose. You can also perform a differentiating key data controlling - you can use software programs for this purpose or assign management consultants with the task.
 - ➡ **Consultation DEHOGA**
- Control is used as a means to achieve improvement. You do not use controls merely as a “monitoring tool” but also as a means to check and improve processes systematically.
- The controlling criteria have been announced. You inform your management personnel and employees about the purpose of and the criteria for controlling.
- The risks of work processes are assessed systematically and the processes are designed accordingly and improved continuously (hazard assessment and HACCP). You assess work processes and work equipment systematically for their risks. You define measures to control weak spots and hazards and to initiate improvements. In your risk assessment, you pay particular attention to the areas of work organization and procedures, design of the rooms and surroundings, use of work equipment, occupational safety and health, hygiene.
 - ➡ **Use the checks related to work conditions and HACCP guideline;**
www.servicequalitaet-deutschland.de
- **Effective supervision of the processes.** Use the controlling and risk assessment results for supervision of the processes and check the effectiveness of the respective measures taken.



- **Management personnel and employees are actively involved in the improvement process.** An essential part of your control and supervision consists of target-oriented discussions with management personnel and employees to enable better use of their experience for future development. Employee surveys also provide a lot of information on weak points and areas for improvement.
 - Use sample for “Employee survey“
- **The experience guests make in the establishment are recorded systematically.** You use guest contacts to obtain information about the guests and their needs for the purpose of anticipative market observation. You also try to record your guests’ opinion about your services systematically – for instance by means of guest interviews, complaints management, specific conversations with guests, competence of employees to learn from the contact with guests.
 - Use sample for “Customer survey“
- **Obtaining information about innovations.** You consciously observe new developments in the field of hotels and restaurants – new service trends, new work equipment and auxiliary material, new work procedures. You visit trade fairs, attend information meetings held by associations or evaluate trade journals.

Practical guidance

- Controlling hotels and restaurants – introduction
- Customer survey - sample
- Employee survey - sample
- Guideline HACCP (DEHOGA/BGN), available at www.dehoga.de
- www.servicequalitaet-deutschland.de



Work organization and work preparation

What are the benefits for me?

- Avoiding friction losses and interface problems between working areas by clear allocation of competencies.
- Effective and safe work procedures by systematic planning and organization
- Everyone knows what their task is and there are few questions
- Fewer work interruptions caused by failures and errors
- Planned and anticipative action instead of subsequent error elimination
- Smooth integration of temporary staff and employees from temporary employment companies and subcontractors into the work procedures

How do I proceed?

The following paragraphs describe well-tried measures for systematic work organization and work preparation:

- **Making tasks and responsibilities more transparent for everyone.** You have defined who is responsible for performance of work and who gives instructions for each working area – organization charts and job descriptions are helpful. You use the possibility of transfer of responsibilities also to perform tasks related to occupational safety and health.
 - ➡ Use sample for “Transfer of responsibilities“
- Goals and contents of the working areas have been described. You have described the goals, contents and requirements of the respective working areas including interfaces and flow of goods. Budgets have been defined, if necessary.
 - ➡ Use sample on action standards
- **Standards have been set.** It is helpful to formulate action standards for quality and quantity of the work to be performed – for example service procedures, recipes, set standards for food, condition of the sanitary area. The standards should take into account the following three aspects: quality/quantity; behavior towards guests; safety/hygiene.
 - ➡ Use sample on action standards
- **Clear regulations for employees of external companies are in place.** You have clearly defined the deployment and working conditions in contracts with suppliers, sub-contractors or temporary employment companies – for example work tasks, work scope, dealing with guests, authority to issue directives, instructions, quality and safety requirements, working with materials, fitness/qualification of employees, rights of external company management, personal protective equipment. The implementation of the contractual regulations is controlled.



- **Precautions for emergency cases have been taken.** You have implemented the necessary first aid and fire protection measures – including coordination with the fire brigade and other rescue workers. You seek the advice of your occupational safety and health specialist, if necessary.
 - ➡ Use “Improvement of working conditions in hotels and restaurants” – A: Emergency precautions
- **Consultation and support in the area of occupational safety and health are ensured.** Take advantage of the safety-relevant and occupational medical support. If required, you have appointed representatives and established an occupational safety and health committee (20 employees and more).
- **The necessary documentation is prepared.** You keep the documentation required at present for occupational safety and health and in the field of hygiene, in order to document your good organization to third parties - for example risk assessment/hazard assessment, audits, instructions, transfer of responsibilities, HACCP concept.

Work in the administrative area

You keep in mind that work organization not only includes the traditional guest and service tasks in your company but that office work places in the administrative area also need to be designed to improve efficiency taking into account safety and health.

- ➡ Use checklists “Office work place”, “Screen display”

Practical guidance

- Check “Improvement of working conditions in hotels and restaurants” – A: Work procedure and work organization
- Check “Improvement of working conditions in hotels and restaurants” – A: Emergency precautions
- Action standards “Hotels and restaurants – general” plus various action standards for individual areas
- Transfer of responsibilities - sample
- Guideline HACCP (DEHOGA/BGN), available at www.dehoga.de
- Checklists “Office work place”, “Screen display”

Additional information

- BGR 110 “Working in restaurants”
- BGR 111 “Working in kitchen operations”



Personnel allocation and development

What are the benefits for me?

- Avoiding misunderstandings and competence problems by unambiguous task description and thus setting clear objectives for each individual
- Effective personnel allocation with little idle time
- Motivated and productive employees
- Utilization of the employees' capabilities and experience
- Retention of good employees
- Compensation of lack of skilled workers by taking advantage of all age groups

How do I proceed?

The following paragraphs describe well-tried measures for the motivating and performance-related allocation of personnel:

- **The work tasks are described in detail.** You have specifically agreed with the employees – if possible in the form of written job and work descriptions, work instructions – what tasks and authorities to issue directives they have in their working area. The description of the activity should be updated in a personal conversation each year, if possible.
- **Employees are committed to the standards.** You have committed the employees to the standards – for instance commitment to quality-oriented, safe and hygienic work; commitment to provide information to others; behavior towards guests; participation in developing solutions for problems.
 - ➡ Use sample on action standards
- **Employees have been allocated in accordance with their skills and to enhance performance.** You allocate your employees so that they are neither overburdened nor underchallenged, as far as possible. You take into account the individual experience and skills of the employees – for example qualification certificates, physical fitness/occupational medical preventive examinations, employment restrictions for juveniles or pregnant women. You ensure that unbalanced loads do not occur – for example by mixed work, rotation, break schedules.
- **Working hours are scheduled functionally.** You have scheduled the working hours so that all work tasks can be carried out without overload or underload and without unnecessary idle times, or idle times are used for routine tasks and further training (turn idle times into learning times). Options to achieve this are, e.g. work schedule according to workload, clear break schedules, flexible working hour systems (combination of full-time work, seasonal work, part-time work, temporary workers, staff from temporary work companies), vacation schedules prepared in due



time, vacation ban in the high season. When you prepare the schedule, you try to take the needs and wishes of your employees into consideration. Announce work schedules in due time.

- **The employees' development and further training is promoted.** You have discussed and determined the needs and possibilities for further and advanced training with the employees. Take advantage of online services, too.
- **Variety promotes productivity, creativity and satisfaction.** You make sure that no one is discriminated in the choice of employees for management tasks and as team members. You also offer a perspective to older employees to exploit their experience and skills.
 - **Organization aid "Exploiting experience"**

➤ You use the services provided by the incentive "Service quality" developed specifically for tourist businesses for your quality management. Your advantage is: this is a well-tried system used by more than 1,000 hotels and restaurants, and it is also suited very well for small enterprises.

Practical guidance

- Check "Improvement of working conditions in hotels and restaurants" – A: Work procedure and work organization
- Action standards "Leadership" plus various action standards for individual areas
- Information sheet for employees "Guest-oriented and safe work" – plus various information sheets on special topics
- Organization aid "Exploiting the experience and potentials of all employees"
- "Picnic basket for the avoidance of attacks of stress" - www.gastronomie-stress.de



Information and communication

What are the benefits for me?

- Well-informed employees who know what they have to do and how they have to do it – therefore fewer failures and mistakes
- Everyone knows where to obtain the information
- Less trouble caused by lack of information and communication problems for everyone involved -no unnecessary discussions and friction losses
- Committed employees because lack of information and communication problems are the main causes of dissatisfaction.

How do I proceed?

The following paragraphs describe well-tried measures for the information of employees and guests as well as the improvement of communication:

- **The employees have received all necessary work information and instructions.** You ensure that the employees have received all the information necessary for performance of their work tasks. Your employees are instructed about safe, healthy and hygienic work in their working area. You have determined the persons performing the instruction and the dates for the instructions. You also make sure that temporary workers are informed and instructed accordingly.
 - ➡ **Use information sheets for employees**
- **Auxiliary material for information is available.** You use auxiliary material for information such as information sheets for employees, operating instructions or checklists.
 - ➡ **Use sample operating instructions, information sheets and checklists**
- **Communication channels have been defined.** Everyone in your company knows, where they can find any information that is missing. You have defined how communication problems between teams and employees are to be solved. Improvement of communication is always an issue at team meetings. Personal communication is often more effective than e-mails.
- **Complaints and defects are reported.** You have instructed your employees to report guest complaints, technical defects and failures in the work procedure. Your employees know to whom they have to give this information. You have also defined how the employees are informed about what happened to their reports.
- **Information is provided to the guests.** You make sure that your guests receive comprehensive information about the offers in your establishment and about how to behave in case of an emergency – for example in an information folder in the hotel room. You make certain that the information is complete and always in good condition.



- **Escape routes are marked.** Escape routes and emergency exits are marked. All guest and working areas are provided with escape and emergency plans that are clearly visible.
- **Rules and regulations are available.** You have informed your employees which legal regulations have been posted or where they have access to them, respectively – for instance laws, regulations and technical rules on occupational safety and health, regulations and rules of the statutory accident insurance institutions. The full texts are available on the CD-ROM provided by the BGN, DEHOGA or on the Internet.

Practical guidance:

- Check “Improvement of working conditions in hotels and restaurants” – A: Information and communication
- Action standards “Leadership”
- Information sheet for employees “Guest-oriented and safe work” – plus various information sheets on special topics
- Sample on operating instructions
- Alarm plan “Behavior in case of fires and accidents”



Purchasing and maintenance

What are the benefits for me?

- Fewer failures and disturbances due to high-quality and safe work equipment, facilities and systems - therefore economic benefit
- Fewer complaints and less time loss caused by defective work equipment, facilities and systems and thus higher degree of satisfaction of guests and employees
- Fewer complaints and problems with suppliers and subcontractors
- Health risks are reduced

How do I proceed?

The following paragraphs describe well-tried measures for procurement and dealing with suppliers and subcontractors:

- **Employees responsible for procurement have been designated.** If you do not take care of purchasing yourself, an employee responsible for purchasing has been designated to establish contact with suppliers, look at and evaluate quotes, award the contracts together with the respective specialized employee and observe the market.
- **Only safe and suitable work equipment, facilities, work material and personal protective equipment are purchased.** You pay attention to quality, good handling and safe condition in your procurement. If possible, you buy tested products (with GS mark, SK mark, VDE mark, etc. wherever possible). You only purchase work material – for example cleaning agents, building materials – that impair the health of guests and employees as little as possible. This means that you pay attention to the economically efficient use of the products. The cheapest products are not always the best.
- **In connection with procurement, attention is paid to instructions for use and safety data sheets.** When machines, tools, electrical devices etc. are purchased, care is taken that they are accompanied by instructions for use or, in case of hazardous substances such as cleaning agents, a safety data sheet (important: in German).
- **Attention is paid to the quality of suppliers and subcontractors.** You have quality criteria for the contracting of suppliers and subcontractors – for example suitability, references, experience, qualifications, work equipment, adherence to delivery dates, inspection of delivered goods by suppliers (temperature documentation/HACCP), certifications (to be indicated in the tender).
 - ▀ also refer to Work organization



- **The experience of guests and employees is used.** In your procurement, you take into consideration the experience made by employees with previous goods and work material as well as subcontractors. Also take into account the information provided by guests.
- **The experience you make with your suppliers and subcontractors is recorded.** You evaluate experiences with your suppliers and subcontractors – for example supplier/subcontractor file.
- **Incoming goods are inspected.** You have determined responsibilities for routine inspections of incoming goods. At least random inspections are made, for instance, depending on the goods, of operativeness, weight, condition with regard to hygiene. The inspections are not only conducted by the purchaser but also by the respective specialized employee – for example cook, technical manager.
- **Expiration dates are complied with.** You make sure that the minimum shelf lives and consumption dates are complied with.
- **Work equipment and systems are serviced and checked at regular intervals.** You have designated the inspectors, specified the dates as well as the control of the inspections for work equipment, installations and systems. Keep in mind that some inspection dates are provided for by law – for example inspection of lifts.
 - **Use planning guidance “Inspections in hotels and restaurants”, information sheet “Protective measures against legionella”**

Purchase of food: please refer to the chapter on Kitchens

Practical guidance:

- Check “Improvement of working conditions in hotels and restaurants” – A: Purchasing and procurement
- Check “Improvement of working conditions in hotels and restaurants” – A: Work procedure and work organization
- Action standards “Building technology”
- Planning guidance “Inspections in hotels and restaurants”
- Information sheet “Protective measures against legionella”



Design of rooms and surroundings

What are the benefits for me?

- Guest satisfaction due to good quality of the guest rooms
- Effective and fault-free work procedures for employees
- Pleasant atmosphere in the guest rooms and working areas
- Good financial key figures concerning building utilization
- Energy cost savings

How do I proceed?

The following paragraphs describe well-tried measures for the safe, functional and guest-friendly utilization of buildings:

- **Guest rooms and working areas are designed in a functional and guest-friendly manner.** Your guest rooms and working areas have dimensions that provide sufficient space for movement. They are designed barrier-free as far as possible – use target agreement on barrier-free buildings. You have a concept and a respective implementation concerning non-smoker protection.
Use checklist “Condition of guest rooms and working areas”, DEHOGA question and answer catalog on non-smoker protection: www.dehoga.de
- **Walkways and transport routes are functional.** Walkways to and within guest rooms and working areas have sufficient dimensions, as far as possible. You ensure that the walkways are not obstructed.
➡ Use checklist “Guest rooms and working areas“
- **Walking safely on floors is possible and floors are easy to clean.** You take care that there is no risk of falling or tripping in the working and guest areas - for example by cables and connections laid across the room. The condition of the floors is checked at regular intervals.
➡ Use checklist “Condition of guest rooms and working areas”, information sheet “Flooring with slip protection in hotels and restaurants“
- **A pleasant room climate is provided.** The room climate in the guest rooms and working areas is pleasant and does not cause any complaints by guests and unnecessary burden for the employees – for example avoiding of drafts and ensuring sufficient ventilation. Pay attention to possible unpleasant smells.
➡ Use checklist „Guest rooms and working areas“



- **Sufficient lighting is provided.** You pay attention that the lighting in the guest rooms and working areas is pleasant and adequate for the work – for example light switches are easy to reach and visible well, contemplate the use of motion sensors, regular cleaning of the lighting system.
 - ➡ Use information sheet “Lighting intensities in hotels and restaurants”
- **Energy costs are reduced.** You try to reduce energy costs – energy costs meanwhile account for up to ten percent of the annual turnover in hotels and restaurants. You use the guidance and tips given by the energy campaign for the hotel, restaurant and catering trade - www.energiekampagne-gastgewerbe.de.
- **The guest room has been designed safely.** Your guest room is equipped and decorated with flame retardant materials. The waste containers have a self-closing lid or are self-extinguishing.
 - ➡ Use checklist „Guest rooms and working areas“
- **Kitchen and sanitary rooms are unobjectionable with regard to hygiene.** You have designed your kitchen and sanitary rooms so that they are easy to clean and can be operated hygienically. You take care that there is neither mould nor any other contamination.
 - ➡ Guideline HACCP (DEHOGA/BGN), available at www.dehoga.de
- **Conversion and rebuilding take into account quality and economic efficiency.** In case of conversion and rebuilding work, you proceed systematically and obtain specialist assistance in time in order to use your funds in accordance with your ideas in an economically efficient and quality-oriented way.
 - ➡ Use Building check

Practical guidance

- Check “Improvement of working conditions in hotels and restaurants” – A: Cross-functional requirements
- Checklist “Guest rooms and working areas“
- DEHOGA question and answer catalog on non-smoker protection: www.dehoga.de
- Hotel, restaurant and catering trade, design of rooms and surroundings
- Information sheet “Lighting intensities in hotels and restaurants”
- Information sheet “Flooring with slip protection in hotels and restaurants”
- Target agreement on barrier-free buildings
- Guideline HACCP (DEHOGA/BGN), available at www.dehoga.de
- Building check – 10 steps towards quality and economic efficiency of building

Additional information

ASI 0.10 “Kitchen planning“
ASI 4.40 “Accident-proof design of floors“
ASI 9.50 “Prevention of risks of falling“



Work organization of individual working areas: Work in the kitchen

What are the benefits for me?

- Economically efficient and safe work procedures in the kitchen because suitable and functional work equipment and auxiliary devices are available.
- Hygienic preparation of meals in line with legal requirements
- Effective processes by orderly flow of goods and storage

How do I proceed?

The following paragraphs describe well-tried measures for the work and organization design of the kitchen and storage area in addition to items 1 through 7 of the present guideline.

Kitchen

- **A constant good quality of food is ensured.** You have defined the quality for food – specifications together with the chef de cuisine. You provide specifications to your suppliers regarding origin, quality, quality assurance and quality control.
 - ➡ Please refer to **Purchasing and maintenance**
- Procedures, safety and hygiene requirements have been established. You have determined the procedures – for example for processing and handling of food, disposal of waste, storage of food, cleaning and disinfection, clothing, hygiene measures, pest control.
 - ➡ Checklist “Hygiene in the kitchen”, guideline HACCP (DEHOGA/BGN), available at www.dehoga.de
- **Adequate work equipment and auxiliary devices are available.** The person in charge in the kitchen takes care that the kitchen machines and appliances are in fault-free condition and makes sure that appropriate protective equipment, auxiliary devices and installations are present.
 - ➡ Use checklist “Work equipment in the kitchen”
- **There is no unnecessary exposure to vapors.** You provide suitable supply and exhaust air systems so that kitchen vapors are extracted from the kitchen quickly. You have the filters of the exhaust air system/extractor hoods cleaned at regular intervals. The cleaning dates and the employees in charge have been determined.
 - ➡ Use checklist “Kitchen areas”
- **A cleaning schedule is in place.** You have a cleaning schedule for the kitchen indicating the cleaning personnel, the scope of cleaning work, the cleaning intervals, the cleaning equipment and agents as well as the protective measures.



- **Skin protection is taken into account.** You have provided suitable skin protection and skin care products for employees that perform cleaning work and wash dishes. You have posted a skin protection plan – use the online tests and practical guidance on skin protection available from the BGN.
 - ➡ Use www.hautschutz-online.de and the sample skin protection and hygiene plan
- **The safe disposal of waste has been taken care of.** You have determined how waste – for instance leftovers, spoiled goods – has to be disposed of. Suitable containers with adequate dimensions and tight lid have been provided.

Storage

- **The flow of goods has been defined.** You have determined the handling of goods – for example minimum and maximum inventories, type of storage of goods, handling of spoiled goods, person responsible for inspection of storage and issue of goods, possibly use incoming goods records or corresponding software.
- **Proper storage is ensured.** When storing food, you take care that it cannot spoil – for example temperature, storage period, separate storage of food. The goods are stored properly. You make sure that the shelves have sufficient stability and load-bearing capacity – fix shelves to the wall. You have sufficient storage area so that walkways are not obstructed.
- **Hazardous materials are stored separately.** You store hazardous substances such as cleaning and disinfection agents separately from cutlery and food.
- **Auxiliary equipment for storage and transport are available.** Ladders and stepladders are available to remove from or place goods and work equipment on high shelves and cabinets. You have also provided auxiliary devices for the transport of heavy loads – for example freight elevators, pallet trucks, dish trolleys – use the online tests and practical guidance provided by the BGN on prevention of back disorders.
 - ➡ www.rueckenpraevention.de and information sheet for employees “How to lift and carry correctly“



Practical guidance

- Action standards “Kitchen”
 - Check “Improvement of working conditions in hotels and restaurants” – B1: Kitchen”
 - Checklist “Work in the kitchen”
 - Checklist “Hygiene in the kitchen”
 - Checklist “Work equipment in the kitchen”
 - Checklist “Kitchen areas”
 - Information sheet for employees “Work in the kitchen”
 - Information sheet for employees “How to lift and carry correctly”
 - “Join in for fit skin” – a BGN prevention offer: www.hautschutz-online.de
 - Information sheet “Deep frying”
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- Skin protection and hygiene plan - sample
 - “Active backpack for the prevention of back disorders“ - www.rueckenpraevention.de

Additional information

- BGR 111 “Working in kitchen operations“
- ASI 8.20 “Hygiene in the kitchen“
- ASI 2.18.1 “Slicing machine with round cutting blade”
- ASI 2.16.1 „Mincers in the food industry“
- ASI 8.60 “Skin and profession”



Work organization of individual working areas: Work in service/waiting

What are the benefits for me?

- Satisfied guests
- Smooth and effective procedures in the service/waiting area
- Committed employees because they encounter good working conditions and are prepared to deal with conflicts
- Less argument and trouble due to clearly defined procedures
- Safe and hygienic use of the beverage dispensing system

How do I proceed?

The following paragraphs describe well-tried measures for the work and organization design of the guest room in addition to items 1 through 7 of the present guideline.

Service area - general

- **Procedures in the service area clearly structured.** You have defined the work procedures, transport routes and walkways, task distribution, division of the areas, working hours and break schedule unambiguously in order to keep burdens as low as possible – sufficient qualified personnel at peak times. You have discussed and, if possible, agreed on the defined processes with the employees.
- **The employees have been prepared on how to deal with the guests.** You have informed (if possible trained) your employees on how to behave towards guests and how to cope with conflicts and complaints.
 - Take advantage of seminars offered by BGN (www.bgn.de) and DEHOGA (www.dehoga.de)
- **Adequate work equipment and auxiliary devices are available.** The person in charge in the service area takes care that the work equipment is in fault-free condition and makes sure that auxiliary devices and facilities are used and proper shoes are worn.
 - Use checklist “Work equipment in the food service area”
- **Open flames is handled safely.** If you use open flames - such as candles and petroleum lamps - you make sure that fire protection – guidance from insurance companies is taken into account.



Beverage dispensing

- **Safe beverage dispensing systems are used.** You only use suitable dispensing systems or components for dispensing systems with type marking, if possible (SK mark) You document the measures for maintenance of safety and hygiene of the beverage dispensing system. You have posted instructions for use.
Use sample instructions for use
- **The emission of dispensing gases is prevented.** You have taken technical measures to prevent dispensing gases from being emitted uncontrolled – for example the installation room (for beverages, gas bottles) is sufficiently ventilated or a gas alarm device has been installed. The employees have been informed about the operating method of the gas warning device and the behavior in case of failures or gas alarm, respectively.
- **Proper operation of the system is ensured.** The beverage dispensing system is only operated by employees who have been instructed on how to handle it. This applies in particular to the replacement of pressurized gas bottles and beverage containers.
- **Cleaning has been defined.** You have defined what cleaning work is performed on the beverage

dispensing system by whom and when. You document the cleaning of the system in a cleaning record.

Conference area

- **Clear responsibilities have been agreed upon with the customer.** You have defined the framework conditions precisely with the event organizer – for example number of guests, table arrangement, authorization to issue directives, technical equipment, music/entertainment/dance floor and the electrical equipment required as well as safety precautions, in particular the waiting staff needed.
- **Clear time schedules have been prepared.** You have complete organization and time schedules for events in place in order to simplify procedures and reduce burdens as far as possible. The plans are adapted to the specific events. All employees are informed about the time schedules and working conditions.
- **Adequate transport aids are available.** You provide transport aids for the movement of furniture and building elements.
- **Walkways are kept operational.** You ensure that walkways and aisles are not obstructed during events, that there is no risk of tripping - for example by cables and connections laid across the room. Fire protection doors have not been blocked or wedged by objects.



Practical guidance

- Action standards “Restaurant”
- Check “Improvement of working conditions in hotels and catering businesses” – B2: Guest room
- Checklist “Work equipment in the food service area”
- Checklist “Handling of machines and equipment in the guest room”
- Information sheet for employees “Work in the guest room”
- Instructions for use “Beverage dispensing systems”

Additional information

- BGR 110 “Working in restaurants“
- BGR 111 “Working in kitchen operations“
- BGR 228 “Installation and operation of beverage dispensing systems“
- ASI 6.80 “Compressed gas for supply of beverage dispensing systems“
- ASI 6.82 “Stationary CO₂ pressure vessel for the supply of beverage dispensing systems with carbon dioxide (CO₂)“
- ASI 6.84 “Cleaning of beverage dispensing systems“



Work organization of individual working areas: Work in hotels

What are the benefits for me?

- Satisfied guests who feel they are being treated well and encounter clean and hygienic rooms
- Smooth and effective procedures in the hotel
- Safer and fault-free operation of systems in the wellness area

How do I proceed?

The following paragraphs describe well-tried measures for the work and organization design in hotels in addition to items 1 through 7 of the present guideline.

Reception

- **Visitor-friendly working conditions are provided.** You have made sure that the working conditions at the reception allow for concentrated work and visitor-friendly behavior of the employees – for example sufficient qualified personnel during peak hours, mixed activities, sufficient dimensioning of the work place, standing and sitting aids, non-glare screens, no draft.
 - Use information sheet “Work at the reception” and checklist “Office work place”
 - Take advantage of seminars offered by BGN (www.bgn.de) and DEHOGA (www.dehoga.de)
- **The employees are prepared on how to deal with the guests.** You have informed (if possible trained) your employees on how to behave towards guests and how to cope with conflicts and complaints.
- **Quick response in case of an emergency is possible for personnel on night duty.** You have defined how the personnel on night duty at the reception responds in case of problems and emergency situations – for example work instruction in the reception routine, control tasks, information at work handover. It is ensured that the night duty employee can reach a decision maker at any time.
 - Use information sheets for employees “Night duty” and “Behavior during a hold-up”



Housekeeping

- **The conditions for cleaning work have been defined.** To have clean and hygienic hotel rooms and achieve a high level of visitor satisfaction, you have planned the conditions for cleaning work – for example cleaning schedule specifying the cleaning personnel, the scope of cleaning work, the cleaning intervals, the cleaning equipment and agents and the cleaning of rooms for allergic persons; transport aids (laundry and cleaning trolleys); storage of cleaning materials; no obstruction of walkways and fire protection doors.
- **The cleaning personnel has been instructed.** You make sure that only employees are allocated who have been informed about the work procedure, how to deal with guests, how to handle possibly infectious materials (syringes, waste, bed linen, towels). You have also ensured that this is controlled.
 - ▶ Use information sheet for employees “Cleaning work in hotels“ and www.hautschutz-online.de

Wellness area

- **Water treatment systems are operated safely.** You have informed the employees about proper work with chlorination systems, ozone systems and working with hazardous materials (e.g. cleaning work) – for example by means of giving instructions, providing operating instructions.
 - Use sample of operating instructions and information sheet for employees "Work in the wellness area"
- **Water basins can be used safely.** You make sure that the water basins can be used and operated safely – for example the water depth is indicated clearly. Rescue equipment is available close to the basin and it is visible; when the basin is empty, the danger of falling is clearly indicated (ropes). The wellness area is part of regular control rounds.
- **Only suitable fragrances are used for the sauna stove.** You have made sure that no flammable concentrate is used at the sauna stove to introduce fragrance. You pay attention that the guests do not use any own or only suitable substances, respectively.
- **Auxiliary equipment for activities involving hazardous substances is available.** You have provided technical aids for dealing with hazardous substances (chemicals for pH-value adjustment, cleaning and disinfection agents, flocking agents) – for example transport aids, refill devices. You have ensured that the employees use them.
- **Information is provided to guests in the fitness room.** You inform your guests on how to use the equipment safely. You warn your guests not to overestimate and overexert themselves when they use the equipment – for example by posting the information on a board, use the equipment leaflet provided by the manufacturer.



Practical guidance

- Action standards “Reception”, “Housekeeping” and “Wellness area”
- Check “Improvement of working conditions in hotels and restaurants” – B3: Hotel
- Information sheets for employees “Work at the reception”, “Night duty”, “Housekeeping”, “Cleaning work in hotels”, “Work in the wellness area” and “Behavior during a hold-up”
- Checklist “Office work place“
- “Join in for fit skin” – a BGN prevention offer: www.hautschutz-online.de

Additional information

- BGR 110 “Working in restaurants“
- BGR 111 “Working in kitchen operations“



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