

# Hotel management and staff working together to improve working conditions



Hotel Colón, S.A., Spain

[www.colonhotelbarcelona.com](http://www.colonhotelbarcelona.com)

Fewer than  
100 workers

## The issue

Hotel Colón is a small business with only 78 employees. In the past there was little opportunity for staff to have a say on how day-to-day work was organised. The hotel management realised that addressing this issue could help to improve staff commitment and involvement and increase employees' satisfaction at work.

## Action taken

A working group was set up including both management and staff representatives, and this group implemented a psychosocial risk prevention procedure. One of the main outputs of the risk assessment was the decision to adapt and reorganise the hotel's working methods.

As a first step, departmental meetings were implemented. The purpose of these meetings was to provide information on, discuss and make decisions about day-to-day operations and possible improvements. Meetings take place every two weeks during working hours and allow both management and staff to discuss upcoming challenges and develop solutions together.

In preparation for these meetings, workers can submit topics they wish to be discussed via an anonymous suggestion box. These subjects must be discussed at the meeting, and the discussion must conclude with a proposal to address the issue. Hotel management is then required to provide a verbal and a written response to the issue. The working group has the responsibility of informing the workforce of actions carried out, and of when a proposal has not been viable.

To date, various solutions have been suggested and successfully implemented. The changes have been easy to implement, but have significantly contributed to creating

a smoother and more successful working procedure and a fairer distribution of work. For example, one proposal aimed to improve the distribution of tasks related to setting the tables before lunch and dinner. The solution proposed was to rotate this preparatory task between different shifts. Another example of a successfully implemented measure was a change in the format of taking orders for lunch and an improvement in the technical equipment used for this task.



In addition, every two months, the working group assesses the meetings and the implementation of changes suggested by staff, and proposes changes that it deems relevant. This procedure has been implemented in departments throughout the hotel, including the restaurant, linen rooms, cleaning department, reception and kitchen. A review of the entire process is planned for 2015.



## Results achieved

- Of the 51 measures proposed to date, 26 have been implemented, 13 are in the process of being implemented and 12 have been postponed.
- These measures have affected key areas of the business, and some measures resulted in a reorientation of business strategies.
- Both the head of human resources and hotel staff legal representatives have shown a positive attitude towards the change.
- Both the organisation of work and the wellbeing of the workforce have improved.

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