



Greener Business, Better Workplace

Module 3

Workplace Cooperation



International
Labour
Organization



ILO/Japan
Multi-bilateral
Programme

Module 3: Workplace Cooperation

Main topics

1. Key principles and conditions for workplace cooperation
2. Effective communication
3. Cooperation in practice
4. The Green Improvement Team
5. Cleaner and better organized workplaces through 5S



Key principles and conditions for workplace cooperation

Reminder

Greener processes and workplaces
&
Broader continuous improvement in the enterprise
fundamentally rely on



Systems

&

People



Diverse people at the core of enterprises

Workers & management are the vital force of any enterprise, and have a determinant role in affecting the quality of its products and services and ultimately its competitiveness.

The way they work together, their relations, the conditions under which they operate and perform their responsibilities all affect the overall functioning of the hotel.



Fully recognizing the role of workers

Workers have a key role in determining the overall experience of guests in a hotel and their satisfaction with the service.

Hotel workers

- are responsible for smooth operations and service delivery and high standard in up-keeping of facilities
- are the 'face' of the hotel - they interact with guests from the moment they check-in to the moment they check-out - the way they do their jobs is critical to the guest experience.
- can provide valuable insights for identifying problems and ways to improve, thanks to their first-hand experience with hotel operations

Mechanisms of workplace cooperation and broader good labour relations and dialogue are essential to leverage these strengths



What is workplace cooperation?

Processes whereby workers and their representatives participate with management to

- discuss concerns,
- identify solutions and common goals,
- look for opportunities for enterprise improvement

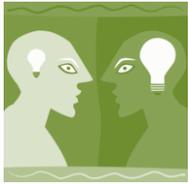


Based on trust and communication

Workplace cooperation is key building block for continuous improvement and for moving towards greener workplaces



Benefits of workplace cooperation



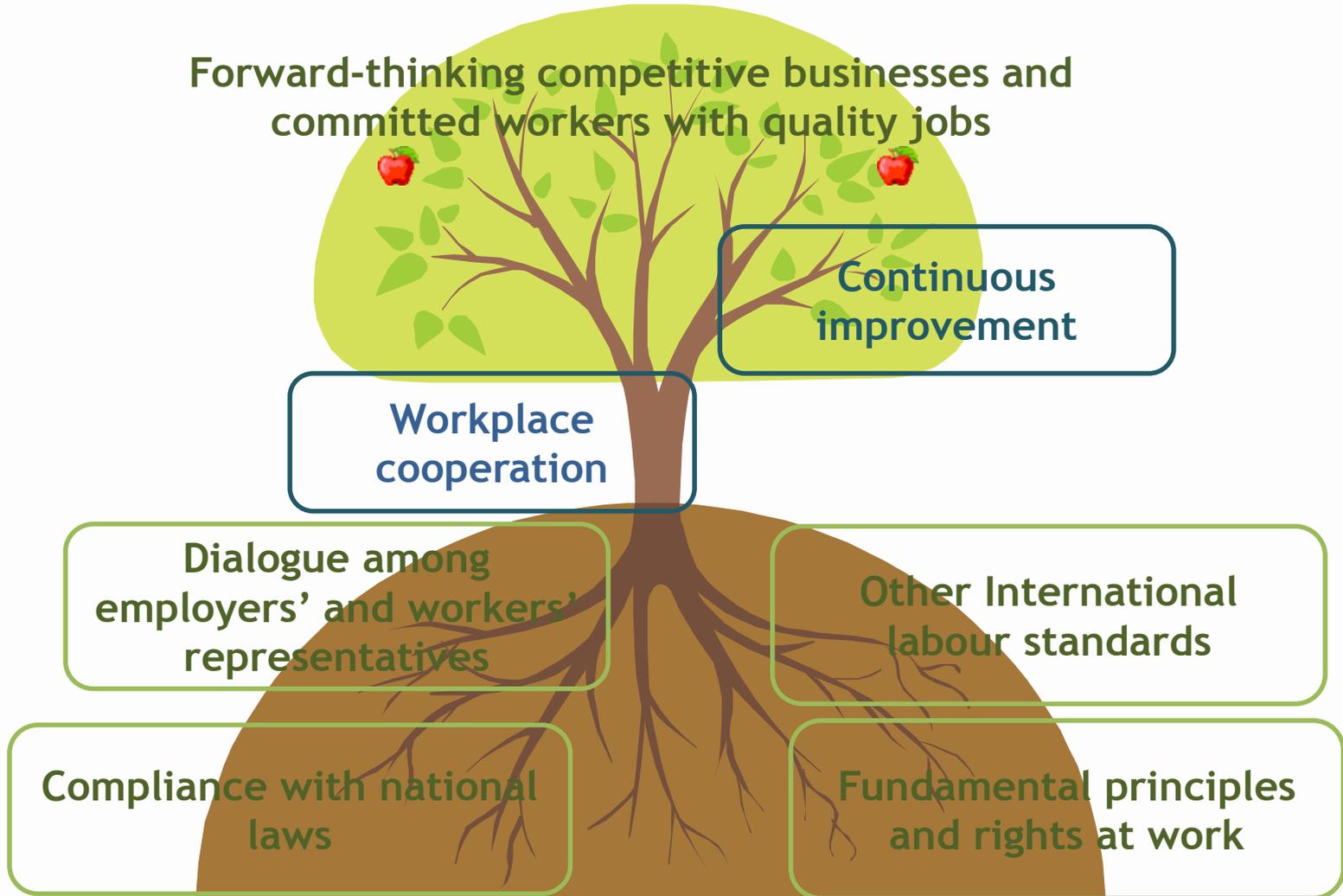
Workplace cooperation helps to:

- ✓ Identify shared goals and win-win solutions to problems
- ✓ Initiate and implement improvements with broad participation
- ✓ Strengthen coordination and collaboration between levels of the hotels structure and between departments
- ✓ Facilitate effective work processes
- ✓ Help to prevent disputes
- ✓ Foster commitment and motivation among workers and managers
- ✓ Encourage knowledge-sharing and innovation thanks to the diversity of experiences and backgrounds of people involved

The conditions for workplace cooperation

- Genuine and strong workplace cooperation is based on the wider worker-employer relations and dialogue and good labour practices in the hotel
- These are not only a foundation for workplace cooperation but a condition for operating a successful and responsible business in today and tomorrow's economy

The roots of workplace cooperation & enterprise improvement



Workplace relations, dialogue and fundamental principles and rights at work

Basic conditions for enterprise improvement :

- Compliance with national laws
- Recognition and support for fundamental principles and rights at work:
 - Freedom of association and right to collective bargaining
 - Elimination of forced and compulsory labour
 - Effective abolition of child labour
 - Elimination of discrimination in respect of employment and occupation
- Mechanisms and processes of dialogue among employer's and workers' representatives and organizations, and effective grievance procedures



More information in section 5

Forms of workplace cooperation

Information sharing and communication - one-way e.g. through noticeboards, signs, public address system; *and* two-way e.g. through meetings, workshops discussion groups

Consultation: discussion and interactions leading to advice
Can be direct consultations with people involved or through committees responsible for different technical issues

Joint decision making: discussion and interaction leading to an agreement and resulting in a binding decision

Effective communication

Communication & workplace cooperation

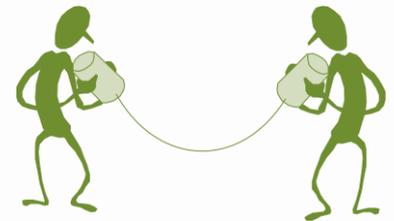
Effective communication and information-sharing is essential to workplace cooperation

It is key to avoid misunderstanding, uncertainty and a sense of insecurity

Communication
& workplace
cooperation

It helps building trust and respect

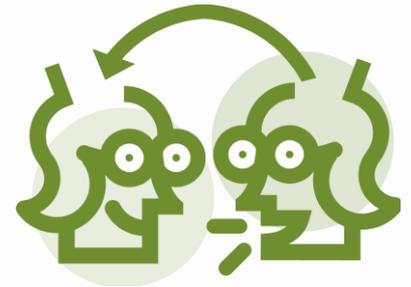
In two-way communication different parties both send and receive messages -both are ready to talk and to listen



Communication - sending messages and information

When sending messages (talking, in writing, using visuals,...) the goal should *not* be about 'getting the message/information out'

but rather ensuring the receiver understands the message/information



Care should therefore be taken in ensuring

- Clear and appropriate language, avoiding technical words the other persons will not know
- Avoid speaking too fast
- Encouragement of questions and feedback
- Avoid offensive language & messages
- Avoid having meetings in noisy/uncomfortable environments

Communication - receiving messages

When receiving messages, one should be genuinely open to hear them.



It is important to

- Give the opportunity to the other persons to express themselves
- Listen to/read what they have to say
- Make a genuine effort to understand the message
- Ask questions if unclear and unsure

Two-way communication does not mean two-way talking, it also involves two-way listening!

Next time you are at a meeting/discussion,
ask yourself:

Are you listening or waiting to speak?

Respect and trust - essentials for genuine communication and workplace cooperation

Genuine and effective communication and cooperation are critically dependent on

- Treating others with **respect** and **fairness**
- Developing **trust**, which in turn rests on communication, respect, fairness and **honesty** in relations and interactions with others - between management and workers and among colleagues

Respect and trust are not simply values and principles but need to be reflected in behaviour and practice, every day, consistently.

Building Trust - Why?

- Level of trust influences willingness of workers and managers to cooperate in reaching common goals
- Low levels of trust results in poor communication, low morale
- High levels of trust encourages information sharing, more efficient use of resources, and facilitates introduction of change

Building trust - How?

- Workers and managers must
 - Keep promises
 - Be truthful
 - Be open
- Managers need to
 - Implement policies fairly and consistently
 - Encourage open communications at all levels
 - Recognize effort and achievement
 - Make sure that employees understand what management expects and what employees can expect from management

Exercise: workplace relations at your hotel



Strengths	Weaknesses
Opportunities	Threats

Cooperation in practice

Communication and information sharing - in practice

**Notice boards, signs,
posters, newsletters**

*Keep them up to-date,
clear, lively, make them
look nice; identify a good
location so everybody can
see them*

**Staff suggestion schemes:
Encouraging ideas and
insights from staff for
improvements/solutions to
problems**

*Discuss the scheme with
workers' organization;
Explain criteria for selection;
Send thank you response for
each; Ensure selected
suggestions are actually
implemented; Consider giving
asking for suggestion on
specific topics & changing
them periodically (in addition
to regular suggestion scheme);
no penalty for any suggestion*

Staff surveys

Seek information and feedback
from employees (e.g. general
staff satisfaction, conditions
of staff facilities)

**Formal and Informal
meetings, workshops, team
activities**

E.g. daily meetings, general
hotel staff meetings, Green
Improvement Team meeting,
formal consultation among
worker' organizations and
employer, trainings

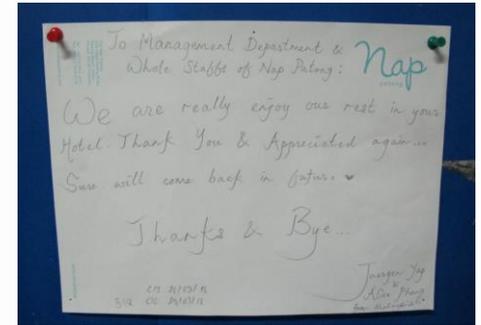
*Speak and listen openly and
with respect, tell the truth,
have clear objectives for the
meeting/activity, ensure
somebody take notes and
prepare a short report*

GBA Hotels examples



Regular staff-management meetings

Up-to-date notice boards used for sharing guest feedback with hotel staff



Staff survey on staff canteen

Revived staff suggestion schemes and competitions



Consultative mechanisms between managers' and workers' representatives and organizations

Workers' organization and representatives enable workers to voice their concerns collectively and address them with management representatives

Consultation mechanisms among workers' organizations and representatives and management/employers representatives are important to

- Ensure workers concerns and views are raised and heard
- Help a broader acceptance and legitimacy among workers regarding issues discussed
- Solve problems and identify solutions and ways to improve the relations, conditions and the overall enterprise functioning

Workplace cooperation through joint teams

- Working in teams is a powerful way to put workplace cooperation into practice
- Strong worker-management teams are key to any successful enterprise improvement process and to results in terms of greener workplaces - all the hotels with the largest achievements in GBA past experience had very strong joint teams
- Worker-management teams bring together and build on diverse skills and experiences

The Green Improvement Team

**The Green Improvement Team:
The improvement process
starts here!**



**You are the first members of that team!
Are you ready to lead the improvement actions?**

Green Improvement Teams (GIT) in Action - roles and responsibilities

- Identify problems and identify areas of improvement**
- Identify solutions**
- Develop implementation plans for action**
- Lead implementation of actions
- Encourage broad participation
- Monitor and review implementation
- Implement staff suggestions
- Generally facilitate cooperation among workers and managers and promote staff participation in enterprise improvement at the broad level
- Communicate progress and achievements to the rest of staff, workers' unions, and the GM



*** Use the tools from this course that are collected in the toolkit!*

Team composition

- Ensure membership of both workers and managers, with at least as many workers as managers - this promotes broad participation and commitment to the improvement actions
- Ensure membership of senior management, ideally the GM or her deputy - to facilitate approval and implementation of actions
- Ensure representation of workers' organization to facilitate consultation and participation
- Encourage gender balance
- Team/subcommittee membership should be voluntary: it helps ensuring members are committed
- Ensure members come from different levels of the hotel structure and from different departments - to facilitate coordination and commitment, and build upon different experiences and skills
- The size of the team should be between 7 to 10 people, depending on the size of the hotel
- You can set up sub-committees on specific issues/areas of improvement
- When setting up teams and subcommittees, spread the word well throughout the hotel, among staff and management that the teams are looking for members

Tips for a well-functioning Green Improvement Team

- Set up sub-committees/teams dedicated to specific areas of improvement (e.g. waste management, energy conservation, 5S) - some of their members are part of the Green Improvement Team but they can extend to beyond it
- Avoid having too many improvement actions running at the same time, especially during high season
- Report on activities, progress, achievements and results among the rest of staff, trade unions, and the General management
- Ensure workers' representatives have the time to discuss and communicate with the rest of the staff
- Hold regular meetings at least every month - subcommittee meet more frequently
- Agree on main topics to discuss at meetings
- Agree on somebody to take down basic notes on meeting discussions and outcomes

Tips for a well-functioning Green Improvement Team

- During team-meeting remember the principles of good communication - listen to others, encourage feedback and participation,...
- During meetings or team activities, **brainstorming**, **ecomapping**, the **fishbone** can help the team identify problems and start improvement actions
- Ensure to organize some activities/ initiatives that involve all or most staff and management at the hotel (e.g. campaign, competition)
- Enjoy the teamwork! Have meetings and carry out activities in a relaxed and friendly atmosphere, share successes and challenges, support and motivate one other



Exercise: Name Your Team



- Group with other participants from your hotel
- Jointly find
 - A name for your team
 - A logo /symbol for your team
 - Elect a team member to present and explain them to the rest of the participants

Use brainstorming to maximise creativity and innovative ideas!

The 5S for cleaner and more productive workplaces

What is the 5S?

- A simple technique to establish and maintain a tidier, better organized and more productive workplaces
- A way to organize workspaces and work stations making them is safer and cleaner
- A process of continuous improvement

The benefit of 5S activities

The 5S technique

1. Enhances productivity and makes it easier to carry out tasks
2. Helps identification of wastages of resources (e.g. leaking taps., malfunctioning of equipment) and so helps resource efficiency
3. Reduces hazards and accidents
4. Promotes good hygiene and conditions at workplace
5. Establishes a habit of cleanliness and tidiness for employees
6. Helps teambuilding and workplace cooperation

Enhancing productivity and reducing wasteful efforts by 5S

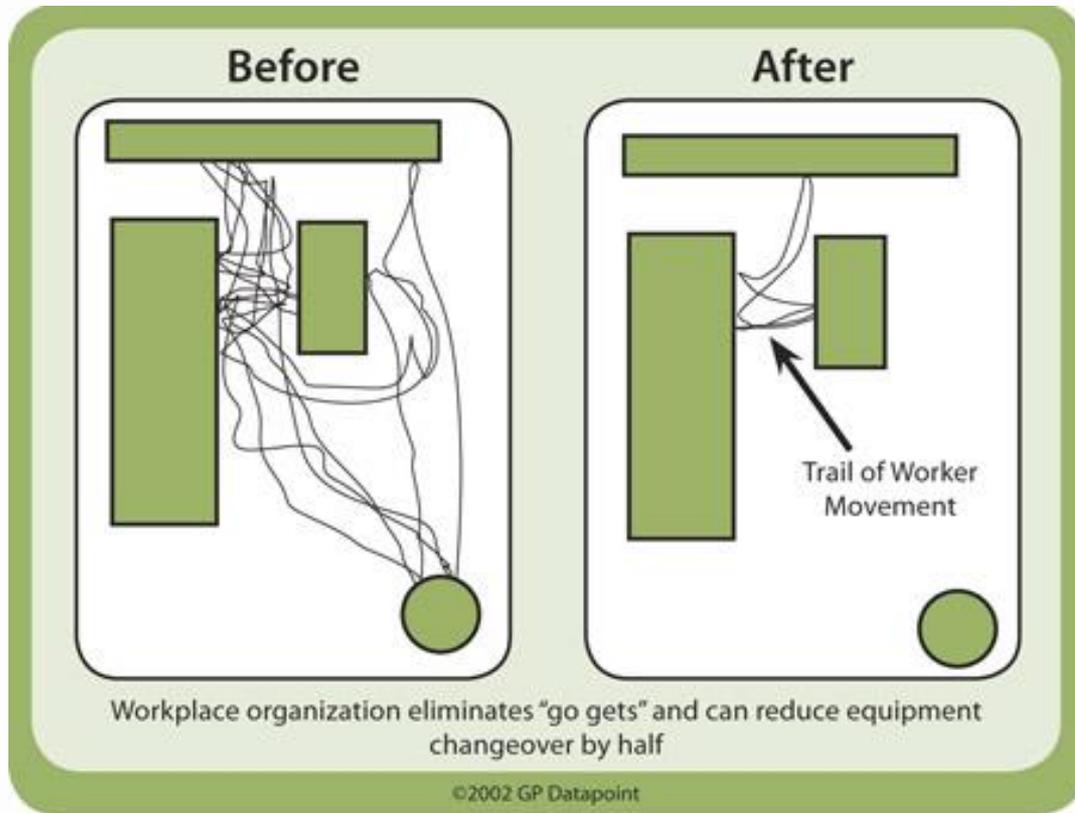


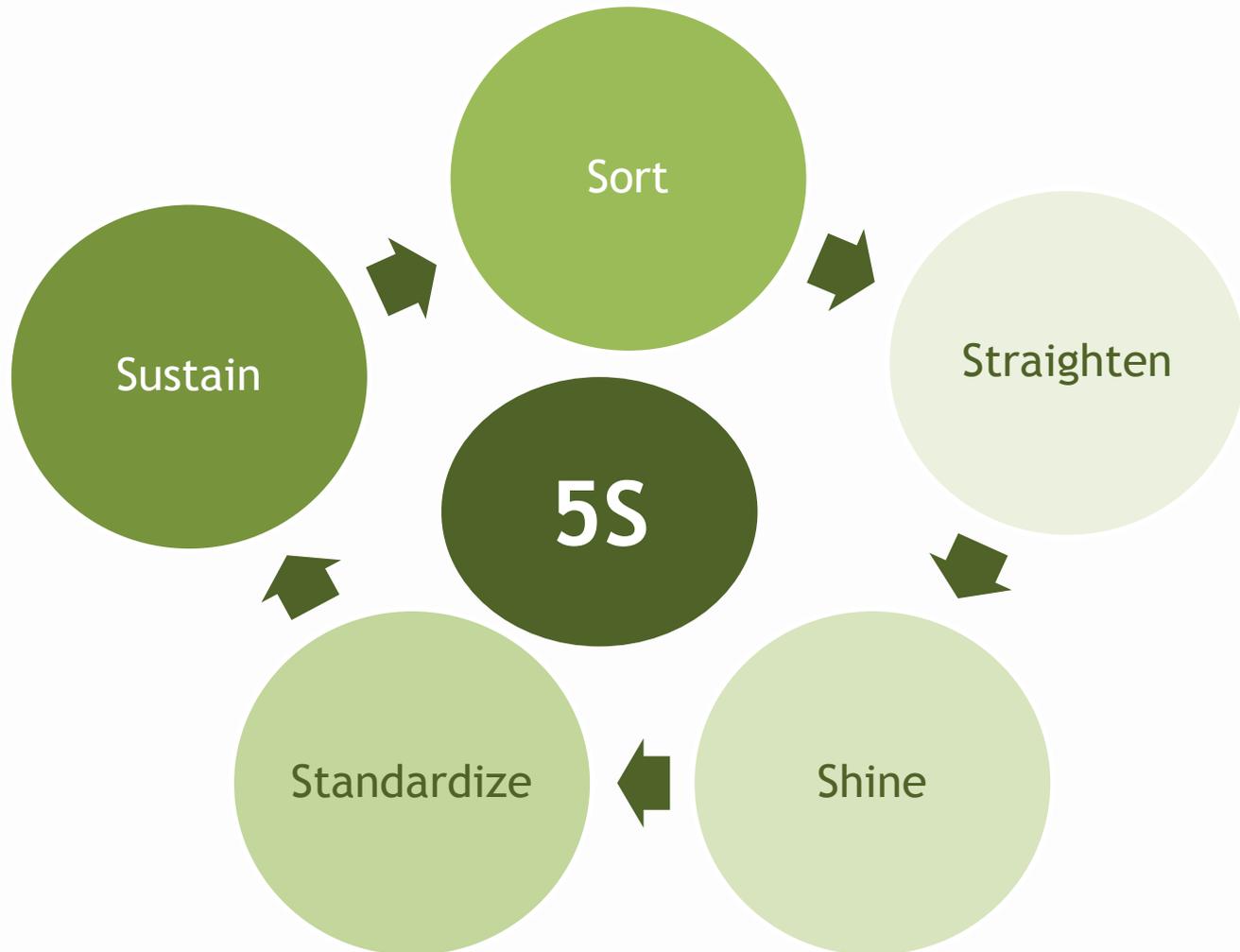
Figure 2 - 5S Facilitates Greater Productivity, Safety and Quality.

This picture shows a great reduction of employee's movement after 5S has been implemented.

After the 5S 'useless' movement (and time) to fetch tools and perform tasks is greatly reduced thanks to better organization of tools and work space.

The picture is adopted from an article entitled The 5S Method of Improvement - Enhancing Safety, Productivity and Culture by Mike Bresko

5S activities are simple but very effective for every workplace



The element of 5S activities

Seiri - SORTING

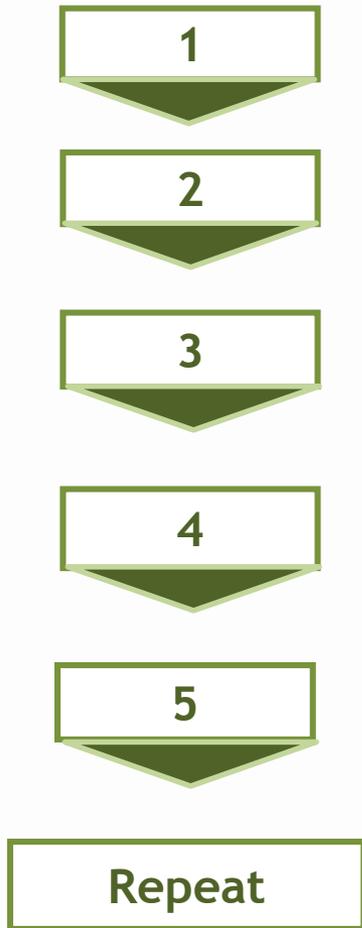
Seiton - STRAIGHTENING
(Neatness)

Seiso - SHINE

Seiketsu- STANDARDIZING

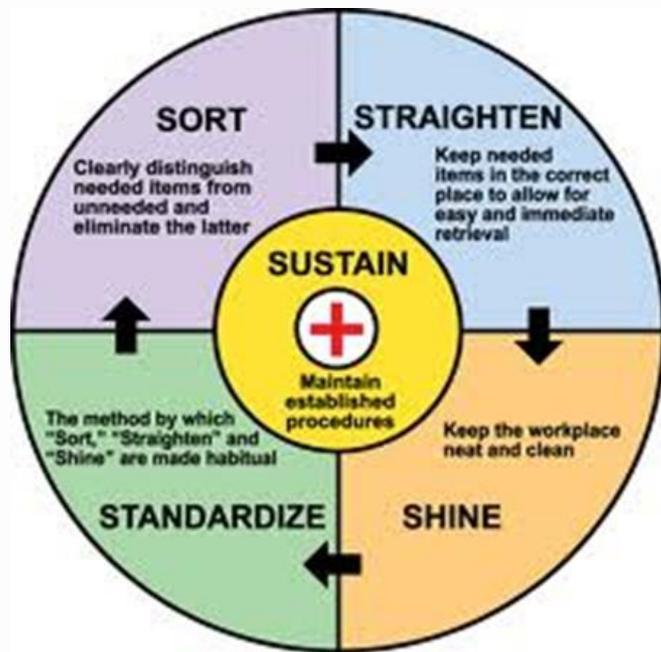
Shitsuke- SUSTAINING (Discipline)

Myths about 5S activities



- 5S is about cleaning of messy workplace . No, it's much more than that!
- 5S is implemented only once and it is over. No! you need to do it regularly, it has to become a habit
- 5S require financial resources. You need to buy new facilities and decorations for the place to be nice. No! In 5S activities make use of existing items and resources

Sort

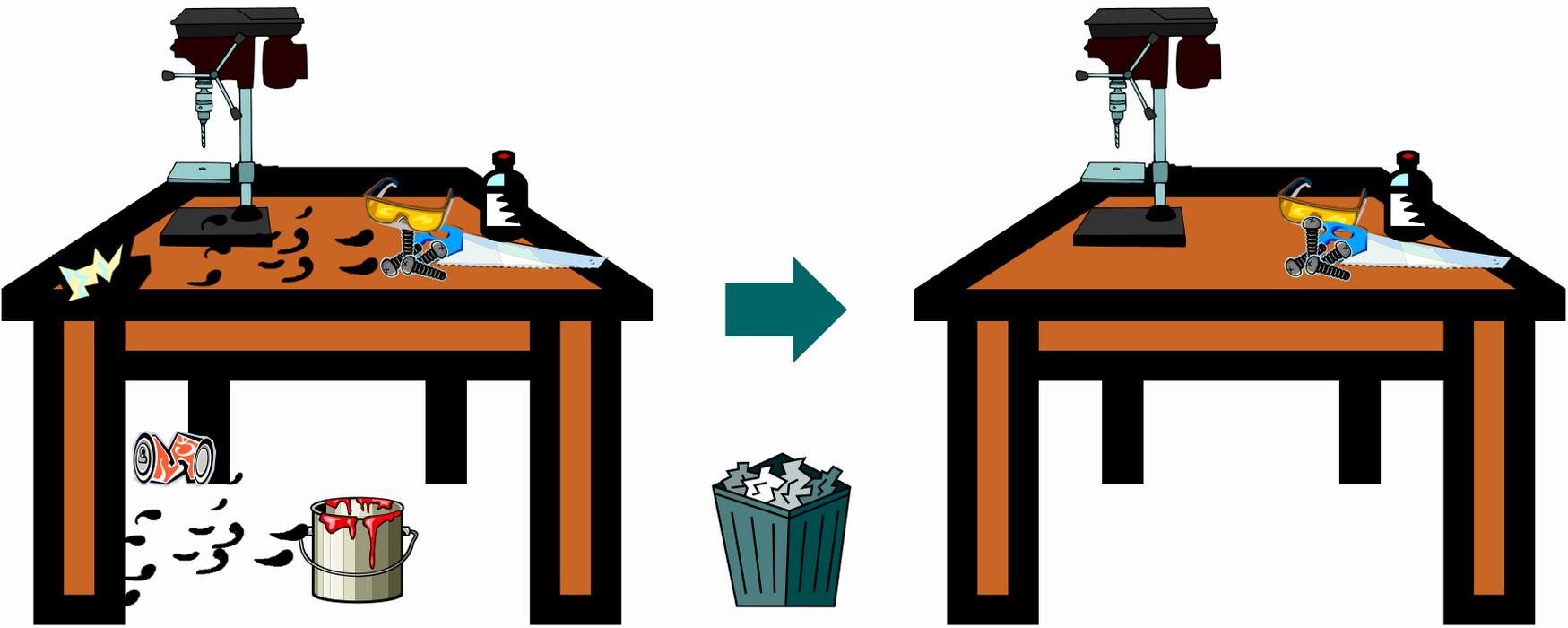


“Sort” is a process of identifying items necessary to your workplace and remove the others

- The “necessary” and “unnecessary” items are identified and separated. Only necessary items are kept. This way it will be easier and quicker to find the items you need
- The unnecessary items of your department may be items useful for other departments (if so, move them there) or can be donated to other organizations for further use.

Right away as a result of Sorting you will get more space

S 1: Sort means to separate the desired from the undesired items. Then, eliminate the undesired items.

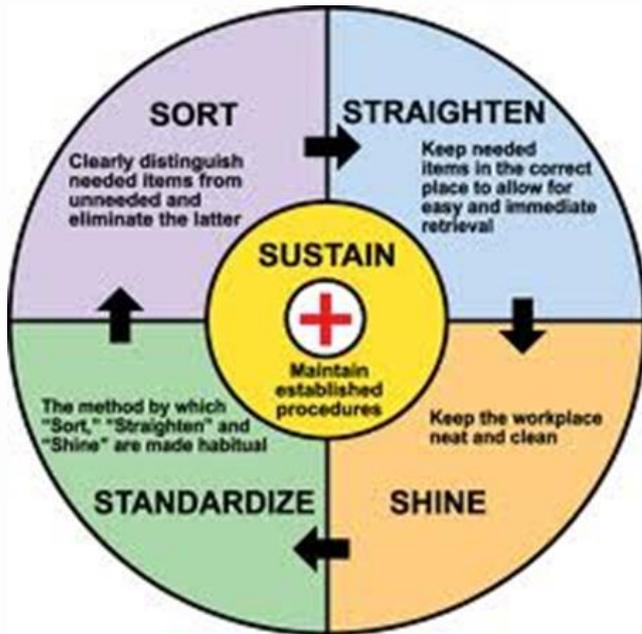


S 1: Sorting: How?

1. Survey tools, equipment and materials in the workplace
2. Distinguish the items and mark with clear label, i.e. 'keep it', 'repair it', or 'discard it'.
3. What to do with the separated and labeled items:
 - Keep it: place items at the designated location first and go on implementing the other 4S.
 - Repair it: send items for repairing
 - Discharge it- remove it from the workplace But find out if it is possible for others to use the items or recycle them, either in the hotel, or for other organizations



Straighten (Neatness)



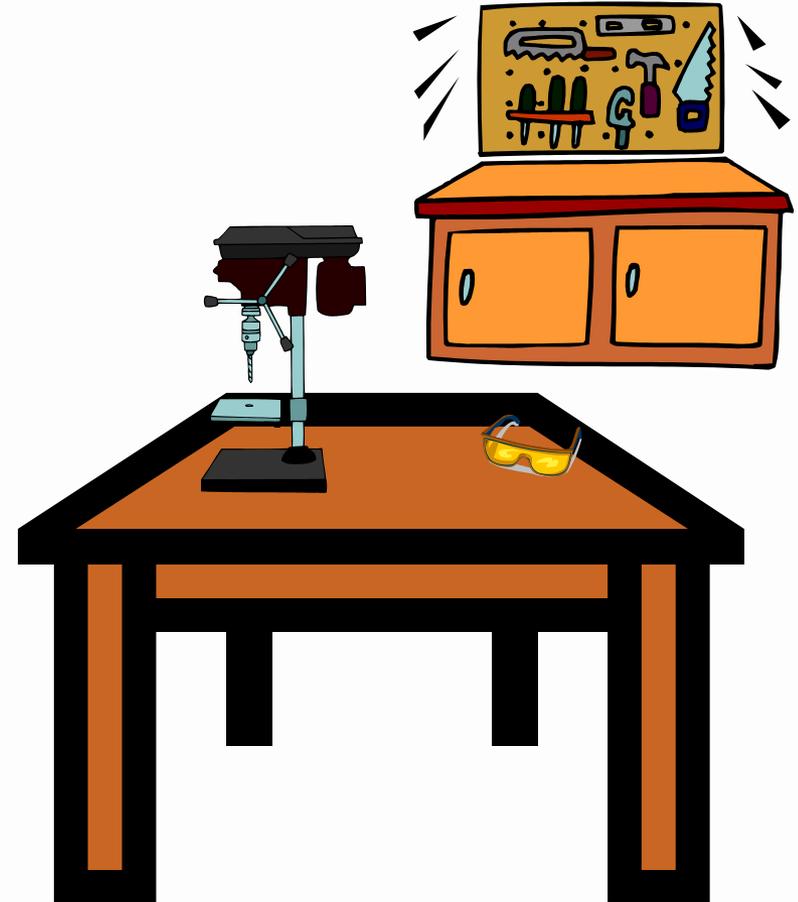
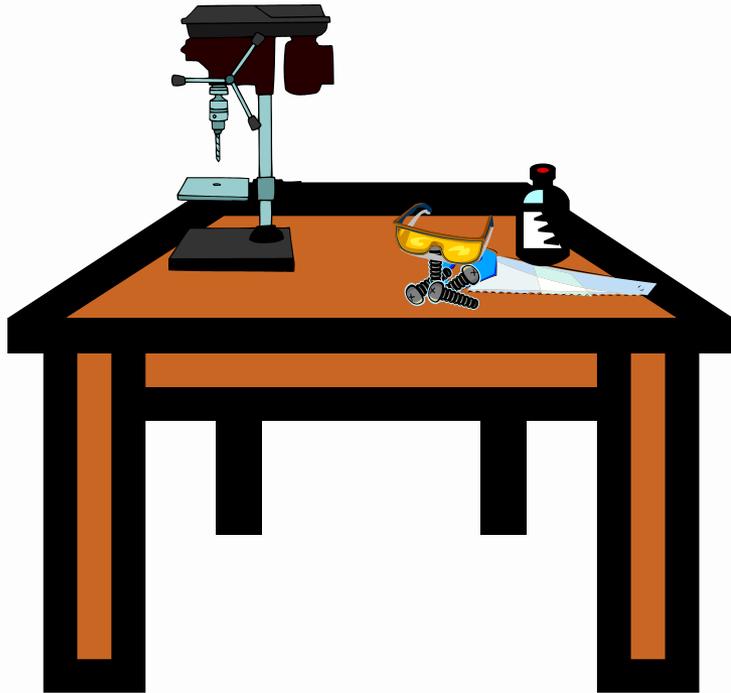
"Straighten" is the next step after Sorting. It is about making the workspace neat and well organized . It will make it easier to retrieve necessary tools and items by placing them in identified places

- Classify and label tools and other items into categories according to type.
- Only frequently used items should be kept close by to where you work

After Straightening things are easy to find, you know if they are missing , and you have a neat working space”

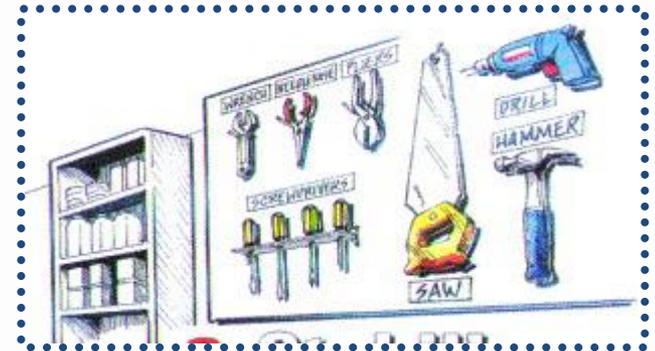
S2: Straighten is the arrangement of items in working-order for convenience and safety

Define a place for every equipment/tool.

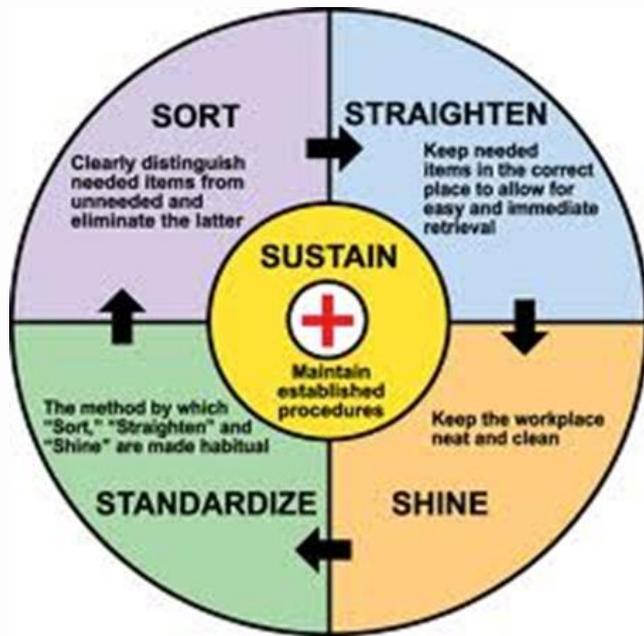


S2: Straighten- How?

1. Classify items and tools according to types, and identify frequently used ones
2. Arrange the items in a working-order for convenience and safety.
3. Decide where different types of items should be placed and mark the place
4. Only frequent used tools are allowed in the immediate working area. The other items and tools should be kept at their designated places.
5. A tool diagram can be placed on the wall - it will also help you realise right away if a tool is missing



S3 Shine: the cleaning of tools, equipment and workspace after use, identifying and eliminating the cause of dirt



“We do not do Shine before Sorting, otherwise we will waste our time to clean up the garbage or unwanted items.

- Shine is a regular cleaning and eventually becomes a habit.

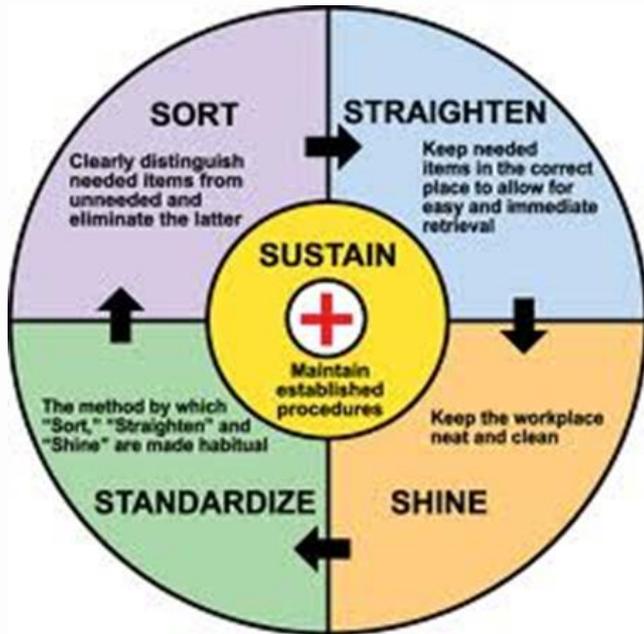
“Shine promotes better cleanliness and hygiene and helps extending the lifetime of machinery and equipment”

S3: Shine - How?

1. Clean tools, equipment and workplace. Do so every time after you use a tool and piece of equipment
2. Analyze the root causes of dirt and untidy workplace. Find solutions.
3. When you clean, check the working conditions of equipment/devices and report faults



Standardize



Standardize is about setting up clear rules and standard procedures to ensure clean and well-organized workplaces.

Examples of Standardize are:

- Define the working area using lines,
- Set up a cleaning schedule
- Set up an inspection schedule for equipment

When systems are in place it is easier to make sure workplaces are in order

S4: Standardize - How?

1. Raise awareness and train on the 5S and their benefits
2. Each working area to set up standards of cleanliness and tidiness.
3. Have a picture of how the working area should look like. Have stickers, small posters attached at working area to remind the employees to keep the standards.



Sustain



- “Sustain” is to maintain and perform the first 4Ss until it becomes a habit and self-discipline among staff and management
- Staff and management will spontaneously keep workplaces clean and well organized as part of their routine

Sustain will make sure the workplace is well organized, clean, and in working order at all time. **Sustain is the most important step of 5S activities.**

S5: Sustain -How?

Method:

- Provide adequate knowledge and training to have all employees understanding the standards and practices
- Make 5S part of standard operating procedures to practice 5S activities until it is a habit.
- Reinforce this step consistently and continuously.



Required elements towards a successful 5S

1. Commitment from top management and allocation of resources : time, and people
2. Involvement of employees from all levels
3. Promoting the 5S activities through various internal communication channels
 1. Establishment of functioning 5S committee
 2. Recognition of achievements
 3. Continuous improvement approach
 4. Take before and after pictures
 5. Evaluate and review progress across departments

Preparatory steps prior implementing 5S

- Organize the 5S committee or working team. The team should be a cross-functional team. Make sure the team takes some time to walk around the entire workplace, and look at each other's working area. Sometimes a pair of fresh eyes can be useful to identify problems in someone else's work area.
- Provide 5S training. Members of the working team should attend the 5S-training in order to understand how it works and what their roles would be in implementing 5S

Preparatory steps prior implementing 5S (Cont.)



- Officially announce the implementation of 5S. Clearly explain the vision, goals and objectives of 5S activities to all employees.
- Prepare 5S promotional banners and posters, and involve employees in a preparation of the 5S implementation plan as much as possible
- Take photos before implementation of the 5S activities. It will be used to compare with the picture after the implementation of 5S.

GBA Hotels Examples



Before & After 5S

คณะกรรมการโครงการ 5 ส.แผนกช่าง



5S committee



Communication on the 5S

Review identified problems, areas for improvement, and possible solutions

&

Discuss and list possible improvement actions