

Annex 2 to the country report I Germany: List of good practice

This compilation of examples of good practice is a short summary of data reported by several inspectors from the federal states. Before transferring to other enterprises more and detailed information is needed.

Good practice in Hotels/Restaurants:

Risk assessment

- Encouraged by public authorities an enterprise developed an elaborated questionnaire to detect psycho-social risks.
- In a hotel an employee survey was carried out in 2008. Included were questions for quality control, organizational conditions and psycho-social hazards. Measures for prevention were taken and evaluation was carried out. Repetition of the questionnaire in 2011 showed growing employee satisfaction with workplace conditions; new fields of action were identified.
- Establishment of a complaint management and evaluation of the data together with the employees.

Organisation of work:

- Job rotation
- Enough time for training temporary personnel.
- Reliability in planning the time off.
- Working together in teams which perform well together.
- Skilled employees controlled the time allowance for different tasks. As a consequence time buffer were granted to new and semi-skilled employees to avoid stress.
- Optimal staff allocation schedule at a hotel's reception in line with the guests' frequency.
- Accounting for psycho-social hazards in designing schedules, workload and benchmarks.

Social relations and leadership:

- Establishing a good working atmosphere.
- Management is respecting the employees.
- Training and coaching of managers, when there are problems.
- Establishing a "scandinavian model": Working without hierarchy structures in a cooperative system.

Behaviour oriented prevention/training:

- Training for employees
- Training to encounter harassment and conflicts on work
- Good and encouraging time management for young people with learning disabilities.

Others:

- Giving non-monetary gratification for doing overtime.

Good practice in Courier Services

Working- hours

- Fixed working-hours with an upper boundary on the individual working time account.
- Control of overtime and its compensation.

Organisation of work:

- Fixed tours independent of the deliveries to be executed.
- Working only with permanent employees.
- Fixed salary.
- Engaging internal contact persons for supporting contract partners / subcontractors.
- Establishing many branch offices in order to reduce driving distances.
- Picking up goods only from shops, not from private households.
- Transporting valuable goods with qualified employees.
- Engage supplementary manpower to sort the parcels. That reduces loading time and facilitates delivery to the customer.

Behaviour oriented prevention/Training:

- Training to deal with dogs.

Others:

- Technical limitations of the driving speed.