

Πρότυπο παρουσίασης

ΠΑΡΑΔΕΙΓΜΑ ΚΑΛΗΣ ΠΡΑΚΤΙΚΗΣ

ΘΕΜΑ	Healthy Workplaces Manage Stress.
ΤΙΤΛΟΣ ΤΗΣ ΛΥΣΗΣ	COLUMBIA AND RESORTS: SYSTEMATIC APPROACH OF MANAGEMENT OF OCCUPATIONAL STRESS AND EMPLOYEE WELFARE
ΕΠΙΧΕΙΡΗΣΗ	COLUMBIA HOTELS & RESORTS LTD
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Χώρα	As above
Διεύθυνση	As above
Τηλ.:	As above
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Αρμόδιος επικοινωνίας	As above
ΤΟΜΕΑΣ ΚΑΘΗΚΟΝ	Hotel Industry

ΤΟΜΕΑΣ Θ (55 -56) - ΔΡΑΣΤΗΡΙΟΤΗΤΕΣ ΥΠΗΡΕΣΙΩΝ ΠΑΡΟΧΗΣ ΚΑΤΑΛΥΜΑΤΟΣ ΚΑΙ ΥΠΗΡΕΣΙΩΝ ΕΣΤΙΑΣΗΣ

ΠΡΟΒΛΗΜΑ (κίνδυνος/επικινδυνότητα/συνέπεια)

The psychosocial workplace hazards have a **significant effect on the health and well-being of workers.**

Workers suffering from **work-related stress can evolve to serious mental and physical health problems.** This in turn has an impact on our organisation with negative effects such as :

- poor overall business performance;
- increased absenteeism;
- presenteeism (workers turning up for work when they are sick and unable to function effectively);
- reduced / low productivity
- Financial consequences

ΛΥΣΗ (πρόληψη κινδύνου)

The implementation of various procedures, practises, policies and tools which contributes towards the systematic approach of the management of the occupational stress and employee welfare, such as :

****Please see below detailed list (Pages 4-6)**

ΑΠΟΔΟΤΙΚΟΤΗΤΑ ΤΩΝ ΑΠΟΤΕΛΕΣΜΑΤΩΝ

By creating a good psychosocial work environment we are ensuring that **workers are healthy and productive** at work, absences due to work-related stress are reduced as well as the business costs due to the lost productivity.

Successfully managing work-related stress and psychosocial risks helps us to maintain a happy workforce, as well as to increase workers engagement, commitment and innovation. Additionally, can be achieved low manpower turnover rate as well as low number of accidents, injuries and incidents and customers' complaints with all the relevant financial and other consequences.

ΠΑΡΑΓΟΝΤΑΣ/ΕΣ ΕΠΙΤΥΧΙΑΣ

1. Systematic approach
2. Management commitment
3. Staff involvement
4. Team work spirit
5. Respect
6. Open- minded
7. Positive attitude
8. Passion
9. Responsibility
10. Innovation
11. improvement

ΚΟΣΤΟΣ/ΟΦΕΛΟΣ

(συμπεριλαμβανομένου του κοινωνικού και οικονομικού κόστους και οφέλους, καθώς και του κόστους και οφέλους για το ανθρώπινο δυναμικό)

The financial costs are mainly measured in man hours and it is between the range of 30000.00 to 50000.00 per year. The benefits are measures in qualitative and quantitate base. Certain spread sheets where we monitor and compare the following factors such as: Productivity Payroll Cost, Accidents/incidents analysis, headcount comparisons and the ESS results (pls see attached documents).

Benefit-Cost

- ΕΑΝ ΕΙΝΑΙ ΕΦΙΚΤΟ, ΠΑΡΑΚΑΛΕΙΣΘΕ ΝΑ ΕΠΙΣΥΝΑΨΕΤΕ ΦΩΤΟΓΡΑΦΙΕΣ και/ή ΑΛΛΕΣ ΕΙΚΟΝΕΣ του ΠΑΡΑΔΕΙΓΜΑΤΟΣ ΚΑΛΗΣ ΠΡΑΚΤΙΚΗΣ, (π.χ. φωτογραφία ενός ανασχεδιασμένου εργασιακού περιβάλλοντος, εικονογραφημένο υλικό από τις εφαρμοζόμενες μεθόδους ή από το υλικό της κατάρτισης).

ΠΑΡΑΚΑΛΕΙΣΘΕ ΝΑ ΠΡΟΣΔΙΟΡΙΣΕΤΕ ΠΟΙΟΣ ΠΡΕΠΕΙ ΝΑ ΠΑΡΕΙ ΤΟ ΒΡΑΒΕΙΟ

- η επιχείρηση
 ο παροχέας των πληροφοριών
 και οι δύο από κοινού
 άλλο

***The implementation of various procedures, practises, policies and tools which contributes towards the systematic approach of the management of the occupational stress and employee welfare, such as:**

1. **Employment Satisfaction Survey (ESS)** within the frame of the ESS are investigated the views of the Employees of all departments. Through their views is intended to assess various aspects related to the organization and administration of the hotels, as well as the systematic and consistent investigation of the parameters within and outside the workplace (employment conditions, treatment of employees by the management, Health & Safety, interpersonal relationships, development prospects, etc.) on a both, quantitative and qualitative basis, aiming to measure the job satisfaction and to contribute to the self-awareness of the organization. [ESS](#)
2. **Management Interactive evaluation:** Management relationships assessment tool; it evaluates certain factors like communication skills, confidentiality and team building spirit; it aims to identify any possible gaps/ inefficiencies. After the survey completion and the results analysis, the HR Manager is conducting personal meetings with the Management members participated and provides coaching and consultation in order to assist towards the creation of a Healthy work environment free of psychological hazards. [Management Interactive evaluation](#)
3. **Staff Performance Evaluation (Appraisals):** Appraisal offers a valuable opportunity to focus on work activities and goals, to identify and correct existing problems, and to encourage better future performance. Thus the performance of the whole organization is enhanced. Performance appraisal can have a profound effect on levels of employee motivation and satisfaction - for better as well as for worse. Performance appraisal provides employees with recognition for their work efforts. The existence of an appraisal program indicates to an employee that the organization is genuinely interested in their individual performance and development. This alone can have a positive influence on the individual's sense of worth, commitment and belonging. Performance appraisal offers an excellent opportunity for a supervisor and subordinate to recognize and agree upon individual training and development needs. The consolidated appraisal data can form a picture of the overall demand for training. This data may be analysed by variables such department, etc. In this respect, performance appraisal can provide a regular and efficient training needs audit for the entire organization. [Staff Appraisals](#)
4. **Columbia Training Academy:** Training employees is an essential activity for our organisation. Training provides our employees with the key knowledge and skills that they need to perform their job. One of the major benefits of training is that it will keep our employees motivated. New skills and knowledge can also help to reduce boredom. It also demonstrates to our employees that they are valuable enough for us to invest in them and their development. Induction Training is the training that our new employee receives when they first join our company or begin a new role. This type of training is designed to provide our employee with the essential skills needed to perform their job. Induction training can also include an introduction to the company ethos, values and culture so that our employee is aware of the behaviours expected of them. [COLUMBIA ACADEMY](#)
5. **Health and Safety:** Columbia Hotels & Resorts Management declares its commitment and willingness, by acting within the legislation frame and established procedures, to provide and ensure for Columbia Hotels & Resorts employees and customers healthy and safe environment. The management also commits to protect, whenever is possible, other parties who can be affected by Columbia Hotels & Resorts activities. Additionally, Management is willing to take consistent measures in regards to: The implementation of legislation provisions in regards to occupational Health & Safety, Constant improvement of working methods and conditions and methods used to carry out the work, Upgrading of equipment and machinery according to technology developments, Consultation between employer's party with employees or employees' representatives

in regards to Occupational Health and Safety matters , Protection of employees and third parties from harmful factors related with the working environment , Reduce of accidents and occupational diseases and minimizing risks at the workplace.Columbia Hotels & Resorts has assigned to specific Individuals the management of Health, Safety and Welfare of staff, customers and third parties at workplace. These persons are the Health & Safety Manager, the H&S Committee members and the individuals designated to deal with First Aids, Fire Life Safety and, in case of emergency, evacuation of work place.The Policy Statement on Health, Safety and Welfare of Columbia Hotels & Resorts will be reviewed periodically as new data and developments become available.[H&S System](#)

- 6 **Open door Policy:** it is our communication policy in which managers and/or supervisor leaves their office door "open" in order to encourage openness and transparency with our employees. Our employees are encouraged to stop by whenever they feel the need to meet and ask questions, discuss suggestions, and address problems or concerns with the management. Our open door policy serves to foster an environment of collaboration, high performance, and mutual respect between upper management and employees; we consider it as a quality management practice and mechanism that serves to sustain employee empowerment and morale, while maintaining a vital effect on improving efficiency, productivity, growth, and corporate ethical standards. [Columbia HR Employee Handbook-English-May 2012.pdf](#)
- 7 **Employee handbook:** The employee handbook is used to combine employment and job-related information which employees need to know, such as holiday arrangements, company rules and disciplinary and grievance procedures. It can also provide useful source of information to new staff as part of the induction process. A written employee handbook gives clear advice and guidelines to employees and creates a culture where issues are dealt with fairness and consistency. [Employee Handbook](#)
- 8 **Staff Training Period evaluation:** In our efforts to ensure that all new recruitments will receive a proper and as per the procedures training the HR Department conducts a departmental training evaluation. The HR basically "interviews" all new employees, maximum 40 days from their employment date, aiming to assist in evaluating the departmental training process and to improve the efficiency and methods used at the initial stages of their employment.[CHR-E-45-26 departmental Training Evaluation for new Recruitments.pdf](#)
- 9 **Employee exit interview:** since we are committed to provide a positive work experience for all of our employees. The Exit Interview Questionnaire provides a valuable source of information to assist us in identifying opportunities to improve our work environment. Data from these questionnaires will be used to determine factors that contribute to turnover rate and will be shared with the relevant Head of Departments. If the information received suggests a violation of our policies or similar critical concern, the Human Resources Department follows up with the appropriate department.[CHR-E-45-23 ΣΥΝΕΤΕΥΞΗ ΑΠΟΧΩΡΗΣΗΣ ΥΠΑΛΛΗΛΟΥ.pdf](#)
- 10 **Hiring procedure (interviewing process):** Conducting an effective selection interview is the key to find the right person for the job. Job fitting is a significant factor in whether employees thrive in their jobs. Without the right job fit, an employee will never experience as much happiness and success as he deserves at work. He'll never achieve his true potential. Job fit is a concept that explains whether the intersection between an employee's strengths, needs and experience, and the requirements of a particular job and work environment - match - or not. When the two interests match, the employee and our organization experience a good job fit. The methods that are used for the selection includes: Departmental and HR evaluation, rating list as well as a psychometric test. [Hiring Procedure](#)
- 11 **Shifts scheduling:** Employee requests are considered before the weekly program preparation, the program is prepared always on Thursday of each week in order a work – life balance to be maintained by the employees.

- 12 Staff schedule monitoring:** This practice ensures the sufficient manpower on duty, as understaffing is the major source of frustration and stress for the personnel on duty, as they will be constrained to deliver dis-proportionate volume of workload. [CHR-E-45-17 MONITORING TIME SCHEDULE.pdf](#)
- 13 Employee reward system:** Rewards and recognition are given by our organization in order to motivate our employees in achieving a goal. Rewards and recognition vary in definition but still convey the same idea of distinguishing and motivating employees. As well as it aids in meeting the human need for acceptance and motivation. [Employee Reward system](#)
- 14 Duty manager procedure:** All Management team members are conducting Duty Manager Shifts at least two times per month. This procedure ensures direct problem solving.
- 15 General staff assembly:** It is another opportunity given to the workers to communicate and to express their concerns for issues related to their employment environment and status and to investigate with their colleagues and supervisors for any possible solutions. Normally takes place twice a year.
- 16 IMS (Integrated management system):** It is the management system that integrates all of the organization's systems and processes in to one complete framework, enabling our organization to work as a single unit with unified objectives. By implementing this system ensures efficiency, effectiveness and quality management, elements that highly contributes to healthy work environment with all the positive relevant effects. The system implementation is regularly audited by an internal auditing team in order to ensure efficiency of the system.
- 17 Welfare fund:** It is an internal institution that is functioning under a statute with sole aim the welfare of the employees on issues related to health, intellectual culture and entertainment. [WelfareFund.pdf](#)
- 18 Employee's birthday:** It is an interaction of the management with the employees on a personal level which acknowledges the employee as an individual. [20140515_112312.jpg](#)
- 19 Duty Meals:** The company provides three meals per day (breakfast, lunch, dinner).The menu is revised at least two times per year and offers at least two choices of dish per meal. Additionally, the Management conducts a survey in order to evaluate the employee food satisfaction, any food preferences, and food quality and hygiene level. [Meals on Duty](#)
- 20 Staff transportation:** Company provides a bus service for its employees on a daily basis. This relieves the employee from frustration created by Driving, ensure punctuality and additionally guarantees cost saving.
- 21 Job descriptions:** (JDs) serve several purposes within our HR department. Many of the HR programs and functions rely on the existence of the high quality JDs such as: *Employee Orientation:* new employees have a better understanding of job expectations with detailed JD, *Employee training and development:* accurate job training depends on accurate JDs, *Establishing job performance standards:* Without a detailed description of a job and its essential functions, it is difficult to develop performance standards. [JOB DESCRIPTION COOK.pdf](#)
- 22 Annual leave procedure:** For a very well balance in an individual's life the Annual Leave of each department is planned in a way all employees are able to take holidays in rotation. [CHR- E-45-25 b Annual Leave Application HOD's.pdf](#) /[CHR-Δ-45 HUMAN RESOURCES PROCEDURE.pdf](#)
- 23 Salary advances:** The Company gives to all employees the benefit to receive an amount from their salary in advance (before the scheduled payment date). This provides to the employees a kind of an immediate and temporary financial solution in case of need prior to the monthly salary. [CHR-E-44-07 Salary Advance Application form.pdf](#)/[CHR-Δ-45 HUMAN RESOURCES PROCEDURE.pdf](#)
- 24 Staff Promotion Procedure:** this procedure is directly related to the company's policy for Employee development and is ensuring that all promoted employees are the most suitable for the position. The criteria taken into consideration are related to the Academic qualifications of the candidate, the experience and a series of assessments/evaluations from direct and indirect supervisors/Managers. The above process ensures that all promotions are made on merit and the most qualified employees are promoted. [Promotions Rating List.pdf](#)