



ToolKit








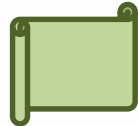


ToolKit Overview



- Brainstorming 
- Fishbone diagram 
- Eco-maps 
- Idea portfolio 
- Essential tips for staff participation and guest engagement 

- Essential tips for waste management 

- Energy conservation tips 
- Green checklists 
- Body mapping for OSH awareness 
- Risk Assessment Matrix 
- Green Improvement Team 
- Green Improvement Plan 

Aims



This guide contains some tools, techniques and practical tips to help you and your team make your organization more efficient, responsible and a better place to work.

The tools can help you, as a team, to find opportunities for improvement and solutions to problems. In some cases, they also provide practical advice and ideas.



Brainstorming



Brainstorming is a technique for generating new ideas as a group and it can generally be helpful in discussions that seek to stimulate creative thinking. It can be used as part of a process of identifying innovative solutions to problems and opportunities for improvement

What is it for and when is it used?

- Generating ideas
- Facilitating creative and innovative discussions
- Thinking of problems and solutions ‘outside-the-box’
- Facilitating an atmosphere of bonding and more open discussion

Who can use it ?

- Teams and groups in diverse settings.

How to do it?

- Bring in a diverse group of people
- Hold the meeting in a relaxed and informal setting
- Define the question/problem for discussion clearly.
- Ask participants to speak out every idea that comes to mind.
- One person notes down every idea on a board/large sheet of paper.
- Only after all inputs have been noted down, the group starts discussing them, analyzing them, and combining them



Brainstorming



Rules

- ✓ Focus on quantity.
- ✓ Withhold criticism.
- ✓ Welcome unusual ideas.
- ✓ Combine and improve ideas.



Eco-maps



Eco-maps are a tool for the visualization of problems / issues for improvement in your workplace and for identifying ‘hot spots’ where many problems concentrate. They are a tool used in a group setting and they stimulate participation and cooperation.

What is it for and when is it used?

- For finding problems/issues for improvement
- For linking problems to spatial locations and identifying ‘hot spots’ where many problems concentrate
- For gaining a rapid overview of the current situation regarding a theme/problem area (e.g. energy use, waste, materials, occupational health and safety)
- For raising awareness and stimulate learning
- For helping team-building

Who can use it?

- Teams and groups in diverse settings

What do you need?

- 2-3 Large sheets of paper (50x70cm at least)
- Transparent sheets of approximately the same size (you can also join together smaller sheets)
- 3-4 different color markers/pens to write on the transparent sheets



Eco-maps



How to do it? A step-by-step guide

1. Choose problem area/theme to address (i.e. energy, water, waste, occupational health and safety,...)
2. Draw crude outline of workplace area on paper with key functions, machinery and facilities.
3. Decide your own symbols, i.e. circle=big problems, square=medium problem, etc.
4. Put one transparent sheet on top of your drawing
5. Mark problems in respective spaces/ locations using the symbols you chose
6. Replace the used sheet with a new transparent & follow procedure for a new problem area/theme.
7. Place transparent sheets on top of each other on paper to identify 'hotspots'.

After selecting the problems you want to address, you can start analyzing their causes, and finding solutions, for example using the Fishbone diagram (see next tool).

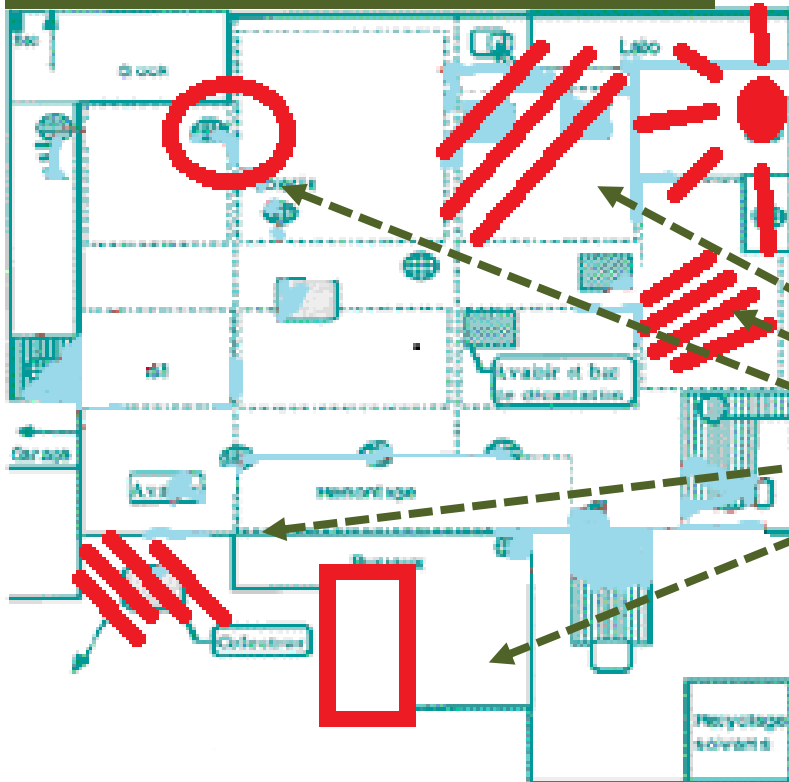


Example:

Energy eco-map of an office



Developing an energy Eco-map



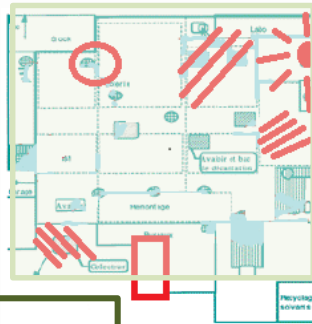
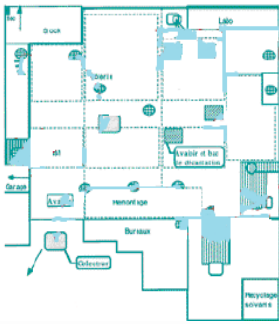
- Lights on even during day
- AC is too low
- Isolation not optimum
- PC's left on at nights
- Staircase light always on
- Windows open & AC on



Examples: Different eco-maps



Creating your Eco-maps



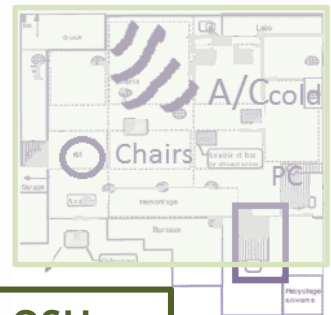
Energy



Water



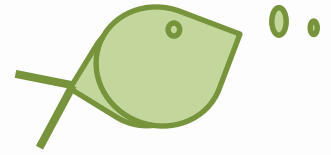
Waste



OSH



Fishbone diagram



The Fishbone diagram is a tool for identifying root causes of problems and it is a step to solve them.

What is it for and when is it used?

- Finding causes of problems to correct them
- Breaking down a problem into simpler elements

Who can use this tool?

- Teams and groups in diverse settings.

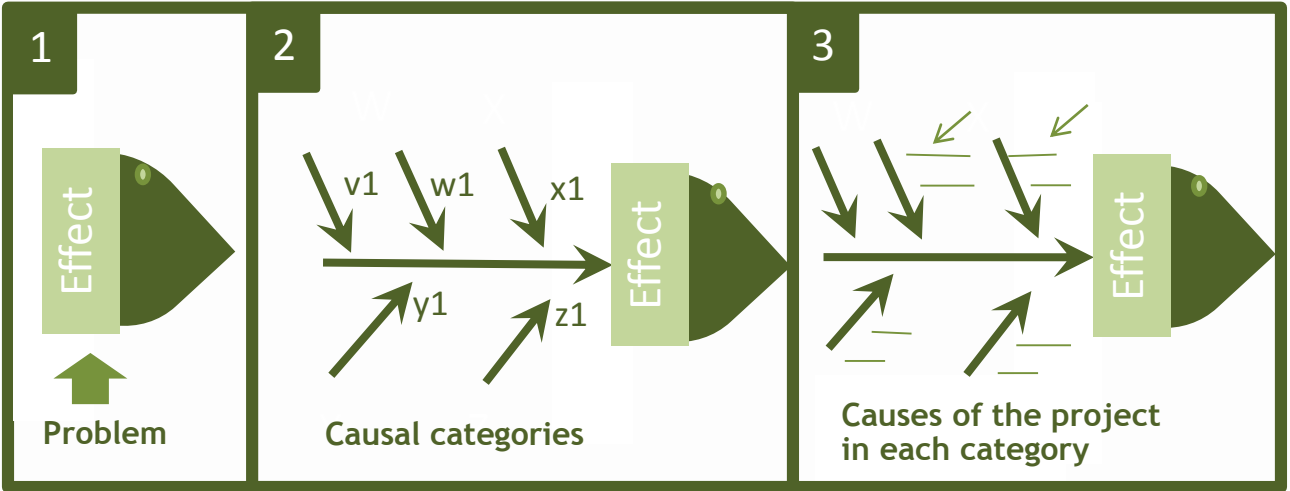
How is it used?

- Select problem to address
- Set the problem as the effect (Head of the Fish)
- Mark down broad categories of causes - typically you should look at *Processes, People, Equipment, Materials, Physical Environment* (the large bones of the Fish)
- For each category, think of possible causes of your problem and note them down in the diagram (the smaller bones of the Fish)
- For the various causes you found, try to find their own causes
- Once finished, look at the diagram to see how you can correct the main causes of your problem

Example: Why is breakfast service often late?



Steps to create a Fishbone Diagram



Environment

Equipment

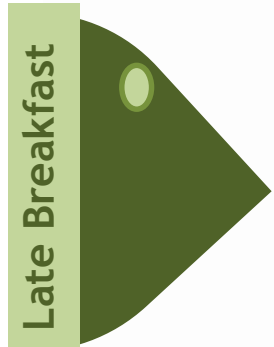
People

Distance kitchen-dining area

Oven broken
Lack of crockery
Toaster unsafe (burns)

Lack of staff
Lack of training
Lack of motivation

Difficult to hire



Foods not available
Vegetables spoiled
Out of cooking oil

Unclear responsibilities
Wrong order taken
Slow processing of order

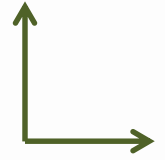
Lack of training

Materials

Process



Idea Portfolio



The idea portfolio is a simple technique for generating ideas and assessing them to identify the most promising ones.

What is it for and when is it used?

- To generate ideas for improvement and solutions to problems by facilitating inputs from all members of the group
- To do an initial evaluation of ideas based on impact and cost
 - Impact: how large/small is the effect of the idea in solving the problem/improving the situation?
 - Cost: how large or how small is the investment required to implement the idea?

Who can use this tool?

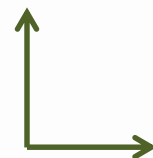
- Teams and groups in diverse settings.

What do you need?

- Post-it notes/metacards/small pieces of papers to write ideas (around 10 for each group member and some spare ones)
- Pens (1 for each group member)
- Large sheet of paper (e.g. 50 x 70 cm or more)
- Masking tape



Idea portfolio



How to do it? A step-by-step guide

Phase I - Generate ideas/solutions

- Select the cause of the problem you want to address or a specific situation you want to improve
- Each person is asked to write down as many ideas/solutions as s/he wants on metacards / Post-it notes. Remember: 1 idea, 1 metacard/post-it note

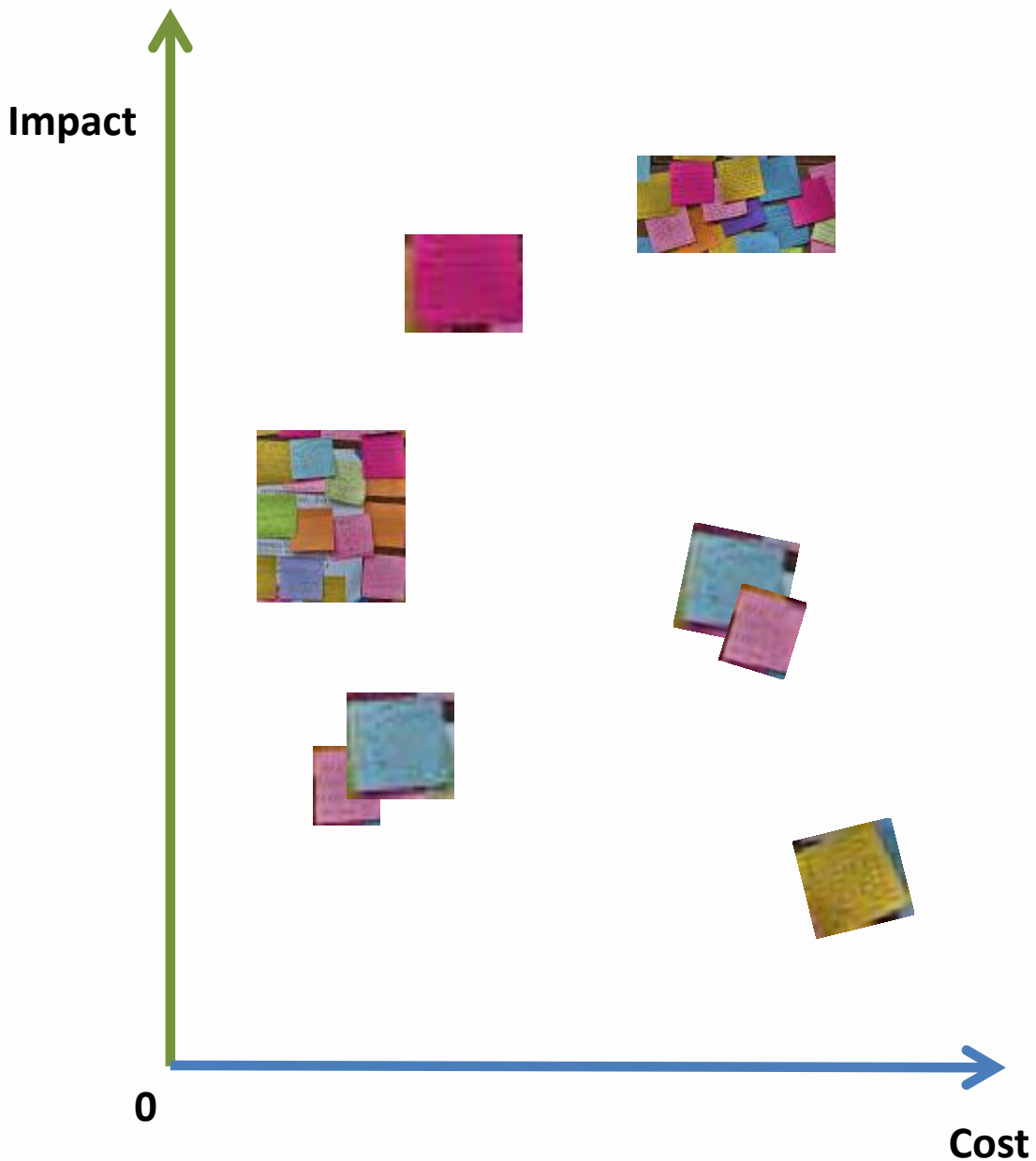
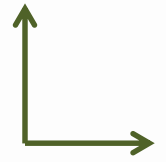
Phase II - Process and evaluate solutions looking at impact and cost

Once everyone has written their on the post-it notes,

- On the large sheet of paper, draw one horizontal line and one vertical line which meet at the point O (zero)
- The vertical line is about impact: the smaller the potential impact of the idea, the closer to 0, the larger the impact, the further away from 0
- The horizontal line is about cost: the smaller the cost of implementing the idea, the closer to 0, the larger the cost, the further away from 0
- As a group, discuss where to place different ideas/solutions in the space between the lines, depending on their potential impacts and costs involved and stick the post-it notes with ideas in the selected location
- Once finished, look for the most promising solutions



Idea portfolio: assessing ideas





Improving Guest Engagement



These tips concern communication with guests, an area crucial to maintaining day-to-day sustainability in the hotel since guests' behavior has a substantial impact on hotel's environmental footprint

Why communicate with guests?

- Many guests value hotels' efforts to be environmentally friendly
- Guests play a big role in helping hotels improving their environmental impact and energy and water usage

What to communicate to ensure stronger guest participation?

- Mention broad concerns (climate change) as well as preservation of the local environment and its beauty.
- Highlight what the hotel is already doing in terms of sustainable practices

How to communicate?






- Communicate with guests at all points of their stay in the hotel,
- Use multiple channels
- Make the design appealing and eye-catching
- Link communication to action - i.e. indicate what guests can do to help environmental and resource conservation
- Explore the possibility of encourage participation through incentives/prizes








Guest Engagement Tips



Make use of different channels & in different hotel areas:

-  **ONLINE:** communicate your commitment on your website
-  **RECEPTION/CHECK-IN:** engage guests from the start of their stay- display signs/posters, create and display your environmental policy
-  **GUEST ROOMS:** think of 'smart' places to place cards/signs where they are most noticeable (i.e. on the towel hanger/on the pillow)
-  **RESTAURANT:** choose seasonal & local ingredients/menus to communicate your concern for the environment
-  **CHECK-OUT:** add environmental issues on your guest feedback form

Ingredients for your strategy:

-  Talk about broader concerns for the environment, instead of just focusing on energy savings: it shows a more serious commitment
-  Mention what you are already doing plus any awards/certifications you have
-  If you have a vision/slogan for your hotel, link it to your environmental message
-  Think **LOCALLY!** Many guests are there because of the beauty of the place - linking environmental concerns to the local area can be very convincing
-  Tailor messages and languages to the hotel's guest groups/demographics



Encouraging Staff Participation



Having staff fully engaged in the hotel's efforts for sustainability is essential because the effective implementation of good practices is dependent on staff's understanding and commitment.

Environmental issues are also an area of shared concern between staff and management/employers and can open up spaces for better cooperation and dialogue

Why encourage staff participation?

- To ensure effective change and results throughout the workplace and hotel operations
- To open up opportunities for wider cooperation and dialogue

How to encourage staff participation?

- Involve staff from the onset of the development of the hotel environmental initiatives
- Establish mechanisms for worker-management cooperation, joint teams, and trade union's involvement
- Run awareness-raising campaigns
- Integrate environment/resource conservation into in-house training programs
- Be transparent, report achievements and progress to all staff
- Identify opportunities for sharing gains/benefits of activities with staff

Staff participation tips



PRESENT the hotel commitment to all staff (what the hotel is already doing+ what is the vision for the future)



TRAIN staff on basic environmental notions and practices



INTEGRATE environmental practices in staff induction and training

Place signs/announcements etc. where staff are spending time (i.e. staff canteen)



ASK staff members about their concerns for the environment, and what type of message would be effective to convince them to join in (e.g. staff survey)



ENCOURAGE staff ideas for better environmental practices (e.g. through competitions and awards on ideas for hotel green logo or good practices on energy conservation)



BE CREATIVE (in your activities, in your designs,...)



SHARE benefits and gains from environmental initiatives with staff

Taking steps:

- ✓ Establish a team, ensuring gender balance and participation of unions
- ✓ Elect team leaders and sustainability champions
- ✓ Make sure the team meets regularly
- ✓ Implement suggestions that are agreed upon and monitor and report progress



Greener Housekeeping Checklist

Cleaning a guestroom



1. Entry Door		4. Windows & Drapes	
Door clean in & out?		Windows clean?	
A/C vent clean?		Drapes clean?	
Do not disturb sign in place?		Open curtain and windows while cleaning room	
		Curtains and drapes drawn before leaving the room	
2. Bathroom		5. Beds	
Floor clean?		Bed made?	
Toilet clean?		Bedsread clean?	
Stoppers & drainers clean?		Sheets changed only if requested?	
Towels changed only if requested?		Sustainability signs in place?	
Sustainability signs all in place?			
No Leakages (toilets, sink, shower) (in case, report)			
Water pressure appropriate (if not, report)			
3. Equipment		6. Overall Room	
Dusted?		Room vacuumed?	
Remote control working?		Room fresh smelling?	
Proper volume & temp. set?		AC on 25 Degrees, fan speed and light setting to minimum?	
TV turned off (no stand-by)			
Fridge functioning (door closes, leakages) and set to medium temperature			
Light bulbs all functioning			



How green is your kitchen? Assessment Checklist



How environmentally friendly is our hotel kitchen?

1=very unsatisfactory, 2=fairly satisfactory, 3=satisfactory, 4=very satisfactory

Are there automatic power reducing features, e.g. motion sensor lights, timers for exhaust hoods, power downs?

Are ecofriendly/energy efficient options for equipment (e.g. lights, dishwashers) used?

Are there signs about good practices/appropriate usage and correct settings displayed over/on every piece of equipment (i.e., cold room, fridge, oven, etc.)?

Is the temperature in cold room, storage, fridge, etc. set at the correct level? Are doors closed properly?

Are all malfunctions reported to the technical department (i.e. A/C is too cold, the fridge is leaking, bulbs are broken, tap is dropping) as soon as possible?

Where possible, are pans and pots covered when cooking?

Are cleaning materials and water used without wastages? (e.g. when washing vegetables/dishes)

Do dishwashers operate only on full load?

Are food supplies over-packaged?

Are expiry dates of products monitored and a '1st in 1st out' policy in place?

Is all food waste collected and not mixed with any other waste (plastic, serviettes), and the amount is monitored?

Are other kinds of waste separated (cans, plastics, etc.)?

Is used oil stored and recycled?

Is special attention paid to the separation of hazardous waste?

Is the kitchen kept clean at all times to reduce the amount of chemical cleaners needed?

Improving Waste Management



Introduction

These tips help managers and employees implement a holistic waste management strategy involving staff, suppliers and the local community.

What is the tool for and when is it used?

These tips help you to set up an effective waste management strategy

Who can use this tool?

Anyone interested in managing better their waste

Reminder - the 3R

Look at one type of waste

Start with trying to eliminate and reduce it

When further reduction is not possible,

Look for options to use discarded items again

When further reuse is not possible,

Look for ways to recycle them

Reduce

Reuse

Recycle

Disposal

Do the same for different types of waste

Tips for Waste Management



1. **Establish** a waste management sub-committee and waste management champions in key departments
2. **Categorise, measure and record** different waste types
3. **Use the 3R** as the guiding approach to manage your waste
4. **Introduce colour bins or coloured signs** for different waste categories and use them consistently throughout the hotel
5. **Encourage involvement of Procurement Dpt.**, and try to work with suppliers to reduce packaging
6. **Identify** waste collectors/other organizations to sell/give away waste items (i.e. pig farms, dog shelters, 2nd hand electronic equipment salesman, junk shops...)
7. **Train** each staff on waste management and add waste management practices in Standard Operating Procedures
8. **Communicate** measurements and results
9. **Create a Staff Waste Management Fund** with the money coming from waste sale - it will encourage staff participation





Energy conservation



Introduction

Energy conservation practices are crucial for a greener hotels and they help you reduce your electricity bill; there are many changes that are easy to implement and don't require major investments

Focus areas for energy conservation

1. Behavioural change and good housekeeping - no/very little investment required
2. Process Improvement - adjusting settings or making small changes to existing equipment - no/ little investment required.
3. Equipment Change - some capital investment required

Important elements of an energy conservation strategy

1. Set up a energy conservation committee with participants from different departments
2. Measure and monitor energy consumption
3. Incorporate relevant energy conservation practices into training and Standard Operating Procedures
4. For equipment change, compare options, calculate costs and payback periods of investments
5. Remember: whenever you are considering an energy conservation initiative, you need ensure the comfort of staff and guests (especially in terms of lighting and temperature)



Tips for improving energy conservation



Behavioural change and Good Housekeeping:

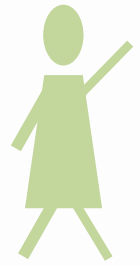
1. Switch off the lights, AC and other electrical equipment when not required.
2. Review lighting in different hotel areas to ensure comfort of staff and guests, and eliminate excessive lighting
3. Use natural light and ventilation wherever possible
4. Adjust A/C settings to appropriate level (ca. 25 degrees overall)
5. Ensures regular checks and good maintenance of equipment (i.e. dust on A/C, cleaning condenser, reporting of malfunctionings)
6. Communicate to guests and staff on how to conserve energy

Process control & equipment change

1. Consider installing timers and automatic switches for certain lights, smoke exhausts and other equipment
2. Maximize boiler efficiency (e.g. ensure correct settings).
3. Make sure boilers are properly insulated - lack of insulation can cause up to 20% heat loss.
4. Ensure proper insulation of pipes
5. When possible, replace bulbs, and electrical equipment with energy efficient ones. Consider solar water heating systems.
6. Consider automatic access control system (key tags) for guestrooms



Body mapping for OSH awareness raising



Introduction

This is a participatory tool to quickly identify health problems associated with occupations and tasks

What is the tool for and when is it used?

- To help identify occupational health problems
- To generate awareness about how particular work-situations affect health

Who can use this tool?

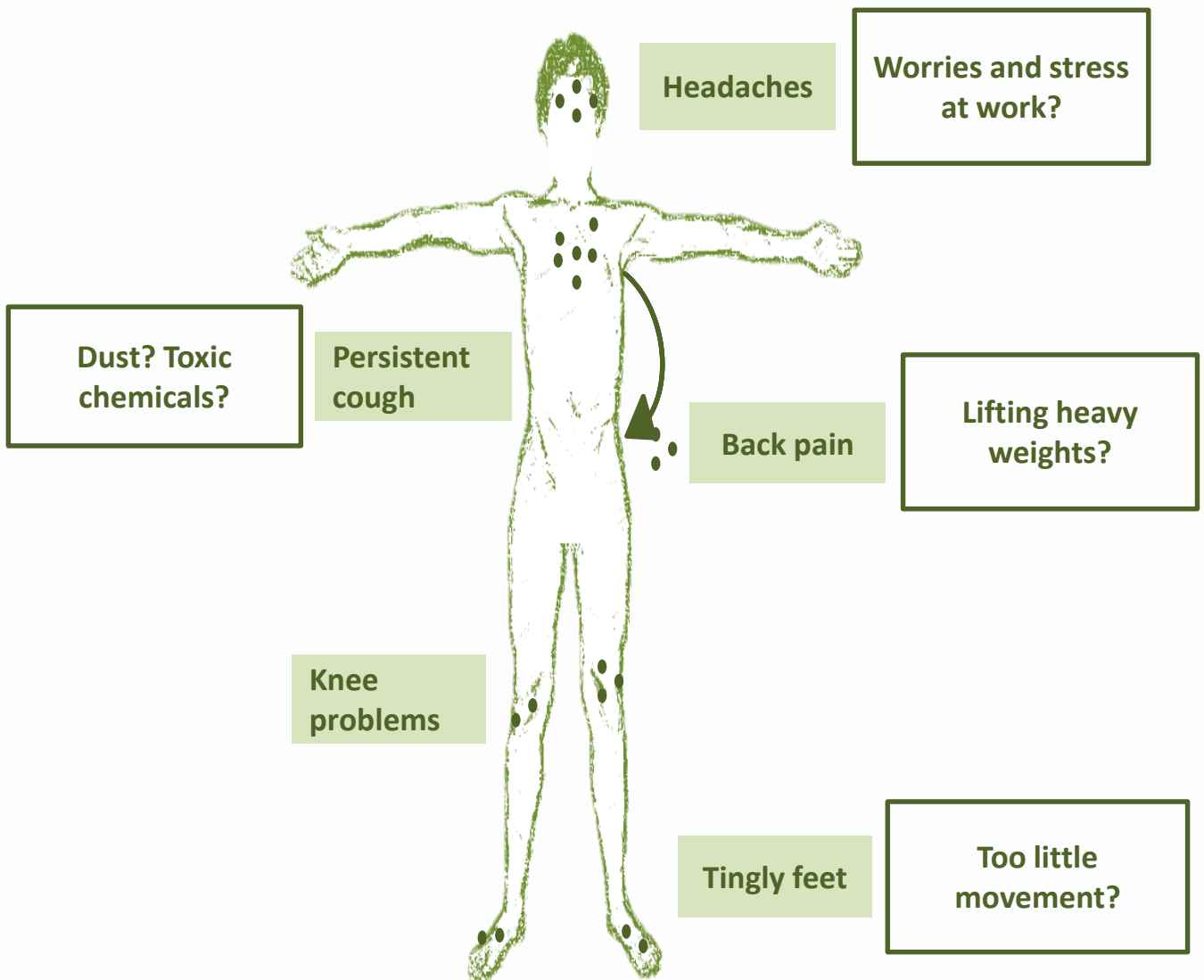
- Employees, employers and managers and everyone interested in OSH challenges
- Joint Occupational Health and Safety Committees

How is this tool used?

1. Rough outlines of a human body are drawn
2. Staff doing a particular job group together
3. Everyone in the group puts a little dot/a pin to the body area where they experience problems and indicate the problem
4. Those areas with a lot of pins suggest shared concerns and patterns deriving from a particular task/work situation
5. Discuss what the possible causes of these patterns may be



Body mapping for OSH awareness raising





Risk assessment matrix



The risk assessment matrix helps you evaluate the risks posed by hazards you find in your workplace.

Through the matrix you can give scores to hazards which correspond to their levels of risk, combining the severity and likelihood factors

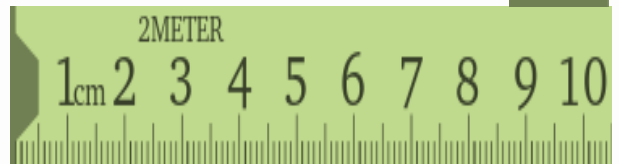
The highest score indicates the greatest risk potential. Such hazards need to be controlled and minimized most urgently.

Severity(column):

- Co 1: Death/Serious incapacity /Major damage
- Col 2: Lost time/moderate damage
- Col 3: Minor incapacity

Likelihood (row):

- Row 1: Highly likely
- Row 2: Moderately likely
- Row 3: Unlikely



Risk Assessment Matrix



		Severity - How severely could it hurt someone?		
Likelihood: How likely is it that it will hurt somebody		Death/severe injury/ major damage to property/equipment (3)	Medical treatment/ time off work/damage to property/equipment (2)	First-aid/little or no damage to property/ Equipment (1)
	Very likely (3)	$3 \times 3 = 9$	$2 \times 3 = 6$	$1 \times 3 = 3$
	Likely (2)	$3 \times 2 = 6$	$2 \times 2 = 4$	$1 \times 2 = 2$
	Unlikely (1)	$3 \times 1 = 3$	$2 \times 1 = 2$	$1 \times 1 = 1$

The Green Improvement Team (GIT)



Roles and responsibilities:

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





Green Improvement 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' organizations to facilitate consultation and participation
- Encourage gender balance
- 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 throughout the hotel, among staff and management, that the teams are looking for members
- Team/subcommittee membership should be voluntary: it helps ensuring members are committed

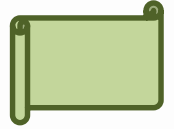
Tips for a well-functioning Green Improvement Team



- ✓ 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, workers' organizations, and top 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
- ✓ During team meetings remember the principles of good communication - listen to others, encourage feedback and participation,...
- ✓ Remember: you can use brainstorming, ecomapping, the fishbone, the idea portfolio technique to identify problems and improvement actions
- ✓ Make sure you 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



The Green Improvement Plan - template



Green Improvement Plan - Template									
Area of improvement	Objective	Proposed action	Steps to implement action	Responsible persons (also indicate lead)	Timelines	Indicators, to monitor of progress (KPI)	Resources needed (people, time, equipment, funding)	Next check	Comments

