

# ABCs OF STEWARDING

Stewarding Workbook

## OBJECTIVES

To provide a Train-the-Trainer package for Chief Stewards/Back of House Managers to be able to train their new Heart of House employees and periodically retrain existing employees.

Provide additional training and communication tools for Stewarding employees.

Provide Chief Stewards/Back of House Managers with a systematic way of auditing, analysing and improving Hygiene & Safety related issues in the hotel.

Developing Stewarding leadership in our company; helping them to consider the aptitude and attitude of fellow workers and challenges that working with different types of people can bring.

## PROGRAMME - DAY 1

Monday	
TIME	TOPIC
9.00 to 9.45	Introductions & Objectives
9.45 to 10.30	Our Success is our people – role of stewarding, challenges we face brainstorm exercise
10.30 to 10.45	Coffee break
10.45 to 11.00	The Journey
11.00 to 13.00	Training Skills (Part 1)
13.00 to 14.00	Lunch break
14.00 to 15.30	Training Skills (Part 2) - How to write a Presentation Content
15.30 to 15.45	Tea break
15.45 to 16.45	Film « You'll soon get the hang of it » The main steps in a training session
16.45 to 17.30	Discuss the Stewarding manual, departmental core skills, generic SOP's <i>Homework</i> – review SOP's and start to prepare 3 one-to-one training session (teach-backs)
	Free evening

## PROGRAMME – DAY 2

Tuesday	
TIME	TOPIC
9.00 to 9.30	Ecolab QuickStep Quiz
9.30 to 9.45	Brainstorm – Food Hygiene
9.45 to 10.30	Impact Stewarding has on Food Hygiene & Safety 4 main contamination routes Breakage control
10.30 to 10.45	Coffee break
10.45 to 11.00	Golden Rules of Food Hygiene
11.00 to 12.15	Pest Control
12.15 to 12.45	Review Corporate Diligence
12.45 to 13.45	Lunch break
13.45 to 15.45	Safety in the Workplace Departmental hazards Safety signage Risk Assessment – poster competition
15.45 to 16.00	Coffee break
16.00 to 16.30	Environmental Sustainability – what we do today and what we can do in the future to impact – brainstorm best practices
16.30 to 17.00	Handout assignments for teach-backs and help prepare
17.00 to 17.45	Stewarding Safety Inspection
17.45 to 18.00	Review of day 3 & Wrap up <i>Homework</i> – review SOP's and finalise 3 one-to-one training session (teach-backs) (Day 3 - there will be 2 teach-backs undertaken per delegate; 1 in the classroom, 1 in the Heart of House, Stewarding areas)
	Free evening

## PROGRAMME - DAY 3

Wednesday	
TIME	TOPIC
8.30 to 11.30	Teach backs 1 - 15 minutes teach backs, 10 minute debrief, 5 minute intervals Feedback and Comments
11.30-13.00	Ecolab Presentation
13.00 to 14.00	Lunch break
14.00 to 15.30	Continue teach-backs
15.30 to 15.45	Coffee break
15.45 to 17.00	2 <sup>nd</sup> round of teach backs in pairs in the Stewarding department
17.00 to 17.30	Wrap-up Feedback and Comments Review of Day 3
19.30	Group Dinner

## PROGRAMME - DAY 4

Thursday	
TIME	TOPIC
9.00 to 9.30	Car Race – Stewarding quiz
9.30 to 9.45	Importing and Exporting – Brainstorm
9.45 to 11.00	The Role of Stewarding in the Inventory Control
11.00 to 11.15	Coffee break
11.15 to 11.45	Improving equipment requisitions Creating efficient work areas Scheduling for Business Levels QCD Boards
11.45 to 12.30	What gets measured gets done: Annual Audit Monthly Audit Daily Audit Inspection Checklists 1-minute Safety Calendar
12.30 to 13.30	Lunch Break
13.30 to 14.30	Evaluating Training Needs
14.30 to 15.00	Getting buy-in from other department heads
15.00 to 15.30	Your Stewarding Action Plan
15.30 to 16.15	Coffee break
	Certification celebration Course evaluation

*Times are given only as an indication and are subject to change.*

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## A – Z OF STEWARDING TERMS

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A	ASSISTANCE	ARCHIVES	AUDIT
B	BREAKAGES	BACTERIA	BACILUS CEREUS
C	CHEMICALS	CLEANING	CUTTING BOARDS
D	DISHWASHING	DEEP FAT FRYER	DE-CARBONIZING
E	EQUIPMENT	ENVIRONMENTAL	ELECTRICITY
F	FOOD	FIRE	FIRST AID
G	GAS	GARBAGE ROOM	GLASSWARE
H	HYGIENE	HEALTH	HOODS
I	INVENTORY	ILLNESS REPORTING	IMPORTING
J	JUGGLING	JUGS	
K	KITCHEN	KEY CONTROL	
L	LIGHTING	LOG BOOK	LEGIONELLA
M	MANUAL HANDLING	MICRO-ORGANISMS	MAINTAINING
N	NIGHT DUTIES	NORO-VIRUS	
O	OVEN	ORGANISATION	
P	PEST CONTROL	PERSONAL PROTECTIVE EQUIPMENT	PACKAGING
Q	QUERIES	QUALITY	
R	REQUISITIONS	RECEIVING	REMOVAL OF GARBAGE
S	SANITISER	SAFETY	STORAGE
T	TRAINING	TEMPERATURE CONTROL	TROLLEY
U	UNIFORM	UTENSILS	
V	VIRUS	VIBRIO BACTERIA	
W	WATER	WASH YOUR HANDS	WASTE MANAGEMENT
X	X-RAY		
Y	YOU		
Z	ZOO		

# THE ROLE OF STEWARDING



## The Role of the Stewarding Department

JAMESON | CFI | THE LEEBY COLLECTION | WESTON | FOUR POINTS

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**Our Success is our People – role of stewarding, challenges we face**

Role of Stewarding	Reporting Lines
Challenges we face	Our Moto



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# THE CHALLENGES WE FACE

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*Brainstorm departmental challenges*

**Inter-departmental**

**External**

**Solutions to build better relationships, improve teamwork**

# THE IMPORTANCE OF OUR DEPARTMENT

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Our organisation has been focusing on controlling costs and improving productivity. Stewarding is one of the largest departments in most hotels. Stewarding operations are critical to the success of the Food and Beverage Department.

List below how your department makes the difference; or ideas to be worked on.

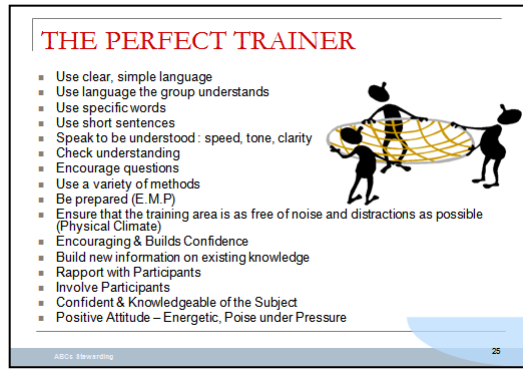
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# THE JOURNEY



I understand my role in the Companies' Journey	What aspects of your role in The Journey do you clearly understand?
I understand how The Essentials will lead to success on The Journey.	What components of The Essentials are clear? Unclear? (if any)?
I understand how I can demonstrate Our Promises in The Journey.	Which components of The Promises are clear? Unclear? (if any)?

# TRAINING IS VITAL



## Blindfold Exercise

What did you learn from this exercise with regards to teaching employees new tasks?

- 
- 
- 
- 
- 
- 
- 
- 

## Be prepared – EMP : equipment, material, place

- 
- 
- 
- 

## Tools available to become a perfect trainer

- 
- 
-

## WHY TRAIN?

- Improve the Service Profit Chain



- Master a skill
- Strengthen your teams' skills
- Motivate associate
- Ensure standards are met and exceeded
- Increase your own credibility (trustworthiness, reliability, authority)

## TYPES OF LEARNING

- **KNOWLEDGE** – Giving Information & Teaching Facts
- **SKILLS** – Demonstrating how to do something correctly according to a standard.
- **ATTITUDE** – Achieving success in your career isn't just about brains, talents and connection. It is also about attitude, it is about your definition of attitude at work.



## WHAT TRAINERS DO?



Identify Needs

Motivate the Learner

Help Learner Learn & Understand

Monitor the Learner at Work

Follow Up & Evaluate

## TRAINING NEED ANALYSIS

- Identify the need / problem (Situation-Root Cause-Action)
  - Observe (Frequency & Impact)
  - Analyze (Cause & Effect)
- Review the Standard (s)
- What (Purpose) Who (Who will be Involved)
- Choose a Training Plan or Approach
- Schedule Time & Place (And Notify Participants)
- Prepare all Materials & Equipments



## PRESENTATION CONTENT

- Introduction - Establish Credibility, Attention Getter, Preview topic
  - Create an interesting ambiance
  - Start with a "personal approach" greeting
- Body – Contains Clear & Precise Message
- Conclusion - Make them remember / Make it unforgettable / End with a short great message or a quote

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## PRESENTATION CONTENT

- Introduction - Establish Credibility, Attention Getter, Preview topic
  - Create an interesting ambiance
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## STANDARDS SHOULD BE



- Specific
- Measurable
- Agreed Upon
- Relevant
- Trackable

RESULTS ≠ TIME

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## Develop content write training session from SOP

- CHUNKS
  - PACE
  - LEVEL



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# THE MAIN STEPS IN A TRAINING SESSION

## PREPARATION

- who you are teaching
- what you are teaching – notes
- equipment and material
- the training room

## DURING THE TRAINING


- introductions
- topic
- objectives
- context
- logical sequence
- in chunks
- practice
- give feedback (encourage, correct, praise)

## AFTER THE TRAINING

- congratulate
- link forward

**The MAIN STEPS IN A TRAINING SESSION**

- Preparation
  - Who, Why, Specific Outcome, Equipment
- CONTEXT (Put the task into a bigger picture, WIFM "What's in It For Me?")
- Digestible Chunks
- Practice
  - I do it normal
  - I do it slow
  - You do it with me
  - Then off you go
- Follow Up



ABC Learning 31

Notes:

## TOOLS

- Observations
- Starguest Response
- LRA – GSI – Starvoice
- Clifton
- Incidents
- PMP & Job chats
- New equipment and new employees
- Mystery audits

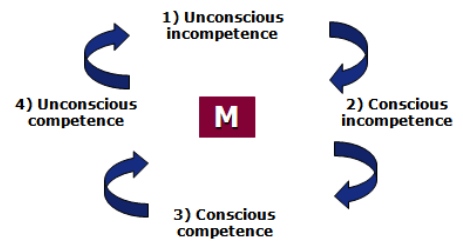
## ROLE OF TRAINERS AT WORK

- ☺ Check and Monitor Progress
- ☺ Give Praise and Encouragement
- ☺ Re-Explain briefly if needed
- ☺ Motivate them
- ☺ Following up the training.

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## Stages of Mastery



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### Unconscious Incompetence

- This is the stage that many people live in. They are unaware that they actually learn at a lot of things even though they think that they are doing alright. This is the worst and most dangerous stage to be in. It is the stage where initial successes cause arrogant thinking of superiority and mastery while in reality the person doesn't know the first thing about what he is doing.



### Conscious Incompetence

- When a person reaches the stage of conscious incompetence they are making good progress. They realize that they are not good at whatever they are doing and thus do not pretend to know what they are doing.



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### Conscious Competence

- This is the stage where the seeds of a person's hard labor starts to bear fruit. They may have spent weeks, months or years studying, learning and practicing their skills and finally have come to a stage where they are actually pretty good at what they do.



### Unconscious Competence

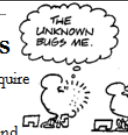
- This is the stage before mastery. Once the unconscious competence stage of a skill/art/craft is reached it is a matter of time before that person becomes a master at what they do. To reach this stage usually takes a couple of years.



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## Facts about Adult Learners



- Adults are **self-directed** and **independent**, they only require facilitation and not teaching.
- Adults have build up a foundation of **life experiences** and **knowledge**.
- Adults are **goal-oriented** and usually know what they want to attain.
- Adults must see a **reason for learning** something, therefore the objectives of training are important. Change is uncomfortable, show them the benefits. (WIFM)
- Adults are **practical** and they must understand how the aspect of learning is useful to their job.
- Build new information on existing knowledge

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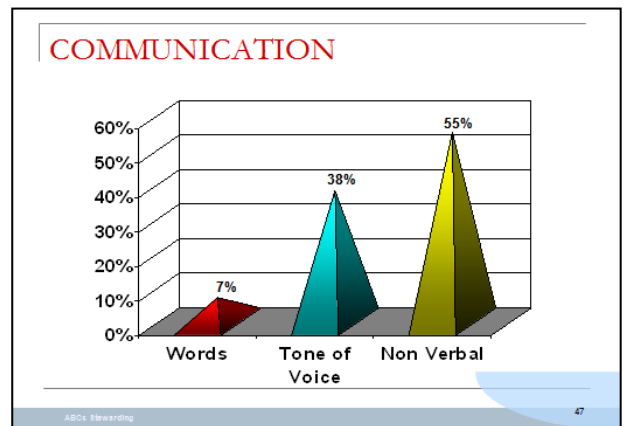
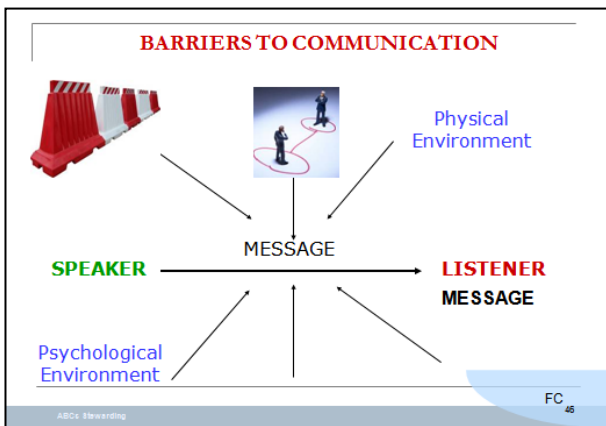
## Learning Pyramid

Average Recall of Info Rate

Learning Method	Average Recall of Info Rate
Lecture	5%
Reading	10%
Audio-Visual	20%
Demonstration	30%
Discussion Group	50%
Practice By Doing	75%
Teach Other/Immediate Use	80%

"I hear and I forget, I see and I remember, I do and I understand"

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## WORDS – 7%

- Choice of Words
- Use Professional, Considerate & Respectful Words
- Avoid Offensive Phrases
- Pronounce the words correctly
- Do not use words you cannot pronounce or difficult for you
- Explain "Corporate Words" meaning (GSI, OSAT, LRA, ASI, HOD, ExCom, LC etc.)
- Branded Words to create Enriching Conversations
- Do not use a word or term if you don't know the meaning (or search for the appropriate meaning)

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## TONE OF VOICE - 38%

(How we Deliver the Message)

- **Tone** – Overall Quality of Voice (Volume, Sound, Wave, Class, Nature)
- **Pitch** – is the Intonation & the quality of sound we produce (High, Moderate or Low)
- **Pace/ Rate** – is the Speed (Fast, Moderate or Slow)

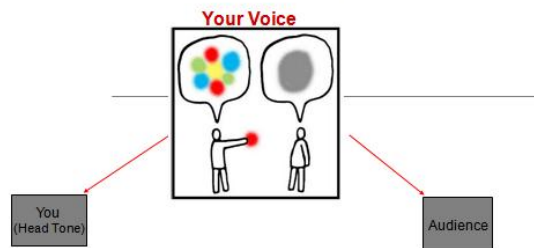


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## QUALITY OF YOUR VOICE

"Good Morning Everybody.  
Welcome to the ABCs of Stewarding."



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## TONE ACTIVITY

- Kinds of Mood
  1. Happy
  2. Sad
  3. Angry
  4. Scared
  5. Hurt
  6. Excited
  7. Bored
  8. Irritated
  9. Disappointed
  10. Aggressive

"Welcome Back. How was your break?"

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## Body Language – 55%

is the message you convey through actions without words

### ■ Types of non verbal communication

- Facial Expression
- Gestures
- Body Language & Posture
- Eye Gaze
- Proxemics - Amount of distance
- Haptics -Communication through touch
- Appearance - Choice of color, clothing, hairstyle & other factors affecting appearance

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## COMMON BODY LANGUAGE

### □ POSITIVE (+)

- Chin Up
- Standing Straight
- Posture : Good
- Physical Appearance: Neat, Clean, Presentable
- Eye Contact
- Head Steady or Nodding
- Hands Open Straight or at the Side
- Smiling

= Good Impression

### ■ NEGATIVE (-)

- Looks Distracted
- Extra Movement (Playing with a pen, Stamping your feet, Looking around, Checking the time etc.)
- Posture : Poor
- No Eye Contact
- Untidy
- Hands in close position
- Not Smiling

= Negative Impression

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## VISUAL SKILLS

1. Controlling Nervousness
2. Maintaining Eye Contact
3. Maintaining Proper Posture
4. Making Gestures (Movements)



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## ANALYZING THE AUDIENCE

### Who Am I Presenting to?

- What does the audience know about you? (Your background/ Are you qualified to speak on the subject)
- What does the audience know about your subject? (What is their background / How experienced are they)
- What is most important to the audience ( Style of presentation most appropriate for them based on business background or personality / What is their present attitude towards your subject)



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## KNOW YOUR AUDIENCE

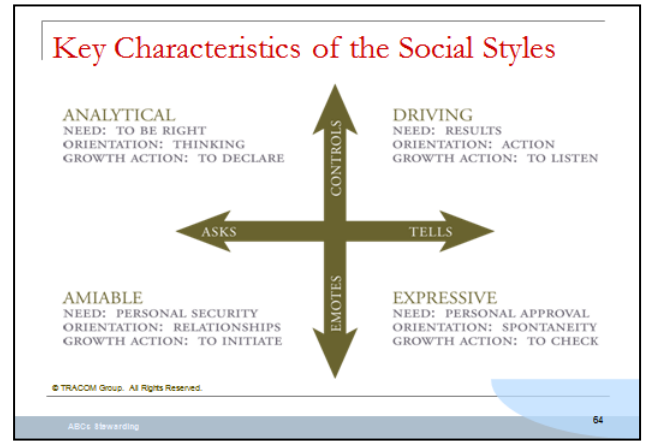
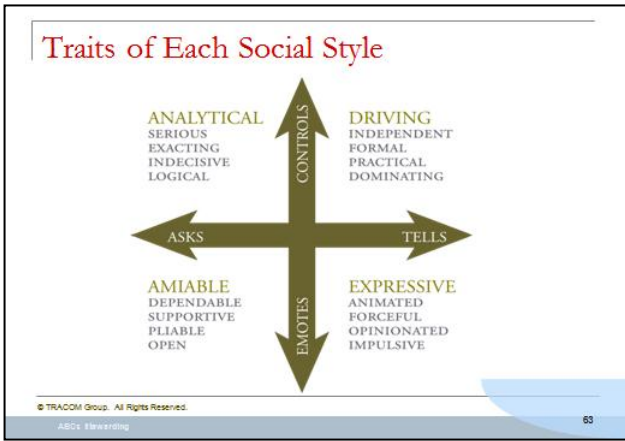
(How will you recognize them)

- **PRISONER** – Knows the subject and the answers but is hesitant to participate and speak up
- **VACATIONER** – Physically present with the group but mentally absent (Always in the Bahamas)
- **GRADUATE** – All knowing person (“Yes, I already know that)
- **STUDENT** – Needs to be guided and facilitated



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- ### MANAGING DIFFICULT PARTICIPANTS
- Laughing or talking during discussion
  - Throwing personal jokes for fun
  - Showing obviously lack of interest
  - Negative body language
  - Not attending your scheduled training
  - Misbehaving
  - Negative influence to the class
- They Can Derail Your Session
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- ### TECHNIQUES TO HANDLE DIFFICULT PARTICIPANTS
- Give them a role (e.g. Distribute papers, open/ close the light etc)
  - Silent treatment
  - Let him/ her repeat what was just said
  - Emphasize the rule he/ she is breaking
  - Draw yourself near the misbehaving participant (stand at his back)
  - Manage the situation & Protect the Group
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# CORPORATE PRESENTATION PLANNER

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- Training topic
- Establish an objective
- Analyze your Audience
- Compose the Body of your Presentation
- Conclusion... Wrap your presentation
- Prepare some questions and answers

## PRESENTATION CONTENT

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- Introduction – Establish Credibility, Attention Getter, Preview topic
  - Create an interesting ambience
  - Start with a “personal approach” greeting
- Body – Contains Clear & Precise Message
- Conclusion – Make them remember/Make it unforgettable/End with a short great message quote



# FEEDBACKS

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TRAINER'S NAME

STRONGEST POINTS (+)	NEEDS TO IMPROVE (-)

TRAINER'S NAME

STRONGEST POINTS (+)	NEEDS TO IMPROVE (-)

# **WHAT IS A STANDARD OPERATING PROCEDURE**

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## What is a Standard Operating Procedure?

It is the minimum operation standard required with safe procedures to complete a task. When implemented it will ensure consistently that can be measured.

## Why do we have SOPs?

Skills have a crucial role to play in increasing productivity. Creating a more highly skilled workforce will contribute towards raising productivity and competitiveness. Working in a structured and safe manner will reduce the risk of injury, damage or loss and increase productivity.

SOPs help us to ensure consistent training for all new and existing employees. They enable us to plan training in anticipation of promotions and transfers. They provide a follow up system to check performance.

# WRITING STANDARD OPERATING PROCEDURES

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## Standard Operating Procedures in the Stewarding Department



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STANDARD OPERATING PROCEDURE: SOP REFERENCE NUMBER	[THE TOPIC OF THE SOP] [BRAND CHAIN CODE AND NUMBER EACH SOP]
SOP DATE: EFFECTIVE DATE: REVISED DATE:	[DATE THE SOP IS CREATED] [DATE THE SOP BECOMES EFFECTIVE] [DATE OF LAST REVISION]
DEPARTMENTS IMPACTED: APPLICABLE DIVISIONS AND/OR GLOBAL AND/OR LOCAL SOP:	[LIST ALL DEPTS IMPACTED BY SOP]  EAME
APPLICABLE PROPERTY TYPE: APPLICABLE OWNERSHIP:	[OWNED, MGD. AND/OR FRANCHISED]
SUPPORTING DOCUMENT(S):	[LIST ANY DOCUMENTS RELATED TO THIS SOP, i.e CHECKLISTS, ETC.]
SOP AUTHOR: SOP APPROVER:	InnArchive.co [TITLE ONLY OF SOP APPROVER]

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INTRODUCTION / OVERVIEW / GOALS: (INCLUDE STANDARD AND STANDARD NUMBER IF APPLICABLE)

PREPARATION: (INCLUDE ANY PREPARATION PRIOR TO DELIVERY OF EXPERIENCE)

DELIVERY: (HOW TO DELIVER THE EXPERIENCE)

REQUIRED ACTIONS AFTER DELIVERY COMPLETION: (IF ANY)

TRAINING REQUIREMENTS: (IF ANY - INSERT NAME OF TRAINING – LINK TO ANY APPLICABLE TRAINING MATERIALS)

# OVERVIEW OF GENERIC SOPS

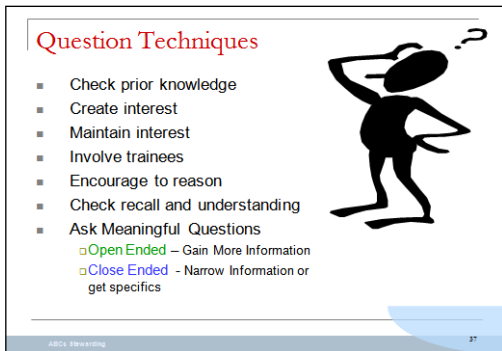
FOLDER	TOPIC	
<b>SOPs Chemical</b>	Chemical Knowledge & Handling Chemical Safety Procedure Cleaning Chemical Spillage	Chemical Assessment Record Chemical Register Form
<b>SOPs Dishwasher</b>	Cleaning Dishwasher and Traps in the Machine Dish Washing Procedure Refilling the Dishwasher Scraping, Racking and Loading the Dishwasher Setting up Bussing Station Temperature Control of Dishwasher De-liming the Dishwashing Machine	
<b>SOPs Cutlery, Glasses, China</b>	China-, Glass- and Silverware Storeroom Procedure Cleaning Silver Flatware  Hand Polishing Chinaware Hand Polishing Glassware  Hand Polishing Silverware	Polishing Silverware in Moreillon Silver Machine Types of Crockery, Silver & Glassware by outlet Inventory of GCS Cleaning Moreillon Silver Machine
<b>SOPs Buffet</b>	Clearing and Cleaning of Buffet Setting up Banquet Buffet Setting up Buffet in Restaurant	
<b>SOPS Cleaning Kitchen Appliances</b>	Cleaning the Convoctomat Oven Kitchen Equipment Safety Care and Maintenance of Food Trolley Deliming and Cleaning the Ice Machines Cleaning Chaffing Dishes  Cleaning and Sanitising Gas Oven Cleaning and Sanitizing Carving Lamp Cleaning and Sanitizing Induction Cleaning and Sanitizing Meat Crates Cleaning and Sanitizing Microwave Cleaning Bain Marie Cleaning Ban Saw Machine Cleaning Bowl Cutter Machine Cleaning Bread Oven Cleaning Broilers Cleaning Can Openers Cleaning Chopping Boards Cleaning Coffee Jugs  Cleaning Cold Food Processing Equipment Cleaning Convection Oven Cleaning the Deep Fat Fryers Cleaning the Dough Mixing Machine Cleaning the Dough Sheeted Machine Cleaning Bratt Pans and Boilers Cleaning Oil from Deep Fryer	Cleaning Ice Cream Freezer Cleaning Meat Mincer Machine Cleaning Pizza Oven Cleaning Plate Warmers Cleaning Reach-in Refrigerators Cleaning Rotary Oven Cleaning Salamander Cleaning the Slicing Machine Cleaning Bread Roll Machine Cleaning Steam Kettle Cleaning Tilt-Fryer Cleaning Walk-in Refrigerators Cleaning Trolley Draining Oil from Deep Fryers Hand Polishing Brassware Hand Polishing Chafing Dish Hand Polishing Copperware Hand Polishing Stainless Steel Wares Procedure Pot Washing Cleaning Grills and Flat Top Cleaning Hoods and Filters Cleaning Hot Boxes De-carbonizing Pots & Pans

<b>SOPs Cleaning Kitchen</b>	De-carbonizing Gas Burners De-carbonizing Pots and Pans Cleaning and sanitizing Gas stoves Cleaning and sanitizing Bread Boxes Cleaning and sanitizing Cookers Cleaning and sanitizing Garbage Bins Cleaning and sanitizing Vegetable Crates Cleaning and sanitizing Bench and Sinks  Cleaning and sanitizing Dry Food Store Room Cleaning Grates and Drains  Cleaning Kitchen Food Trolley	Cleaning Hand Washing Basins Cleaning Loading Dock Cleaning Receiving Areas Cleaning Walls Garbage Removal Kitchen Audit Mopping Floors Refilling Hand Soap Dispensers Scrubbing Floors  Sweeping Floors Cleaning Stainless Steel Sinks
<b>SOPS Miscellaneous</b>	Hazard communication Attendance  Avoid Breakages  Breakage Log Book Procedure Cleaning and Sanitizing Egg Crates Cleaning and Sanitizing Garbage Room Cleaning Janitor Room Emergency Evacuation Room  End of Shift Fire Prevention Procedure Key Control Procedure First Aid Procedure Receiving Food Recording Temperature of fridge and freezer	Open Flame Policy Stacking and Storing Clean Wares Steward Database and Training Profile Steward Log Book Steward Schedule Working as Team Maintaining Work Areas Personal Grooming and Hygiene Safety While on Duty Silver Room Procedure Sorting Garbage and Logging Equipment PPE SOP Temperature control of Dishwasher

Available on StarwoodONE and on your ABC of Stewarding USB stick

# QUESTION TECHNIQUES

---



## Question Techniques

### I.N.T.R.O:

Interest  
Need  
Title  
Range  
Objectives

### Why ask questions?

Promotes involvement  
Shows interest in participants  
Allows opportunity to praise  
People feel smart when they are correct  
Match trainees' level and pace

### OPEN QUESTIONS VS. CLOSED QUESTIONS

#### OPEN

Opinion  
Longer answers  
Stimulating

#### TYPE OF QUESTION WORD USE :

What  
Why  
How

#### USE :

Create discussion  
Seek variety of ideas  
Check understanding  
Important points

#### CLOSED

Short answers  
Either/or  
Yes/no

#### TYPE OF QUESTION WORD USED:

Who - Was  
When - Is  
Where - Can  
Which

#### USE :

Confirm information  
Speed up  
Close topic  
Offer easy question

## Overhead Questions

DEFINITION:

VALUE OF OVERHEAD QUESTIONS:

POSSIBLE DRAWBACKS:

## Direct Questions

DEFINITION:

VALUE OF DIRECT QUESTIONS:

POSSIBLE DRAWBACKS:

## Handling Answers

NO ANSWER

WRONG ANSWER

CONFUSED ANSWER

CORRECT ANSWER

## Inviting Questions

WHY INVITE QUESTIONS?

KEY POINTS

IF NO QUESTIONS



## Flip Charts

WHY USE FLIP CHARTS?

KEY POINTS

## Power Point

WHY USE POWER POINT?

KEY POINTS

## Summarize

WHY SUMMARISE?

HOW TO SUMMARISE?

## Feedback

PRAISING

CORRECTING

## **TRAINING SESSIONS**

---

Manual Handling  
Slips, Trips, Falls  
Food Hygiene

# TRAINING MATERIAL ON SW1

Step:  
Choose the Safety & Security link on the top tab on the One site.

The screenshot shows the Starwood ONE website interface. At the top, there is a navigation bar with links for Home, Contact, Help, My Profile, Logout, and Search. Below this is a status bar displaying the user's name (Laurianne), location (Brussels), date (Friday 04.02.2011), time (1:35:54 PM), weather (8 °C / 46 °F), and a HOT indicator (60.33). A main navigation bar contains tabs for Company Info, Brands, Teams, Six Sigma, Our Performance, E-tools, and My Location. On the left side, there are several utility boxes: 'Who's Who Quick Search' with input fields for last and first names; 'Brand Information' showing logos for Four Points, Sheraton, and others; 'Hotel Programs' with a dropdown menu; 'Company Info' with links to various sections; and 'EAME Teams' and 'Crisis Management'. A central navigation menu is open, listing various departments such as Crisis Management, Design and Construction, Development, Finance, HR & Training, IT, New Builds and Transitions, Operations (highlighted in yellow), Procurement, Sales & Marketing, Food & Beverage, Global Citizenship, Rooms, and Safety & Security (highlighted in yellow). A red arrow points to the 'Safety & Security' link. The main content area features a 'Global News' section with articles like 'Starwood Hotels & Resorts Worldwide 4Q10 Earnings Conference Call' and 'Starwood Growth in India & Middle East'. There is also a 'Teame Spotlight' section with articles on 'Operational Innovation' and 'EAME's first F&B newsletter'. At the bottom, there is a 'Pandemic Toolkit' section and a row of food images.

2. Step:  
Click on the "Training" tab on the Safety & Security Site

**Safety and Security** Home

**Leadership Message**

Welcome to the Europe, Africa and Middle East, Safety & Security page otherwise known as SAS. A site supporting the continued Focus on developing a Safe & Secure Culture throughout all of our properties.

The many tools, resources and information showcased here are designed to support you in maintaining a Safe and Secure Environment for all of our Associates, Guests and Visitors.

Our SAS Council holds regular monthly meetings and details of your Regional Representatives can be found under Who's Who; our Mission Statement is:

*The EAME Safety & Security Council will assist & support our properties in creating and maintaining a safe and secure environment for all Associates, Guests and Visitors as well as being a focal point for sharing information from and to the hotels.*

We look forward to receiving your feedback on this site and any other Safety and Security issues that we might need to assist you with in order to create a Great SAS Culture.

Yours, SAS

EAME Safety & Security Council

**Quick Links**

- Pandemic Flu
- Security
- Crisis Management
- Health & Safety
- Risk Assessments
- Leisure Safety
- Food Hygiene
- Incident Reporting
- Environmental
- Communications
- Training**
- Who's Who?
- Fire Safety

Fire Safety related documents can be found under Design, Construction & Engineering/Engineering/Manuals.

Click on the link above to access it directly.

3. Step:  
Choose the type of Training to download from the site.























Terms Site Sigma Our Performance E-tools My Location

---

Safety & Security
Training






[Back to Safety & Security Homepage](#)

**Training Specialist Modules**

-  [Safety Induction E training module](#)  
compiled by Helana Ludkin, Safety Manager, Mauritius, July 2006
-  [Undertaking Risk Assessment](#)  
compiled by Helana Ludkin, Safety Manager, Mauritius, July 2006
-  [NATO video](#)  
European Agency for Safety & Health at Work
-  [Fire Safety E training](#)  
Nina Fairweather / Josephine le Yanno August 2009
-  [E training notes](#)  
This Fire training can be broken down into modules, 15 hour sessions are preferred
-  [Kitchen oil fire video](#)
-  [3 minutes for a room to burn](#) [Unit 6](#)
-  [Blood Borne Pathogens training module](#)  
Nina Fairweather / Josephine le Yanno Aug 09
-  [E training notes](#)
-  [Recognising Bed Bugs](#)
-  [Manual Handling - presentation](#)  
May 2007
-  [Manual Handling - training notes](#)  
May 2007
-  [ABC Housekeeping key amendments Jan 09](#)  
N Chagnan (Environmental Health & Safety)
-  [Shigense User Manual](#)  
Clifton (S&S) Ltd Jan 09
-  [Ergonomics - use of computers](#)  
N Chagnan, November 2006
-  [Food Allergens](#)  
N Chagnan - July 2006
-  [HACCP food safety briefing](#)  
Presentation of Food Safety briefing (1st 2006 Safety Seminars) N Fairweather
-  [Food Safety for Food Handlers](#)
-  [Personal Hygiene for Food Handlers - presentation](#)  
May 2007
-  [Personal Hygiene for food handlers - training notes](#)  
May 2007
-  [HACCP introduction](#)
-  [HACCP Sushi training presentation](#)
-  [Business Site Risk - video](#)  
Food Standards Agency (UK)
-  [E training videos available through Cosafel E training](#)
-  [Safety & Security E training Videos available](#)  
Safety Source - April 2006
-  [Engineering manager 2002 - One-minute safety meeting](#)
-  [F&S /Exec Chief 2002 - One-minute safety meeting](#)
-  [Front of House Manager 2002 - One-minute safety meeting](#)
-  [Housekeeping manager 2002 - One-minute safety meeting](#)
-  [Housekeeping \(SI/ANSI\) one-minute safety calendar 2002](#)
-  [Metal one-minute safety calendar 2002](#)
-  [Corporate Risk Management](#)  
additional resources

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**Records**

-  [Induction training record - Safety & Security](#)
-  [Engineering core skills training records](#)
-  [F&S /C&D core skills training records](#)
-  [Front of House core skills training records](#)
-  [Housekeeping core skills training records](#)
-  [Kitchen Stewarding core skills training records](#)
-  [Lecture facilities core skills training records](#)
-  [Security core skills training records](#)
-  [Administration offices core skills training records](#)
-  [Duty Managers core skills training records](#)

EAME: Safety & Security Page contact: Nina Fairweather

# **LIST OF MAIN TASKS IN THE STEWARDING DEPARTMENT**

---

In your hotel.

Task	SOP effective	Training adequate
1		
2		
3		
4		
5		
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24		
39		

## TASK LIST FOR STEWARDING DEPARTMENT IN YOUR HOTEL

25  
26  
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46  
47  
48

40



## TASK LIST FOR STEWARDING DEPARTMENT IN YOUR HOTEL

- 49
- 50
- 51
- 52
- 53
- 54
- 55
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- 57
- 58
- 59
- 60
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- 62
- 63
- 64
- 65
- 66
- 67
- 68
- 69
- 70
- 71

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# KEY LEARNINGS PAGE DAY 1

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# THE ROLE OF STEWARDING - GENERAL

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Day 2

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Role of Stewarding in our Hotels

- Food Hygiene & Safety
- Health & Safety
- Environmental Sustainability

LE MERIDIEN | ICFI | THE LUXURY COLLECTION | WESTIN | FOURPOINTS

    2

# HOW DOES STEWARDING IMPACT FOOD HYGIENE & SAFETY?




## Food Hygiene & Safety

- Contamination: Physical, Chemical, Micro-biological, Allergens
- Personal Hygiene for all food handlers
- Pest control
- Starwood Diligence

3

## Purpose of Good Food Hygiene

- Serve safe, wholesome food
- Good guest feedback, no complaints
- No allegations of food borne illness or foreign material
- No fines; No court appearances, No jail
- No bad publicity
- Happy guests and Happy staff



ABC Stewarding 7

How can your colleagues contaminate food?  
(ie broken glass, area not inspected effectively)

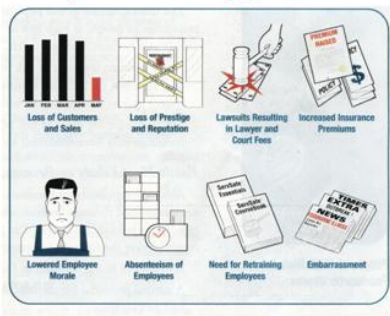
## How does Stewarding impact Food Hygiene & Safety?

- Cleanliness
- Breakages
- Temperature control
- Correct use of chemicals
- Pest control
- Waste removal, Environmental control



ABC Stewarding

## Costs of poor food hygiene



ABC Stewarding 8

## How can food become contaminated?

- People
- Raw food
- Machines and Equipment
- Insects, Rodents, Animals and birds
- Dust, the environment
- Refuse and waste food, materials and Packaging



ABCs Stewarding

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## 4 Common Food Contamination Routes

- **Physical:** Metal, glass, wood, plastic, rubber
- **Chemical:** Cleaning fluids, grease, pesticides, fumes
- **Allergens:** nuts, milk, bread, glucose
- **Microbiological:** Bacteria, mould, yeast, viruses



ABCs Stewarding

## Physical hazards

for example bits of metal, plastic, wood, hair, jewellery, insects that can cause harm



ABCs Stewarding

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## Breakage procedure

When a violent or explosive breakage of any glassware or crockery occurs, the following action will be taken by the departmental head present (i.e. most senior person):

Suspend all food preparation in immediate vicinity.

No food to move forward until inspected by chef / supervisor in charge.

Any foods obviously affected, however minimal, to be placed side-by-side and immediately labelled CONTAMINATED FOOD - NOT TO BE USED.

Manager on duty / General Manager to be informed.

Glass/fragment to be cleared up into "BREAKAGE DUSTPAN".

Preparation surfaces involved to be wiped down with wet cloth (and sanitised).

Whole area to be inspected with powerful torch and only declared clear by the chef / supervisor in charge.

Broken material to be removed from site and placed in an appropriate waste container.

All Breakages are to be recorded on Chef/Manager's daily record / diary for due diligence.

*Finally*, preventing foreign bodies is a case of all employees being vigilant. It is your duty to act and report.

You may like to review the Six Sigma project F&B Operating Equipment Breakage Control #83953 to assist with implementation and control.

# Broken Glass or Crockery Report

Department:

Date	Time	Area Where Breakage Occurred	Type of Item Broken	ACTION TAKEN	Signature of Senior Manager on Duty

Chef/Manager weekly sign off:

Date:

# ALLERGENS

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## Allergens - Food Intolerance

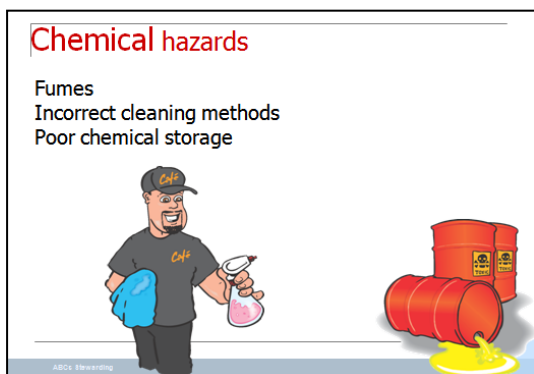
- Nuts
- Gluten
- Shellfish
- Lactose





# CHEMICAL HAZARDS

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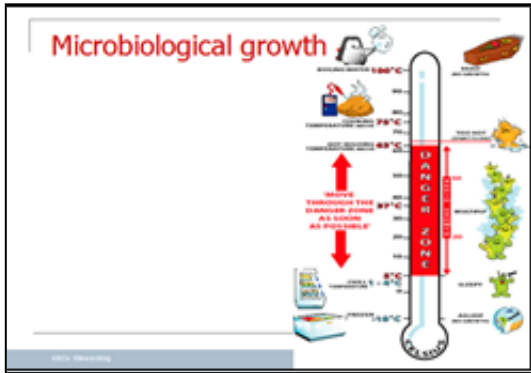


## Control Measures



# MICROBIOLOGICAL HAZARDS

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## Control Measures

# WHAT ARE THE GOLDEN RULES OF FOOD HYGIENE?

---



# PEST CONTROL

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## Pest Control Case Study Exercise

Make notes on the pest control case study.

What have you learnt?

How can you improve pest prevention in your areas?

Are you actioning recommendations made by the pest control contractor effectively?

# COMPANY DILIGENCE

Hello **Mina Fairweather** (Log Out)  
System Admin  
Manage Hotels  
Manage Users  
Create New User

Hotel: All Available Hotels (change)

Home Audit Documentation Incidents Reports Risks SMS Tasks Temperatures Training


**MyTasks**

Date From: 24/01/2011 Date To: 31/01/2011 Apply dates Today This week This month This year

Show completed tasks  Show only tasks assigned to me

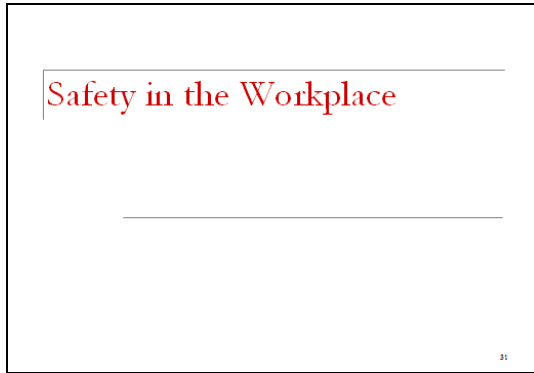
No Results for selected time period.

**Task Status**



Task Status	Count
Completed	0
In Progress	0
Overdue	0

# THE ROLE OF STEWARDING – HEALTH & SAFETY



### Safety Signage

- Employers responsibility to display, maintain and explain
- Employee's responsibility to comply

Mandatory	Warning	Prohibited	Safe condition	Fire action

ABDC Stewarding 45

In your groups answer the following question on the flip chart:

What are the common hazards our guests and employees can come across (related to your department)?

As department heads, what can we do to prevent each of them?

Notes:

Chemicals:

Material Safety Data Sheets:

Personal Protective Equipment:



Notes:

Equipment Safety:

Dangerous machinery:

First Aid:

Manual Handling:

Notes:

Slips, Trips and Falls:

Are your risk assessments suitable and sufficient?  
What risk assessments do you need to work on?

## Hazards

- Hazard – anything having potential to cause harm

That can:

- Affect - people, property, processes
- Cause - accidents and ill health, loss of output, damage to machinery

## Preventing accidents

- Think about the types of accidents that have happened in and around your department
  - What was the cause
  - How could it have been prevented
  - What did you do to prevent it from happening again?

## Risks

- Risk – likelihood of hazard causing actual harm
- Control measures – items or actions to remove the hazard or reduce the risk
- Information, Instruction & Training

## Safety Signage

- Employer's responsibility to display, maintain and explain
- Employee's responsibility to comply



# RISK ASSESSMENT, SAFE SYSTEM OF WORK, METHOD STATEMENTS

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Risk Assessments, Safe Systems  
of Work, Method Statements

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# ENVIRONMENTAL SUSTAINABILITY

Sustainability Resource Center

**FOCUSING ON SUSTAINABILITY**

We are working to build on our culture of sustainability. As a global company, Starwood has the size and scope to make a real difference. Sustainability makes good business sense. Not only can we save money, but our guests and customers increasingly want it, and our associates are passionate about it. — Frits van Paasschen

**"We are taking the early steps in a multi-year transformation in how we do business because we understand that incorporating and innovating upon our green practices is good for earth, good for guests, good for the industry, and smart for business."**

— Frits van Paasschen

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ABC's Branding

**Starwood Goals for Reducing Energy & Water use**

**By 2020**

- Our energy goal is to reduce our consumption by 30% per available room across all owned, managed and franchised rooms.
- On the same basis, our goal is to reduce water consumption by 20%.

Frits van Paasschen, 10<sup>th</sup> June 2010

ABC's Branding

Sustainability Resource Center

- Home
- Environmental Sustainability Policy
- Green Operations
- Green Design & Construction
- Hotel Reporting
- Hotel Leaders & Certifications
- Sustainability Sales Center
- News & Updates
- Glossary
- Contact Us

- Environmental Sustainability Policy
- Green Operations**
- New Builds: IBFL's Sustainable Hotel Siting, Design & Construction Manual
- Hotel Leaders Profiles & Green Certification/Accreditation info
- Sales Center – basic customer facing material for hotels & GSO
- News & Updates – Internal & External
- Glossary of terms
- [Green.FAME@starwoodhotels.com](mailto:Green.FAME@starwoodhotels.com)

ABC's Branding

Sustainability Resource Center

**GREEN OPERATIONS**

Starwood's 2009-2010 Green Operations program initiatives present hotels with low-to-no cost opportunities in the pursuit of environmental sustainability. Program initiatives were selected based largely on stakeholder input and reflect the priorities of Starwood's customers. Hotel green practices and initiatives of third-party certification programs targeting Starwood's hotel portfolio.

Hotels should prepare for implementing Green Operations initiatives by following the steps outlined below:

**Step 1: Complete the Environmental Impact Assessment Survey**  
 Identify a member of the hotel management team (e.g. the Chief Engineer) to take responsibility for the completion of the Environmental Impact Assessment Survey, presented on the Sustainability Resource Center under Hotel Reporting or by clicking on the following link: [Environmental Impact Assessment Survey](#). After completing the survey, the hotel may generate a report that summarizes the hotel's environmental performance for year 2009. The report will reflect, among other things, the hotel's total fuel consumption, total carbon emissions, total water consumption and total waste generated as well as waste diverted from the landfill for the year. **Starwood owned and/or managed properties are required to complete the survey with 2009 hotel data by May 20th, 2010.** Starwood franchise properties are strongly encouraged to take advantage of this tool but have been designed in accordance with the GRI protocols and supports carbon reporting through the Carbon Disclosure Project (CDP). The CDP is a global profit organization that is setting the standard for carbon reporting and disclosure worldwide with combined assets of \$3.7 trillion under management.

**Step 2: Establish a Green Council**  
 Establish a Green Council and select a Sustainability Champion/Chairperson to lead the team. For details on independent council members, please refer to the Green Council initiative under Green Operations, under Awareness and Engagement or by clicking on the following link: [Green Council](#).

**Step 3: Prioritize initiatives and Prepare for Execution**  
 The Green Council should review all initiatives that are marked ready for implementation. These initiatives are identified by a green dot. Based on operational initiative implementation due dates and immediate hotel needs, the Green Council should prioritize these initiatives and prepare for execution.

**Step 4: Check the Sustainability Resource Center Regularly for Newly Added and/or Updated Initiatives**  
 As additional initiatives become ready for implementation, they will be marked with the word "NEW". The Green Council members should check back often as the "NEW" indicator will be visible for a month before it is replaced with a ready for implementation indicator. Initiatives not marked as ready for implementation or as "NEW" are still in development and will be rolled out over the next few years as pilot and research studies complete.

ABC's Branding

Sustainability Resource Center

**Green Operations Initiatives**

- Energy and Water Conservation
- Waste Minimization
- Recycling
- Dumpster Monitoring
- Hazardous/Controlled Waste Management
- Organic Waste Management
- Elimination of Drycleaners
- Environmentally Preferred Suppliers
- Environmentally Preferred Products
- Asset Management
- Green Water Alternatives
- Sustainable Food & Beverage
- Indoor Environmental Quality
- Performance Tracker
- Awareness and Engagement
- Green Construction
- Green Council
- Carbon Offset Program
- Green Transportation
- Sustainable Meetings
- Meeting Planning
- Meeting Setup
- Meeting Services
- Post-Meeting BOA Activities
- Post-Meeting Services

- Coming soon (not launched yet)
- First Priorities ('the basics')
- Coming soon (not launched yet)
- New in Sustainability Resource Center

ABC's Branding

Sustainability Resource Center

**Green Operations Initiatives continued**

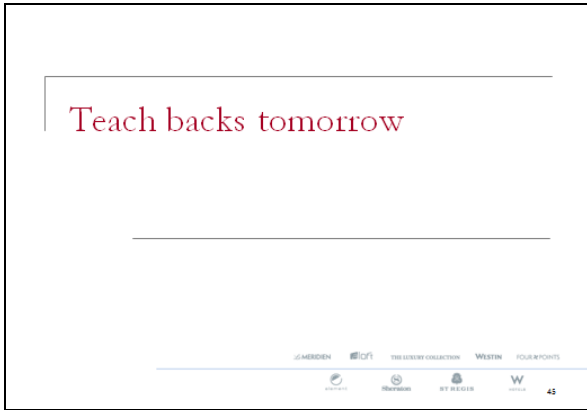
- Energy and Water Conservation
- High Efficiency Lighting
- Occupancy Sensors
- Tiled and Urinal Efficiency
- Low-Flow Faucets
- Low-Flow Showers
- Irrigation Standard Operating Procedure
- Advanced Irrigation Technologies
- Preventive Maintenance
- Other Facilities include: Kitchens, Diningrooms, Laundry, Pools & Courts
- Waste Minimization
- Recycling
- Dumpster Monitoring
- Hazardous/Controlled Waste Management
- Organic Waste Management
- Elimination of Drycleaners
- Environmentally Preferred Suppliers
- Environmentally Preferred Products
- Asset Management
- Green Water Alternatives
- Sustainable Food & Beverage

- Capital likely needed (potential ROI) – Assess Opportunity by end of 2010 (at latest), and if nothing else make sure it's put into future reservation plans
- Due immediately
- Coming soon (not launched yet)
- Due immediately

ABC's Branding

# TEACH BACKS

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## KEY LEARNINGS PAGE DAY 2

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# Training Observation Sheet

<b>PREPARATION</b>				
Equipment				
Trainee background				
Notes				
<b>PRESENTATION</b>				
Title				
Objective				
Context				
Logical sequence				
<b>DEMONSTRATION</b>				
Chunks				
Normal Speed				
Slowly				
<b>PRACTICE</b>				
Trainee does with trainer				
Trainee does alone				
Correction of mistakes				
Trainee practices to standard				
<b>MOTIVATION</b>				
Incentives				
Encourage				
Congratulate				

# Training Observation Sheet

<b>PREPARATION</b>				
Equipment				
Trainee background				
Notes				
<b>PRESENTATION</b>				
Title				
Objective				
Context				
Logical sequence				
<b>DEMONSTRATION</b>				
Chunks				
Normal Speed				
Slowly				
<b>PRACTICE</b>				
Trainee does with trainer				
Trainee does alone				
Correction of mistakes				
Trainee practices to standard				
<b>MOTIVATION</b>				
Incentives				
Encourage				
Congratulate				

# Training Observation Sheet

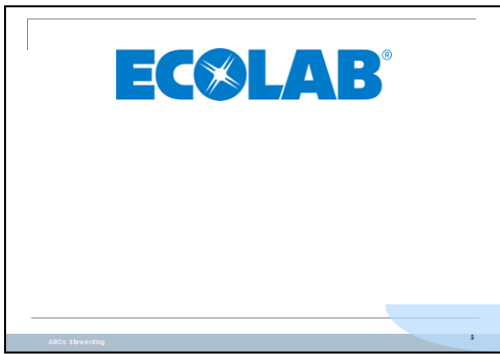
<b>PREPARATION</b>				
Equipment				
Trainee background				
Notes				
<b>PRESENTATION</b>				
Title				
Objective				
Context				
Logical sequence				
<b>DEMONSTRATION</b>				
Chunks				
Normal Speed				
Slowly				
<b>PRACTICE</b>				
Trainee does with trainer				
Trainee does alone				
Correction of mistakes				
Trainee practices to standard				
<b>MOTIVATION</b>				
Incentives				
Encourage				
Congratulate				

# Training Observation Sheet

<b>PREPARATION</b>				
Equipment				
Trainee background				
Notes				
<b>PRESENTATION</b>				
Title				
Objective				
Context				
Logical sequence				
<b>DEMONSTRATION</b>				
Chunks				
Normal Speed				
Slowly				
<b>PRACTICE</b>				
Trainee does with trainer				
Trainee does alone				
Correction of mistakes				
Trainee practices to standard				
<b>MOTIVATION</b>				
Incentives				
Encourage				
Congratulate				

# ECOLAB PRESENTATION

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## Chemical Safety:

- List all chemicals being used in your department
- Audit your MSDS sheets making sure you have an MSDS sheet for every chemical being used
- If you do not have them, you will need to call your vendor right away
- Once you receive the MSDS sheet, provide copies to Security for master file
- Just a reminder.....Whenever you receive a new chemical you must have a MSDS sheet for that chemical; and so should any contractors working in the hotel.
- Risk assessments need to be undertaken to assure correct storage, use, PPE, emergency procedures.

# CLEANING

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## The removal of soil and food matter from a surface.

- Only use approved cleaning chemicals, like Ecolab
- Adhere to the cleaning schedule
- Bleach is not allowed in OUR hotels; it can mix with other substances in use and cause dangerous reactions
- No chemical or washing solution may be brought to a surface that contains food. Cleaning must be carried out before and after food handling, not whilst food is still out
- No cleaning operation, wet or dry, to be carried out above open food
- Dispose of waste, sweep, etc. immediately. Do not allow waste to accumulate in the premises
- Observe the code for cleaning cloths, larder cloths must not be used for any other purpose
- Use disposable paper wipes for final sanitising of surfaces and equipment

## Sanitizing

- The reduction of the number of disease-causing microorganisms to safe levels on clean food-contact surfaces.
- All items must be clean before they are sanitized or the sanitizing process is incomplete and sanitation is not accomplished.
- Sanitizing may be accomplished in two ways. We use both methods in the Stewarding department, therefore it is important that you review each individual working station to familiarize yourself with the sanitizing procedures implemented.

# KEY LEARNINGS PAGE DAY 3

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# THE ROLE OF STEWARDING – INVENTORY CONTROL



**Measurement & Inventory Controls**

- Improving equipment requisitioning – equipment, chemicals
  - Storage
  - Par stock for outlets
  - Inventory controls
  - Breakage control
- Impact on profitability
- Service and Maintenance of Equipment
- Self Assessments and Audits
- Your Training plan
- Record-keeping

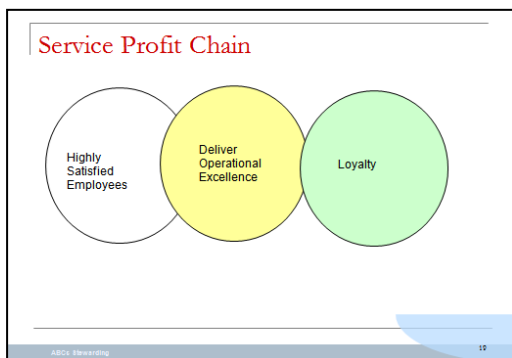
11



**Importing & Exporting Company Assets**



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What is Stock?

Why do we need to control stocks?

How is stock control managed?

What is Par Stock?

How is a Par Stock established?

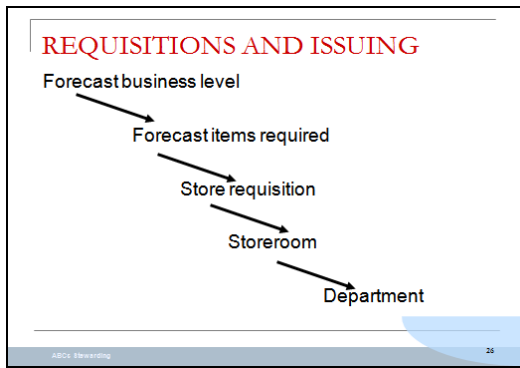
Step 1 - Identify your stock items

Step 2 - Establish a Par Stock

What should be considered before reordering?

Step 3 - Re-order Levels

# Stock Counts



## Stock Security

What can be done to prevent spoilage?

What can be done to prevent theft?

What can be done to prevent wastage and breakage?

## STOCK SECURITY RISK IF NO CONTROLS ARE IN PLACE

3 areas :

1. Spoilage
2. Theft
3. Wastage and breakage



ABCs Warehousing

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## STOCK SECURITY RISK

### Spoilage

- Organise store rooms neatly
- All items labelled clearly
- Expiry dates on labels
- Use FIFO
- Minimize over ordering
- Proper storage in department



ABCs Warehousing

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## STOCK SECURITY RISK

### Theft

- Restrict access
- Key control of store rooms



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## STOCK SECURITY RISK

### Wastage and Breakage

Care of fragile stocks

- Proper storage
- Training on how to store and use items
- Recycle of unused items
- Cost controls



ABCs Warehousing

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# IMPROVING EQUIPMENT REQUISITIONING

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**Improving Equipment Requisitioning**  
*create a wall picture*

By using pictures you will:

- have a visual tool for training your associates
- reduce confusion
- create awareness and reduce breakage



ABC's Requisitioning 35

## Exercise:

This exercise may be new to some of you and if you have done this in your hotels then use it as an opportunity to share best practise.

In your groups, discuss ways that you have improved requisitioning and inventory stock control.

Remember different languages – keep it simple.

# LEAN

---

## 5 PRINCIPLES

1. **Value** - Determined by VOC
2. **Value Stream** – Different Steps in the Process
3. **Flow** – How fast does a process flows
4. **Pull** – (against PUSH) Work is based on customer demand (Example HK Cleaning Rooms)
5. **Perfection** – Allows enough room and aims for perfection.

ABC © Stewarding

# 7 KINDS OF WASTE

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## 7 Kinds of Waste

### TIMWOOD

- **T** – Transport (Movement of material between process steps)
- **I** – Inventory (Accumulating)
- **M** – Motion (Movement to Complete a Task)
- **W** – Waiting Time
- **O** – Over Production (#s made vs. customer requirement)
- **O** – Over Processing (Unnecessary Extras)
- **D** – Defects & Re-Work (Complaints, Rejects, to put quality control)

ABC © Stewarding

# SCHEDULING TO BUSINESS LEVELS – Q.C.D.

## Q.C.D - Quality Cost Delivery Board

**OPERATIONAL INNOVATION OVERVIEW**



**SIX SIGMA** - Reduce variation and eliminate defects

- Voice of the Customer
- Statistical Analysis to Identify Root Causes
- DMAIC Project Management Structure



**LEAN** - Identify the Value Stream in a Process & Eliminate Waste

- Waste identification & Elimination
- Flow
- 5S
- Management By Walking About.



**BLUE OCEAN STRATEGY** - Creative thinking to develop innovative solutions

- Innovative solution development

**BLUE OCEAN STRATEGY** - Creative thinking to develop innovative solutions

- Innovative solution development

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# AUDITS & INSPECTIONS

## Inspections

- Internal
- Clifton Environmental Health & Safety
- LRA – condition & cleanliness
- Food safety
- Tour operators
- Government agencies
  
- Management Action Plans!

ABC's Stewarding

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## Hazard and Defect reporting

- Any maintenance issues and/or defective equipment must be reported (StarGuest)
- Equipment must be taken out of action and not used if defective
- Any hazards will need to be made safe and reported

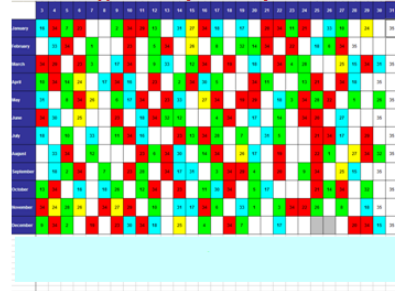
ABC's Stewarding

## How to effectively carry out a self audit

- Food safety & Health & Safety self audit tools on StarwoodONE
- Provide simple checklist for hotel management to monitor compliance with local legislation and company policy
- To ensure highest possible standards reducing the threat to the business from accidents and other incidents
- Must be objective and honest in appraisal of standards observed if the tools are going to have any value
- Verbal confrontation is not enough, clear demonstration of policy implementation must be seen

ABC's Stewarding

## Stewarding – Daily Safety Monitoring



ABC's Stewarding

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## Departmental Meetings

Agenda should include a review of things like:

- Accidents & Incidents
- Hazards & Defects
- HACCP issues
  - Pests, cleanliness
- Stewarding daily Safety Monitoring System
- Training needs, QCD board

ABC's Stewarding





# TRAINING NEED ANALYSIS

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## 1. Complete the Needs Analysis form

**Think about the 5 ESSENTIALS of the Journey when you plan your training.  
Make sure that your training plan is S.M.A.R.T.**

- a) Have all employees completed their Induction (hotel & departmental)?
  - b) Have all employees completed their Service Culture Training?
  - c) Are there Brand Initiatives that require training? (e.g. Cleanliness - F&B outlet areas, associate cafeteria, kitchens, loading dock, service corridors, etc)
  - d) Have all employees attended company required programmes like:  
**Foundations of Food Safety; Ecolab chemical safety**
  - e) Have all Supervisory/department heads attended a training skills workshop?
  - f) How well are your team members performing against the SOPs,
  - g) What guest feedback has been received? Use data from LRA/GSI/StarGuest or from direct feedback given to the hotel - alleged food poisoning or foreign material
  - h) Are there any changes that will be made in the next month that affect your current procedures?
  - i) What are the hotel's priorities for the next month? Is there a drive to manage costs, improve service in a specific area etc?
  - j) What are the hotel's training activities for the next month? Ensure your plan takes these activities into consideration
  - k) Are there any individual development needs that have been identified as a result of completed Probationary Period Reviews or Performance Reviews?
2. Transfer the identified training needs onto the Monthly Departmental Training Plan
- a) What training topics will be addressed throughout the month?  
What is the objective of each training topic? i.e. what do you intend to achieve as a result of the training
  - b) Who requires the training? Is it the whole departmental team or specific individuals due to the nature of the training e.g. First Aid Programme?
  - c) How will the training be carried out? Is the training on-the-job, in groups off-the-job, e learning, using a CBT etc?  
Who will carry out the training?
  - d) What dates are planned to carry out the training?
  - e) Track the status of each training activity throughout the month. Once the training has been delivered for all participants planned, mark the status as "Complete"  
If training has to be carried forward, discuss this with your Hotel HR or Training Manager

3. New starters. For all new employees within their 3-month starting period, summarise the training planned for the next month on the Monthly Departmental Training Plan
4. Once the plan is complete, submit the document for approval to your Human Resources or Training Manager
5. Submit the next month's training plan and the previous month's completed plan on the second Friday of every month

## MONTHLY DEPARTMENT TRAINING PLAN - NEEDS ANALYSIS

*Use this form to identify team and/or individual training needs for the next month*

**DEPARTMENT:**  
**MONTH/YEAR**  
**PLANNED:**

### **Key areas for team or individual development**

(based on observation of SOPs, IT System Standards & Service Standards)

### **Guest Feedback**

(GSI, Clifton and/or LRA Audit, StarGuest, Comment Cards, AFP Complaints, Starvoice)

### **Expected procedure changes**

### **Hotel priorities for the next month**

(e.g. reducing breakages, reducing food costs, improving service)

### **Hotel training activities for the next month**

(e.g. health & safety)

## Individual Development Needs following Performance Reviews

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**MONTHLY DEPARTMENTAL TRAINING PLAN**

**DEPARTMENT:**

**MONTH/YEAR:**

<b>TRAINING TOPIC &amp; OBJECTIVE</b>	<b>PARTICIPANTS</b>	<b>TRAINING METHOD &amp; TRAINER</b>	<b>DATES PLANNED</b>	<b>STATUS</b>

DEPARTMENTAL  
MANAGER:

DATE:

TRAINING  
MANAGER:

DATE:

# STEWARDED STATUTORY CORE SKILLS

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## Training – Fire Safety & Security

NAME.....

Training Activity	Date Completed	Trainee's Signature	Trainer's Signature	Re-Train Date
<b>Fire Safety</b>				
Fire and Emergency Evacuation Procedures				
Fire appliances				
Gas Cut off				
Naked flame policy				
<b>Security</b>				
Stock control				
Key handling				
Pass out procedures				

Comments:

# Training – Health & Safety

NAME.....

Training Activity	Date Completed	Trainee's Signature	Trainer's Signature	Re-Train Date
<b>Health &amp; Safety</b>				
Accident Procedure; First Aid				
Contractor Safety				
Safe use and storage of chemicals; Correct use and storage of PPE (personal protective equipment)				
Disability awareness				
Breakage procedure; Dealing with Sharps				
Knife handling and storage				
Deep Fat Fryers				
Ventilation Duct Cleaning				
Electrical Safety				
Enforcement Officer Visits				
Environmental Issues				
Gas Safety				
Health & Safety Policy				
Lighting & Ventilation				
Lone Working				
Manual Handling of Loads				
Night Workers				
Personal Protective Equipment				
Risk Assessments				

Comments:



# Training – Health & Safety

NAME.....

Training Activity	Date Completed	Trainee's Signature	Trainer's Signature	Re-Train Date
<b>Health &amp; Safety</b>				
Safety Signs				
Preventing Slips, Trips & Falls				
Violence at Work				
Working at Heights				
Work Equipment – kitchens				
Dangerous Machinery				
Workplace Safety				
Young Workers				
Dishwashing machinery				
Handling glass and china				
Handling silver and metal				

Comments:

# Training – Food Safety

NAME.....

Training Activity	Date Completed	Trainee's Signature	Trainer's Signature	Re-Train Date
<b>Food Safety</b>				
Essentials of Personal Hygiene				
Fitness to Work; illness reporting				
Cleaning Techniques & Standards; Cleaning Schedules				
Cleaning drains				
Cleaning ventilation and extraction filters and hoods				
Food Allergies/ Intolerance				
Food Display				
Food Safety Policy				
Food Service				
Fridge / Freezer Temperatures				
Hazard Analysis & Critical Control Points				
Hot Food Temperatures				
Maintenance Standards				
Pest Control				

Comments:

# Training – Food Safety

NAME.....

Training Activity	Date Completed	Trainee's Signature	Trainer's Signature	Re-Train Date
<b>Food Safety</b>				
Receiving Food				
Storing Chilled Foods				
Storing Dry Goods				
Storing Frozen Foods				
Transporting food				
Waste Management				
Sanitisation methods				
Deep cleaning methods				

Comments:

## Training - Other

NAME.....

Training Activity	Date Completed	Trainee's Signature	Trainer's Signature	Re-Train Date
OFF-JOB STATUTORY TRAINING (STATUTORY TRAINING CALENDAR)				

## Training - Certification

NAME.....

Training Activity	Date Completed	Trainee's Signature	Trainer's Signature	Re-Train Date
CERTIFICATED TRAINING COURSES				
Basic Food Safety Certificate				
Basic Health & Safety Certificate				
Intermediate Food Hygiene				
HACCP				

Comments:



# STEWARDED SELF ASSESSMENTS

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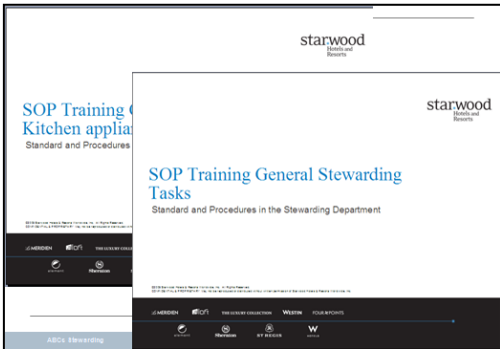
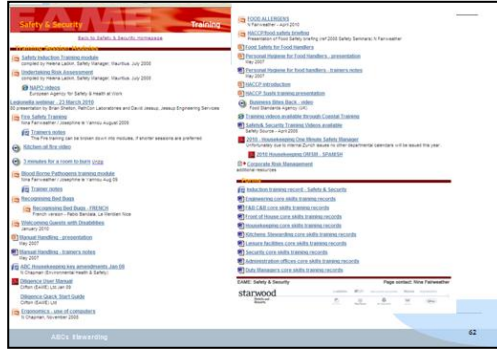
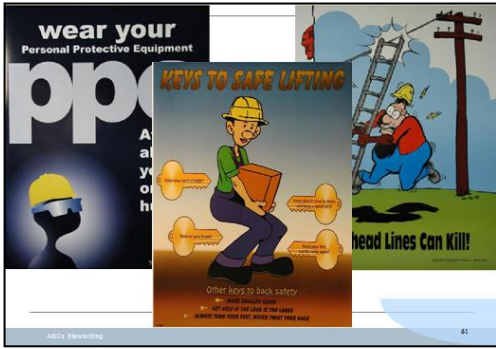
Food Hygiene

Health & Safety

Environmental

Fire

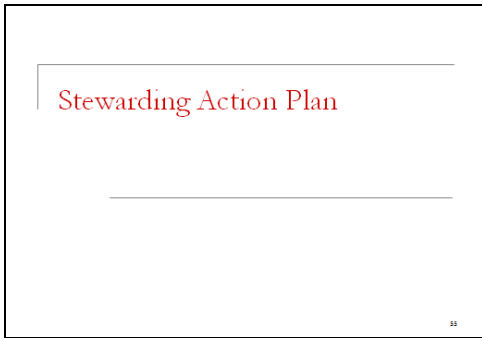
# TRAINING & MONITORING TOOLS



Don't forget Safety Week!

# STEWARDING ACTION PLAN

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Spend sometime now listing what you are going to do when you get back to your hotel.

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.
- 11.
- 12.
- 13.
- 14.
- 15.
- 16.
- 17.
- 18.
- 19.
- 20.



# KEY LEARNINGS PAGE DAY 4

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