

Orientation plan for breakfast employees – Hilton Helsinki Airport Hotel

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<p>This is a product-based research which focuses on the orientation plan for new employees in Breakfast at Hilton Helsinki Airport hotel. This research is done as requested from the Food and Beverage manager of Hilton Helsinki Airport hotel, to develop a new orientation plan for breakfast employees.</p> <p>The main goals of this research are to create a new orientation plan for breakfast employees to effectively train new people that comes to work in breakfast shift, this new orientation plan needs to be practical and can be used as an official orientation plan for breakfast employees in Hilton Helsinki Airport hotel.</p> <p>Two qualitative research methods – In-Depth interviews and secondary analysis are used as research tools. Firstly, qualitative In-Depth interviews are conducted in two rounds with Breakfast supervisors and employees of Hilton Helsinki Airport hotel. The first-round interviews are conducted in the beginning of the research to collect relevant data about the current breakfast orientation plan at the hotel, to answer the questions: how do they train new employees in Breakfast, what are the strengths and limitations of the current breakfast orientation plan, what needs to improve. The second-round interviews are conducted at the end of the research, to evaluate the effectiveness and practicality of the new breakfast orientation plan. Secondly, qualitative secondary analysis is applied as a tool to analyse all relevant existing theories, concepts and studies to find the answers to the question of the research, to create the final product – a practical and effective orientation plan for new hires in breakfast shift at Hilton Helsinki Airport Hotel.</p> <p>With the results from the first-round interviews, the author has created the final products which are the Breakfast orientation checklist and the Breakfast orientation folder which contains this new orientation checklist and the current checklists of the breakfast (buffet-items checklist, hygiene checklist, room services checklist, breakfast tasks checklist, and service standard checklist). The author aims to have the new breakfast orientation checklist as a tool to keep track on the learning process of the new breakfast employees, while the breakfast orientation folder will be used as an official handbook that stores all the relevant orientation info and checklists in one place for all employees to access. With the purpose to evaluate the final products, the results from the second-round interviews show that the main product – the breakfast orientation checklist is practical and detailed, with one visual adjustment and this checklist can be put into use at the hotel. In addition, the other product – the breakfast orientation folder is evaluated as an effective and practical handbook for breakfast supervisors to store all orientation documents for breakfast new hires. Due to the limited time and COVID-19 situation that there is no new breakfast employee, the author can't test the efficiency of the products in practise. Overall, the author has achieved most of her goals in this research.</p>	
Keywords Breakfast, Orientation, Hilton Helsinki Airport Hotel, In-Depth interview, Secondary Analysis.	

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1 Introduction

This product-based research is done as a bachelor thesis for the degree programme in Hospitality, Tourism and Experience Management. The research is made for Hilton Helsinki Airport Hotel, as requested by the manager of Food and Beverage at this Hilton hotel and partly from the author's own interest in Food and Beverage field.

As the world population grows, human demands for food and beverage also increase rapidly, this results in the enormously growth of the Food and Beverage (F&B) industry. According to the data from Statista (2020), the global revenue of Food and Beverage industry is projected to grow annually with the rate of 9,6% from 2020 to 2025, in other words, the global revenue of 2020 which worth 212,621million euros is projected to raise to 336,226 million euros by 2025. Due to personal interest in Food and Beverage, the author has been working in the F&B industry in different hotels and restaurants for 4 years, also has her major studies in Hospitality management. Hence, she has gotten good knowledge and experience on the same field. Besides, by changing jobs from places to places, the author realized the big impacts of orientations for new employees and she got more interested and motivated in developing the orientation plan for her current workplace – Hilton Helsinki Airport Hotel.

The idea for this research was taken form since the author started working for Hilton Helsinki Airport hotel. The author has been working for this hotel since 2018 and gotten interested in doing research for this company, to improve the quality of working environment. As an employee in Food and Beverage (F&B) department of Hilton Airport Hotel, the author had experienced the first stage of work as a new employee during her orientation period, the author had also experienced being a trainer for new employees. While working in this Airport hotel, the author had come to realize that changes are needed to be made to improve the trainee-trainer experiences. Afterwards, the author shared her ideas with the manager of F&B in Hilton airport Hotel, and finally got permission to develop a new orientation plan for breakfast employees in this hotel.

This research includes the theoretical framework, which combines existing studies, theories and definitions that related to the research. Besides, the research discusses the current situation of Hilton Helsinki Airport Hotel, the process of this research and evaluation of the project. The author also shares her thought about this project at the end of the research.

1.1 Aims and objectives of the research

The research is conducted as a response to the issue that the F&B department of Hilton Helsinki Airport would like to improve – orientation plan for new breakfast employees. The F&B manager of Hilton Helsinki Airport hotel has shared his concerns about this issue, that their current breakfast orientation plan is not clear or effective as the reception's orientation plan. In particular, the F&B department doesn't have a new-employee checklist to keep track on the process of training new people. The author herself has experienced being a trainee in this hotel with many struggles learning the new tasks and the workplace due to the confusing orientation process.

The main objective of this research is to create a new orientation plan for new employees that come to work for breakfast in Hilton Helsinki Airport Hotel. The end-product of this research – a new breakfast orientation handbook - is aimed at effectiveness and practicality. The final goal is to have the final product to be used as an official orientation handbook for breakfast employees in Hilton Helsinki Airport hotel. This breakfast orientation handbook is developed in a way that is practical and easy to apply in this hotel, which makes it easier for new employees to learn the work tasks and the workplace, while supporting the company to keep track on the training process.

Overall, the author aims are firstly creating a new orientation handbook for breakfast employees in Hilton Airport hotel, secondly developing the orientation handbook that meets up with the demands and standards of the hotel, and her final aim is to have the final product – a practical breakfast orientation handbook that can be used in this Hilton hotel.

1.2 Commissioning company – Hilton Helsinki Airport Hotel

The thesis research is a collaboration between three commissioning parties. The commission papers are signed between the author, the school - Haaga-Helia University of Applied Sciences and the company - Hilton Helsinki Airport Hotel which is also the current workplace of the author. Each party keeps a copy of the commissioning paper as a legal record of the joint agreements.

Hilton Helsinki Airport hotel is one of the three Hilton hotels in Finland. This Hilton hotel brand is owned by Hilton Worldwide Holding Inc, an American-based company. The Hilton Worldwide Holding Inc. is currently one of the largest international hotel-resort chains with more than 6300 hotels located in 118 countries. Hilton Worldwide Holding Inc. has in total 18 international brands which are Hilton hotels & resorts, Curio collection, Embassy Suites, Waldorf Astoria, Conrad, Hampton, LXR, Canopy, Signia, DoubleTree, Tapestry,

Tempo, Motto, Tru, Hilton Garden Inn, Homewood Suites, Home2, and Hilton Grand Vacation. The company's values are all about hospitality, about passionate work and providing exceptional guest experience. (Hilton 2020a.)

There are in total three Hilton hotels in Finland, all located in the Metropolitan Area. These Hilton hotels are operated by Scandic Hotels Oy, which is the biggest hotel operator in Scandinavia, Scandic group has a network of 280 hotels located in six European countries. The first Hilton hotel in Finland is Hilton Helsinki Strand, the second one is Hilton Kalastajatorppa, and Hilton Helsinki Airport Hotel is the third Hilton hotel. (Hilton 2020c; Scandic 2020a, Scandic 2020b.)

Hilton Helsinki Airport hotel is located next to Vantaa airport. This airport hotel has 330 hotel rooms, 12 meeting rooms that could host up to 500 people, 24/7 sauna and gym, and Gui Restaurant & Bar. (Hilton 2020b.)

There are many departments within Hilton Helsinki Airport Hotel, they are Reception department, Food and Beverage department, House Keeping department, Financial department, Sale department, Maintenance department and Human Resource (HR) department. All hotel departments have their own specific responsibilities for different activities of the hotel, while collaborating to effectively perform their duties and ensure the quality of products and services.

This thesis is conducted for the Food and Beverage (F&B) department of Hilton Helsinki Airport Hotel. In the hotel, F&B department is responsible for the restaurant and bar – Gui, the kitchen and all F&B activities in the hotel. The guests of Hilton Helsinki Airport hotel are offered food and drinks from breakfast buffets, a la carte menu for lunch and dinner, and F&B packets for business conferences and events. The hotel also offers room service for hotel guest, in which the meal is deliver to the guest's room. The hotel's restaurant Gui is reserved for breakfast, lunch and dinner, and in some particular cases, for conference guests.

1.3 Research methods

This is a product-based research, hence, to collect data to analyse and develop the final product, two qualitative methods are used to achieve the best results: qualitative In-depth interviews, and qualitative secondary analysis.

The first method – qualitative In-depth interviews are conducted in the beginning and at the end of the research, with the breakfast employees and supervisors of the hotel. At the

beginning of the research, the first-round interviews are arranged to collect relevant data to get deeper understanding about the current situation of the hotel with the breakfast orientation plan and new employees, those that start working in the F&B department for breakfast shift. Data from these interviews are then analysed to get a basic idea, a framework to develop the final product. The second-round interviews are conducted at the end of the project, when the final product is ready, the purpose is to test the final product. A sample of the final product – the breakfast orientation handbook is sent to all interviewees by email, then the author asks the interviewee's opinions about the effectiveness and efficiency of this sample during the interviews. Data collected from the second-round interviews are used to evaluate the end-product of this research and provide more ideas for further developments.

The second method - qualitative secondary analysis is applied throughout the whole project, the purpose is to study and analyse the existing theories and concepts that related to F&B in hotel industry, the current orientation plan and system of Hilton Helsinki Airport Hotel; to find the answers for the question of this research - develop a new breakfast orientation plan for F&B department of Hilton Helsinki Airport Hotel.

2 Theoretical framework

In this part, the author discusses all the main theories and definitions that related to the research. This theoretical part works as a framework that supports the whole research and provide a big picture for the author to develop the final product. There are four sub-chapters that work as milestones for the end-product development: the definition and importance of orientation plan, the hospitality mindset, the occupational safety and health, and the data protection in hotel industry.

2.1 Employee Orientation

In this sub chapter, the author explains the concept of orientation and its importance, to answer the question why a good orientation matters to the company and their employees, then the author goes more details in the importance of orientation for F&B employees in hotel industry. This sub chapter is important to get a deeper understanding of the orientation program in F&B business, to further develop a new orientation plan for breakfast employees in Hilton Helsinki Airport Hotel.

2.1.1 Employee orientation and its importance

Employee orientation is given at the first stage of work for new employees. It is an introduction to the new workplace, the work tasks, the company system, culture, and the people of the company. According to Prachi (2019), employee orientation is a systematic approach of a company to deliver the basic and relevant info, that related to the job and the workplace, to its new employees so they can quickly get familiar with their work and perform the tasks effectively. On the other hand, BC Cook Articulation Committee (2015) has discussed about the employee orientation plan as an opportunity for the recruiter, to influence the new employee's perception and attitude toward the company.

The process of starting a new job is stressful. It takes time for people to learn new things, and people need supports and guidance from the company, to guild them through this process of learning. Starting a new job is like coming to a stranger's house, people feel uneasy and unsure of the unknown environment. In this scenario, the host which is the company needs to show the guests – the new hires – their best gestures by providing all the basic info that related to the company, the job and their co-workers, to welcome the new members to the company. Therefore, the new hires will feel "at home" and motivated to learn new things, this also improves the employee's performance at work.

The first day at work can assure the new hires about their decisions to work for the chosen company, a good experience of first working day brings them good feeling about the right decision they made, a bad experience of first working day – due to poor orientation – can bring negative feelings to the new hires and demotivates them continuing to work there. According to Lawson, 4% of new hires quit their jobs after the first working day due to bad experiences, and new hires decide within the first month of work whether they are welcome to the company (Lawson 2015, Introduction). On top of that, it is a big investment in time and finance of a company to hire and train new employees, so company don't want their new hires to quit on those first days of work (Arthur 2005, 290).

2.1.2 The benefits of a good orientation

A good orientation is informative, well-structured that can help the new employees feel welcome, supports, well-prepared for their jobs and ensure them about the right decisions they have made, to keep them stay with the company (Lawson 2015, Introduction).

Another definition of effective orientation is that it creates benefits both to the company their employees. A good orientation will increase the productivity of employees, increase the employee engagement and commitment to the company, and the employee turnover. (BC Cook Articulation Committee 2015.)

On the company side, a good orientation brings benefits to their Human Resource department by saving hiring costs, increasing employee performance, thus, increasing company's reputation and brand's awareness.

The costs for hiring and training new employees are high. According to Peterson (2020), the hiring costs include job advertisement cost, cost of conducting interviews, background checks and paper works; and the average cost to hire one employee is around 4000 US Dollars. Another research by the Society of Human Resource Management (2016) also shows that the average cost per hire is 4129 USD, furthermore it takes 42 days for a business to find a suitable employee (Mueller 2020). In other words, when a business commits in hiring a new employee, they want that person to perform good work and stay with the company, otherwise the company loses approximately 4000 USD over that person, and has to spend another 4000 USD to hire a new one. Thus, we can see that no company would want their new hires leave their jobs right away, instead, the company provides support and guidance to encourage new hires improving their skills and prolong their stay with the company.

According to Arthur (2005), the company can use the orientation plan as a tool to promote their business, by implying on their strengths, explaining the company's value and culture, the benefits that the employees can get while working for the company. This way the company can increase their reputation as a responsible business that cares about their people. Hence, increase the loyalty of their employees and encourage them to have better performance at work. Besides, a good orientation which brings value and benefits for employees will attract more people to come work for the company. (Arthur 2005, 290-292.)

On the employee' side, a good orientation plan can help the employees get used to the work and speed up their learning process, hence improve their performance effectively. According to Lawson (2015), many studies have proven that a well-structured and informative orientation increases the level of productivity and commitment of new employees on their jobs. With good guidance on those first days at work, new hires feel welcome and thus, get more confident and delighted doing their tasks, which positively affects the general working environment of the company. On the other hand, a well-planned orientation also provides benefits to the current employees of the company. With a detailed and informative guideline, the trainers who are also the current employees, can conduct a smooth orientation section for new hires effectively. The relationship between trainees and trainers are mutual, since both parties are the ones experiencing the training – orientation process. A smooth and effective process will bring satisfaction to both parties. A poor process which both parties are struggling through, will negatively affect their working performance, increase stress, and discourage people to continue their jobs. (Lawson 2015, Introduction.)

2.1.3 Orientation checklist

The cores of an orientation plan are people, information and procedure (BC Cook Articulation Committee 2015). We need to keep in mind that the orientation plan is made for new employees, thus the plan needs to be designed as an employee's handbook to provide guidance for the employees. The orientation plan needs to have all the relevant information to support the new employees at work. For instance, info about the company, the employee's work-place, the work tasks, the company's policies and values, organization hierarchy, employee's benefits, the responsibility of the employees and employer, the co-workers, the Dos and Donts – things people are encouraged to do and things people are not allowed to do. The purpose is to increasing employee's engagement and enthusiasm toward the company, thus increase the company's retention rate among their employees (Lawson 2015, Introduction).

According to the BC Cook Articulation Committee (2015), the key success of a basic orientation is to focus on introducing the workplace and the work tasks to the new hires. An orientation checklist is important to keep track on this process. The author has combined the data from two books about employee orientation by the BC Cook Articulation Committee (2015, Appendix 6) and Lawson (2015, Introduction), to create a list of all relevant topics and questions that should be included in an orientation checklist.

Basic Orientation Checklist

Company Introduction

- History and culture
- Core Values and mission
- Management system
- Organizational structure/hierarchy
- The main business of the company: products and services

Expectations from employee and employer

Job description: tasks, hours, location, responsibility, probationary period, holiday

Employee's benefits: insurance, holiday pay, sick-leave pay, meal & transportation subsidies, trainings, etc.

Wages: pay days, minimum wage, extra hour-pay, weekend-wage, etc.

Incentive programs (for e.g. Employee of the month)

Work-attires

Workplace

- A tour around the workplace. Introduce to co-workers.
- Security and Safety at work (first aid, fire safety, emergency evacuation)
- Workplace harassment and discrimination policies
- Responsible persons – supervisors

Promotion and raise's policies

Disciplinary procedures

What to do if something happens, who to contact?

Evaluation of work-performance: schedule, measure methods

Communication methods/tools: work email, phone, mobile apps

Personal comfort issues: staff room, lunch room, restrooms, breaks (where, when), locker room, restricted areas, smoking policies (smoking is prohibited in some places)

Employee's Keys (to enter the building, locker's key, etc)

Signed Agreement between employee and employer, that all topics above have been covered and followed

Figure 1. Basic Orientation Checklist

The author uses this checklist as a tool to create the orientation plan for breakfast employees in Hilton Helsinki Airport Hotel.

2.2 Hospitality mindset – Customer oriented mindset

Hospitality is according to Merriam-Webster Dictionaries (2020), the interaction between the hosts and the guests in which the hosts provide hospitable treatment, entertainment, and services – food and drinks, to guests. In term of business, hospitality represents the service activities in hotel and restaurant industry (Merriam-Webster 2020).

On the other hand, Hotel Tech Report (2020) has discussed hospitality as a human-centered philosophy, where the guests are the core of all hospitable activities. In the business' point of views, hospitality mindset focuses on the trust between employees, the knowledge of technology in the modern world, the customer journey, and their experience. The goals of business in the modern hospitality industry are not only to provide services to guests to meet their demands, but also to have one step further to go beyond the guests' expectation, to surprise them and give them memorable and valuable experiences. (Hotel Tech Report 2020.)

Customer-oriented mindset is to have customers – our guests as the core of all hospitality activities (Hotel Tech Report 2020). In other words, everything we do is for the guests. In hospitality industry, it's crucial for business and employees to have customer-oriented mindset, to ensure the guests are welcome, treated with generosity and with care, to satisfy their needs and encourage them to repurchase the services. With the common goals of generate revenues and improve brand's awareness, all business strives to design their services and products in accordance with the needs and demands of the targeted customers. In the hotel and restaurant industry which is extremely competitive, as there are more and more new hotel and restaurant operators joining the market, a business needs to improve their services and products following customer-oriented mindset to provide the guests with memorable experiences through the whole service/produce purchasing journey, to retain loyal customers and attract potential customers to their business.

2.3 Occupational Safety and Health – OSH

In this part, the author discusses about the main issue in F&B business – Occupational safety and health. This is a crucial factor in all business strategy, to ensure the safety and healthy work condition and environment for the employees. In Finland, the Occupational Safety and Health is strictly monitored by Finnish authorities. Thus, all companies in Finland must establish their business in accordance with the Occupational Health and Safety regulations. Hotel and restaurant business, in particularly, must ensure the food safety

within their organizations. The author furthermore goes through the Finnish laws, guidelines and measurements of Occupational safety and Health in F&B industry. (Tyosuojelu 2020a.)

This sub chapter is important to set a milestone for the final product – orientation handbook for breakfast worker in Hilton Helsinki Airport Hotel, as the occupational health and safety is the main factor that affects people's decision when apply for the job, whether the new hire want to stay with the company or leave for other job. On the other hand, Hilton hotel as the employer is legally responsible for providing a safe and healthy working environment for new hires. Hence, the official orientation handbook for breakfast employees in Hilton hotel must include the occupational safety measurement within the plan, in accordance with Finnish laws and Hilton policies.

Occupational Safety and Health, in shorts OSH, is one of the main concerns for employees and employers. The quality of working environment and the health condition of employees are important to maintain the productivity and work performance. A poor condition of health and working environment not only affect employee's health and finance, but also affect their decision whether to continue working for the employer. According to Statistics Finland (2020), there were more than 135 thousand occupational accidents happened in Finland within 2018. This resulted in the costs of health and financial burden for both employees and employers. Tyosuojelu (2020c) implies that occupational hazards and accidents can be predicted and minimized by strictly work-supervisions and guidance from employers and OSH authorities. Five key factors of the OSH in Finland which are discussed below, are the Finnish regulations and laws, the system of OSH, work permits and health reports, the food safety issues, and the food safety control in Finland.

2.3.1 Finnish regulations and laws – the Ministry of Social Affairs and Health

According to Finnish laws and regulations, employers and employees in Finland are legally responsible for the Safety and Health condition of their workplace. The Finnish Ministry of Social Affairs and Health have issued many Acts and policies on occupational Safety and Health to tightly monitor and improve the quality of working environment. In the recent official report for Occupational Safety and Health Divisions 2020-2030 (2019), the Finnish Ministry of Social Affairs and Health introduces official Occupational Safety and Health (OSH) enforcement for the 4-years period starting from 2020, the OSH enforcement works as official instructions for Occupational Safety and Health supervisions and inspections in Finland. The goal of this framework is to promote and ensure a safe,

healthy and fair working environment for people. (Ministry of Social Affairs and Health 2019, 8-10.)

2.3.2 The system of OSH enforcement

The Occupational safety and Health enforcement – OSH enforcement is a combination of several methods that encourage interactions between employees and employers, to ensure transparency, effectiveness and efficiency of OSH control. The current methods of OSH enforcement are providing guidance, conducting inspections on workplaces and qualifications check, offering online and offline tools for users, and other measurements such as surveys and permits, all OSH methods focus on improving the quality of Occupational Safety and Health. (Ministry of Social Affairs and Health 2019, 21.)

2.3.3 Work permits and health reports

In Finland, depends on the nature of the jobs, employees are required to have some specific permits to perform the work in accordance with Finnish laws and regulations. One of the most common authorized permits is the Occupational Safety Card, issued by the Center for Occupational Safety. The requirement to get this permit is to complete the Occupational Safety Card training and pass the exam. The purpose of this permit is to manage and improve the safety of workplaces, to equip the card holders with relevant info about the risks, Safety and Health at workplaces. (Työturvallisuuskortti 2020.)

Occupational Health is one crucial issue for both employees and employers. According to Työsuojelu (2020b), doctors are legally responsible for reporting occupational diseases to Occupational safety and health authorities. The purpose of this process is to ensure the Safety and Health of employees at work. Occupational health checks are required to be performed regularly, to monitor the condition of worker's health accordingly to Finnish regulations. Depends on the nature of the jobs, the employees are requested to provide health certificate before starting their jobs, to ensure that they have the right healthy condition to perform their works. (Työsuojelu 2020b.)

2.3.4 Food safety – Main issue in F&B industry

“Food safety is a basic individual right” (World Health Organization 2015, 6).

In a recent research about foodborne disease, World Health Organization (WHO) has implied the role of food safety, that everyone no matter who they are, have the right to access safe food. In this research that lasted 8 years, WHO estimates that more than 23 million people got sick from eating contaminated food, which resulted in 4654 deaths within one year (2010) in Europe area. WHO also has estimated that globally, in every ten people, one got food-poisoned, which means that 10% of the world population got sick from contaminated food, out of these 420 thousand people died yearly. (World Health Organization 2015, 6-8.)

According to WHO (2020), unsafe food contains harmful virus, bacteria, parasite and/or chemical substances that cause foodborne disease. Some common harmful bacteria, viruses, parasites and chemicals that can be found in raw/undercooked food and drink, are Salmonella, Campylobacter, Enterohemorrhagic Escherichia coli (EHEC), Noro virus, Hepatitis A virus, heavy metals, natural toxins and pollutants. The symptoms caused by these are diarrhoea, fever, vomit, abdominal pain, intestinal infection, kidney damage, liver disease and cancers. These harmful bacteria, virus and parasites can be found in raw meat, unpasteurized milk, fresh fruit and vegetables, and contaminated fresh water. (World Health Organization 2020a.)

The importance of food safety and the burden of foodborne diseases not only affect individuals but also a crucial factor in F&B industry, since F&B businesses are the ones responsible for handling, processing and delivering the F&B products to consumers. In F&B industry, the core product and service are F&B related, thus businesses are responsible for people' health. Their responsibility is to ensure the food safety for both employees and customers. According to Wood (2019), many companies in the hospitality field, especially restaurants and hotels are involved in the F&B business, thus they share the same responsibility as the food-processing businesses in maintaining food safety. Wood implied that hotels and restaurants must applied the right measurement to meet up the food safety standards and local regulations, to ensure the quality and hygiene of the F&B products (Wood 2019).



Figure 2. Five steps to ensure food safety (World Health Organization 2020b)

In the strategy plan for food safety 2013-2020, WHO provides an international framework for improving the quality and safety of food production and usage, the framework works as a guideline of food safety and standard for countries to follow (WHO 2014, 6). Most countries apply the WHO measurement and guidelines, however, depends on their regulations, each country has their own food safety standards and practices, that set accordingly to their regulations and policies (FDA 2020).

As the nature of the work that requires direct contact with the food process, breakfast employees needs to have proper knowledge and trainings from the hotel about food safety. Thus, the hygiene and food safety issues are ones of the main factors that will be included in the final product of this research – the breakfast orientation handbook.

2.3.5 Finnish Food Safety control – F&B Hygiene standards

Finland is one of the countries in Europe that has high standard in food safety and quality control. The results in the 2019 Food Safety report in Finland show that Finnish domestic F&B products don't contain harmful chemical substances to human, the amount of food-borne accidents caused by contaminated food is low, human and animal welfare are

strictly regulated while F&B activities are tightly monitored, thus Finland has achieved good results of high level in food safety and health (Finnish Food Authority 2020b, 4). According to Finnish Food Authority, all the businesses in Finnish food industry are legally responsible to provide safe and quality food with adequate and factual information of food. (Ruokavirasto 2020.)

Figure 3 below represents the Finnish system in managing and supervising Food Safety.



Figure 3. Finnish system for Food Safety

All policies, regulations, standards, and certificates that related to food safety in Finland are issued by the Finnish Food Authority. This centralized system ensures the efficiency, transparency and effectiveness of food control in Finland. The Finnish Food Authority introduced Oiva system as an official food safety control method to monitor and conduct food inspections in F&B operators. Besides, the Finnish Food Authority issues hygiene passport as an official hygiene certificate for F&B employees. (Finnish Food Authority 2020b, 7-10.)

a) Finnish Food Authority

The official organizations and agencies of Food safety control in Finland that carry out the Food safety policies and inspections, are Evira, ELY, Valvira, Regional State Administrative Agencies, Local authorities, Customs, The Finnish Defence Forces, Åland and others authorised inspectors. All these Food safety organizations and agencies work under the central Finnish authority for food safety control - Finnish Food Authority (Ruokavirasto).

Ruokavirasto is established in the beginning of 2019, Evira (Elintarviketurvallisuusvirasto) was the previous name of this authority. (Finnish Food Authority 2020b, 7-12.)

The Finnish Food Authority is responsible for setting and manage the standards of food safety in Finland. The key activities of this authority are promotion, supervision, research and development of food safety and wellbeing. As a part of the Ministry of Agriculture and Forestry, the Finnish Food authority is also responsible for managing and developing the IT systems, data, services for other public departments and authorities. In 2019, the Finnish Food authority have published many guidelines for businesses and individuals to handle food and drink, to ensure the food safety and human wellbeing amid the pandemic Covid-19. (Finnish Food Authority 2020a.)

b) Oiva system - food control and measurement for F&B businesses

Oiva system is the official central system for food safety control that is published by the Finnish Food Authority. The Oiva system is used by authorized food and veterinary inspectors to access and conduct inspections on all F&B businesses throughout Finland. The inspection results are published online in the Oiva reports. Every F&B business that has gone through the inspection, will have an Oiva report/certificate with results about their F&B product and activities. The Oiva report is visibly presented in the company's premise so people can have easy access to it. The Oiva signature – the “smiley face” – is included in the report, if the smiley face is a happy face then company has got good results from the official food inspection. On the other hand, a sad smiley face means that the food safety level of the company is poor. (Oiva 2020.)

The purpose of Oiva system is to improve transparency and effectiveness in food control by using the same system in evaluating food safety, thus makes it easier for inspectors to carry out the food inspections (Oiva 2020). The Finnish food Authority concludes the results of 2019, that a total of 18300 Oiva controls – inspections – were conducted in F&B businesses and retails in whole Finland (Finnish food Authority 2020b, 9).

c) Finnish hygiene passport – hygiene certificate for F&B employees

The Finnish hygiene passport is an official hygiene certificate proving that the passport keeper/user is qualified in food hygiene, thus allowed to taken parts in the food process and organization food activities. The hygiene passport is issued by the Finnish Food Authority (previous name is Evira). The Finnish Food Authority is responsible for organizing the hygiene exam, subsequently the hygiene passports are granted for those who pass the exam. According to Finnish regulations and rules, the workers in Food and Beverage

field are required to have hygiene passport to perform their jobs. (Finnish Food Authority 2020b, 10.)

As a basis requirement to enter the food and beverage field, hygiene passport is in high demands among the employees and students from the F&B sector. According to Finnish regulations in food safety, new F&B employees are required to have a hygiene passport to be accepted to the jobs. In the 2019 food safety report, the Finnish Food Authority notes that the system of hygiene passport is introduced since 2002 and up to 2019, with over 1,2 million hygiene passports and certificates has been granted, this amount equals approximately 20% of the Finnish population. (Finnish Food Authority 2020b, 10-12.)

d) Health certificate - Salmonella test and other requirements for F&B workers

According to the Finnish Food Authority's guideline (2020b), F&B workers that handle cold food or unpacked food are required to have a health certificate to prove that they don't have Salmonella. As mentioned above in chapter 2.3, Salmonella is one of the most common intestinal bacteria that can be found in raw food, fresh water and milk, the Salmonella bacteria can be spreading between F&B employees and customers through contaminated food and drink (Finnish Food Authority 2019, 23).

The new employees of F&B sector are required to have a health check-up before starting their jobs, to ensure that they don't carry any infectious disease and minimize the risk of exposing infection in the workplace. Depends on the company's policies and employee's tasks, the new employees are requested to take a basic health examination or an advanced one with the Salmonella test included.

According to the official guideline for F&B staff, personal hygiene and protective work-attire are strictly applied for employees in F&B industry, especially those that handle food directly. Employees are requested to wear protective clothes and gloves while handling food, to wash hands frequently and maintain good personal hygiene. Besides, the use of jewellery is forbidden, as the dirt can be stuck in the jewellery and cause the risk of contaminated food. (Finnish Food Authority 2019, 24-25.)

2.3.6 Hazard analysis and Critical control points - HACCP

Hazard analysis and Critical control points HACCP is, accordingly to the FDA (2018) an international food-safety-control system that is widely used in F&B industry to identify, analyse and evaluate the hazards that might happen in F&B activities. HACCP management

system is applied to all segments in F&B industry, from resources to procession to production, and distribution of food. The purpose of HACCP is to supervise and maintain food safety, furthermore, manage and prevent occupational food hazards. HACCP is globally used as an official Risk management document for F&B operators, organizations, and authorities. (FDA 2017.)

Based on Finnish laws and regulations, one of the basic requirements for food operators is self-monitoring, F&B businesses are required to establish their own system to monitor and control food safety, as well as manage the risk and hazard that might occurred in food procession. In Finnish food industry, HACCP is the most common self-monitored management system for F&B operators, particularly hotels and restaurant, to apply within their businesses. (Ruokavirasto 2020.)

Seven principles of HACCP that are used to design a HACCP program (FDA 2017).

- Principle 1. Identify Hazard – Hazard analysis
- Principle 2. Identify Critical Control Points (CCPs)
- Principle 3. Demonstrate critical limits
- Principle 4. Develop monitoring plan for CCPs
- Principle 5. Develop corrective actions
- Principle 6. Validate and verify the final product – HACCP program
- Principle 7. HACCP records and documents

The Finnish Food authority has issued HACCP guidelines for businesses to follow and establish their own HACCP plan effectively. In the guidelines, companies are instructed to firstly form a HACCP team with experts and trained staffs, who are qualified to establish the HACCP plan. Secondly, the companies need to identify all info related to their products, the supply chains, raw materials, products process, manufacture, distribution, product's values and product users/consumers. This second step is crucial to identify the risk and hazard of food production. The third step is to create a flowchart which is a diagram that contains all Critical Control Points (CCPs) - elements of the food process and food safety. The last step to develop and finalise the flow chart and have the HACCP plan ready. In the last step, the corrective actions are demonstrated in response to the food hazards- that were identified in the second step. All these steps of creating a HACCP plan are in accordance with the seven principles of HACCP. (Ruokavirasto 2020.)

As a F&B operation, Hilton hotel applies HACCP as one of the main Occupational safety tools to monitor the F&B activities and prevent occupational hazards. All employees of Hilton, especially the F&B employees are required to have knowledge about the HACCP control of the hotel. In general, information about the HACCP of the hotel is delivered to

the employees during the orientation period, thus this HACCP factor will be included in the final research product – the breakfast orientation handbook.

2.4 Data protection – GDPR

In this sub chapter, the author studies the issue of personal privacy and data security in Finland. This is a crucial issue for all businesses in Europe, as the official European regulations on data privacy and security – the General Data Protection Regulation (GDPR) - has come into force since 2018. The GDPR is important to ensure the personal privacy and data security. Especially in hotel industry, in which the basic requirement for guests and employees is to provide their personal info to the hotel. A violation of GDPR will cost the company not only their reputation but also financially. According to GDPR violation Art, the fine can be up to 20 million euros, or 4% of their total annual turnover, whichever is higher. (GDPR 2020a.)

The data protection is one of the most important policy in hotel industry. Hotel operators are responsible in provide guidelines and training related to their data protection policy, especially to the new employees, to ensure the safety of data for both employees and customers. Thus, the data protection issue must be included in the orientation plan for breakfast employees in Hilton Helsinki Airport hotel, in accordance with Finnish data protection regulations and Hilton's data protection policy

2.4.1 GDPR

General Data Protection Regulation, in short GDPR, is a set of European laws and regulations on protecting user privacy and data security. GDPR was legally came into effect since 2018 and all individuals and businesses that reside in European Union countries have their personal data protected by GDPR. These privacy and security regulations imply on individual's right to have control over their personal data. According to GDPR, personal data is all relevant individual's information such as name, addresses, gender, occupation, religion, nationality, web cookies and so on. (GDPR 2020b.)

GDPR establishes seven principles on the processing of data – in which users are legally under protection and accountability of data process (GDPR 2020b).

- Data processing is transparent, lawful, and fair.
- Data process is limited for specific legal purposes only.
- Data processing and collecting is minimized only for specific necessary and legally purposes.
- Personal data is accurate and up to date.
- Personal data is stored for limited time and purpose.
- Ensure the integrity and confidentiality of data.

- Data process is accountability. The data control is required to indicate GDPR compliance in accordance with all GDPR principles.

Data security policies are included in GDPR, as data users and controllers are required to establish and apply the right technical methods to ensure the security of data. Businesses are in particular required to have organizational measurement to protect data privacy and security, for instance, technical training for staff, data privacy guidelines. The most common technical measurement for individuals in EU is two-factor authentication, which is security system that requires users to verify their identities 2 times using 2 different tools (Enisa 2020). (GDPR 2020b.)

As a European country that highly value human right and the security of data, Finland implement GDPR nationally in compliance with Finnish regulations and laws on personal data and security. The authority that supervise and manage data protection issues in Finland is the Ombudsman, this supervisor authority has the power to access all information necessary to perform their duties and inspections. Furthermore, the Ombudsman has the power to get support and assistance from the Finnish police to carry out their jobs. (DataGuidance 2020.)

2.4.2 Data protection and GDPR in hotel industry

Personal data security is one crucial factor in hotel industry. As the complex nature of the business, hotel industry is most vulnerable when it comes to data protection and the threats of data leaking or stolen. Firstly, hotel's guests are required to provide their personal data, their passport or ID, their credit cards information when check in the hotel. Secondly, there are many different methods in payments, booking systems and emails that contain large amount of customer data. The customer data is stored in the hotel system contain sensitive information and according to GDPR, must be processed, stored and protected with the appropriate technical measurements. Thus, preventing the risk of cyber-attack. (Verot 2019.)

According to Finnish laws and GDPR, hotel employees and employers are all responsible for data protection of customers (GDPR 2020b). In case the hotel is reported as not compliant to the acts of data protection, a fine is charged to the hotel - the costs can be up to 20 million Euros depends on the severe of the case (Verot 2019). The penalty for the violation of GDPR is a huge burden for the hotel operators, as they face not only legal financial lost, but also the loss of brand's reputation and their customers

Overall, hotel operators are responsible to provide the right guidelines, trainings, and technical support for employees to ensure the safety and security of data. According to Verot

(2019), hotel operators are required to establish data protection policy and guideline, that are recorded for employee's use, to conduct appropriate data-security training for employees, to manage and improve the technology system of the hotel to prevent data breach and thus, achieve the final goal of efficient data-security management.

3 Research method

In this sub-chapter, the author explains all the qualitative research methods she uses and their importance on this research. According to Given, qualitative research methods are conducted between people, to collect qualitative data – opinions, perspectives from people who have knowledge of the fields – which assist researchers on building up solutions for their research questions (Given 2008, Methods). The author applies qualitative methods for the research to collect qualitative dataset to analyse and develop the end-product, the purpose is to reduce cognitive bias, and to have a strong theories background for her research.

First, the author establishes the first-round interviews - qualitative In-depth interviews with 3 breakfast employees and 2 breakfast supervisors to collect data necessary for product development. The 5 interviews are conducted in the beginning of the research. The second-round interviews are also qualitative In-depth interviews which conducted with the same interviewees that the author has in the first phase of her research. The second-round interviews are carried out at the last phase of the research, in which the final product is created. The purpose of these 5 interviews in the second-round is to test the product to further develop it in the future. The second research method is qualitative secondary analysis method, this method is applied throughout the whole research to analyse all the relevant concepts and theories. The purpose of the qualitative secondary analysis method is to a deep understanding on all the relevant factors that related to the research, and further provide the answers for the author to create the final product (Long-Sutehall, Sque & Addington-Hall 2010, 336).

3.1 Qualitative In-depth interview

In-depth interview is one of the most popular qualitative research methods to collect qualitative data. The interview is conducted between the interviewer and interviewee face to face or by phone. The interviewer prepares a list of questions that related to the topic of the research and encourage the interviewee to discuss in-depth about the topic. The interviewer leads and directs the interviewees to share relevant info about the topic. During the interview, the interviewee is not limited with short/exact answers, in contrary, interviewee is free to express their personal perspectives and opinions on the topic. In-depth

interview requires both interviewer and interviewee to have some knowledge and experience on the topic, thus the qualitative data collected from the interview can be used to analyse and find out the answers for the research question. (Given 2008, In-Depth interview).

In this research, the author conducts In-depth interviews with experts and professionals of the field, they are the breakfast supervisors and senior F&B employees of the hotel. The interviews are carried out online and offline, some of the interviews are conducted face to face at Hilton Helsinki Airport Hotel, and some are conducted through Zoom – an online meeting app.

With the first-round interviews which are conducted in the beginning of the research, the author makes a list of 9 questions that related to the research question – orientation plan for breakfast employees. The author aims to collect qualitative opinions, perspective of the breakfast employees and supervisors about the current orientation program in F&B department and the breakfast at Hilton hotel, also to encourage them to share their experience of their first phase of work as a new employees in Hilton hotel. The author's main purpose is to get a deep understanding about the orientation and new hires situation in Hilton Helsinki Airport Hotel, to further develop the final research product – a practical orientation handbook for breakfast employees in Hilton Helsinki Airport Hotel.

With the second-round interviews which are conducted at the end of the research, the author aims to collect reliable data from the experts of the field – the breakfast employees and supervisors, about the final product. First, the author sends the final research product – the breakfast orientation handbook, to the same interviewees in the first-round interviews and ask them to check it thoroughly. Second, the author makes a list of 5 questions which are related to the final product, for the second-round interviews. The author aims to gain relevant opinions about the efficiency and effectiveness of the orientation checklist. Her purpose is to evaluate the final product and gather useful data for product-development in future research.

3.2 Qualitative Secondary Analysis

Qualitative secondary analysis is a qualitative research method, in which the researcher analys the existing theories, studies, researchs that are related to the research, to get relevant answers that contribute to the final answer/solution that the researcher is looking for. In other words, Qualitative Secondary Analysis uses qualitative existing data to to get relevant info for developing the final research solution or product, to reach the goals of the research. Secondary analysis is contrary to the critical analysis or reviews of the existing

theories. While the other approaches are mainly evaluating the theories in a critical way, secondary analysis uses the existing theories as a framework to develop the final results of the research. (Long-SuteHall, Sque & Addington-Hall 2010, 336.)

Qualitative secondary analysis is used to collect the missing information that are relevant to the research questions. Thus, transparency is one of the main factors that needs to be considered in the process of secondary analysis. The purpose of the secondary analysis needs to be clear and detailed. Before choosing the existing theories to analyse, the researcher needs to evaluate the relevance of the primary research questions and the secondary questions, whether the answers from the existing theories will contribute in solving the research questions. (Long-SuteHall, Sque & Addington-Hall 2010, 336.)

In this product-based research, the author applies qualitative secondary analysis to find the answers to questions of how important a good orientation, the importance of Finnish regulations and Hilton hotel's policies & standards on occupational safety and health, on data protection, and the importance of staff training for new employees. Thus, to find out the answers for the research question, to develop a practical orientation plan for the breakfast employees in Hilton Helsinki Airport Hotels, in accordance to Finnish regulations and Hilton standards.

4 Hilton Helsinki Airport Hotel – current situation

In this part, the author first introduces Hilton's internal online system for employees – the Hilton University – where Hilton staffs get online accessed to all relevant info and trainings. This internal system is important for Hilton employees to be qualified for their jobs. Besides, the current orientation plan of Hilton requires new hires to take some basic courses and training in Hilton University on the first days of their jobs. Second, the author discusses about the policies and management system of the hotel which work as milestones to develop a proper orientation plan, in accordance with Finnish regulations and Hilton standard. Third, the author describes the Hilton standard for breakfast and the responsibility of breakfast employees in Hilton Helsinki Airport Hotel. Last, the author goes through the current orientation plan for breakfast employees in Hilton Helsinki Airport Hotel.

4.1 Hilton University

Hilton University is the global internal online platform of Hilton Worldwide, it is a main official webpage for Hilton staffs all over the world. All employees of Hilton are provided with their own usernames and passwords to access Hilton University. In the Hilton University page, staffs can find all information about Hilton Group, their workplace, and Hilton courses/trainings.

According to Hilton policies, all staffs are required to take some mandatory courses in Hilton University to be eligible for their works, these mandatory courses are assigned to employees regularly based on the changes in hotel policies and Finnish laws. Besides the mandatory courses, employees are encouraged to take other courses in Hilton University to broaden their knowledge. Depends on the task of the employee, different courses are assigned to staffs based on the requirement of their jobs in the hotel. Nevertheless, there are common mandatory courses that all hotel employees are required to take annually, these courses are mainly about Occupational safety and health, and data security trainings for staffs in Hilton hotel.

New hires are assigned relevant courses during their orientation week, the courses are mainly about the policies of the hotel, the occupational safety and health, and the data security at Hilton Hotel. Especially in F&B department, new employees are assigned many courses in Hilton University on the first week of their jobs. These courses introduce new F&B employees to Hilton policies and standards, provide appropriate training in food safety and data security for new hires. In Hilton, the basic requirement for new hires to

start their jobs is firstly to pass these courses that were assigned to them by the manager of their department.

4.2 The policies of Hilton Helsinki Airport hotel

As a part of the Hilton Brands, Hilton Helsinki Airport Hotel have their own policies following the policies of Hilton Worldwide and Finnish regulations. In this part, the author discusses the current policies of Hilton Helsinki Airport hotel in occupational safety, especially in food safety and data privacy measurement. These policies not only represent the high standards of Hilton brand, but also the corporate responsibility of Hilton as a hotel operator. Hilton hotel policies ensure a safe and healthy workplace for employees while maintain Hilton standards. Considering that the hotel policies are ones of the basic info about the workplace, which are provided for new hires during their orientation weeks, the author goes in detail about the food safety and data security in the hotel. The purpose is to collect relevant info for the final product – the orientation handbook for breakfast employees.

4.2.1 Food safety policy – HACCP and food safety training

Breakfast for hotel guests is offered in all Hilton hotel, thus, Hilton Helsinki Airport Hotel establishes strict policies on food safety control in the hotel using the HACCP system. In addition, Hilton establishes “Hilton Standards on food safety” as supplemental method for HACCP. In the recent HACCP handbook for Hilton hotel in European Area (2011), the Risk Management services of Hilton provides a general manual and relevant training related to food safety control in Hilton Hotel. The manual includes the introduction and execution of HACCP, the supplement method – Hilton Standards, and the record keeping tools for food safety control in Hilton hotel. (Hilton Worldwide 2011, 4.)

I. HACCP in Hilton

The food safety policies of Hilton cover all safety measurements in accordance with the general HACCP guidelines and Finnish laws. A Hilton HACCP system is established with four elements which are named as HACCP1, HACCP2, HACCP3, HACCP4 and HACCP5. HACCP1 is the Hilton handbook of HACCP system, which contains the guidelines on food safety and HACCP chart and checklists. This Hilton HACCP handbook is updated and verified regularly by the kitchen managers, to ensure all the safety measurements in the guidelines have been executed and met the legal and Hilton requirements. The verified HACCP handbook is placed on the bulletin board in the kitchen area, for all employees to access and follow. Below is the HACCP2 of the Hilton HACCP handbook, it is a flow chart represents all the Critical Control Points (CCPs) of food processing and

serving in Hilton hotel, the food supply, the storage method, the food hygiene, pest control, allergy issue, chemical use and the hygiene of the workplace. The purpose of this flow chart is to identify and monitor all the relevant steps in F&B activities in Hilton hotel. (Hilton Worldwide 2011, 4-8.)

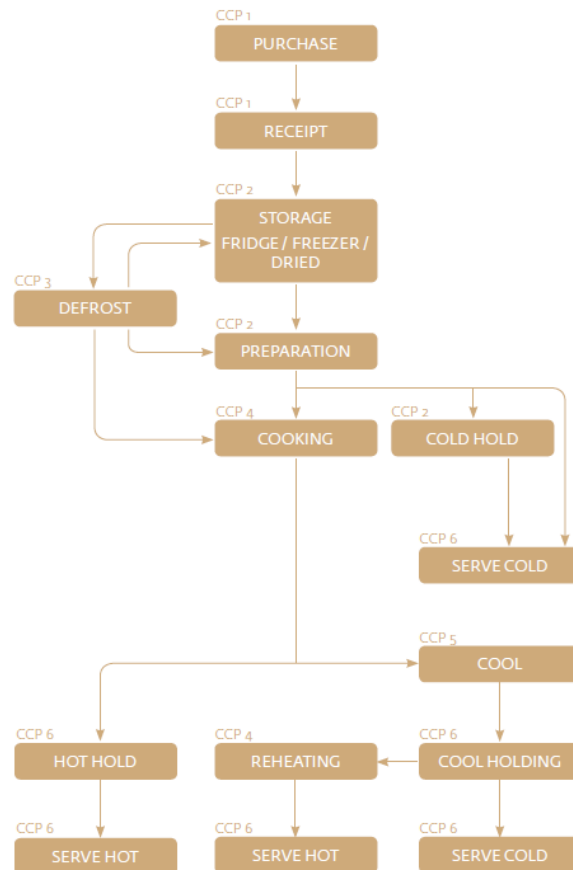


Figure 4. Flow chart to confirm CCPs – HACCP2 (Hilton Worldwide 2011, 8)

HACCP3, 4 and are tables and charts that cover all the F&B items in Hilton menu, the process of handling those items, the risks and hazards, and the right actions to fix the food hazards. These HACCP charts and tables are reviewed and verified regularly in accordance with the changes in Hilton menu, standards and Finnish regulations. (Hilton Worldwide 2011, 6-14)

II. Hilton Standards on food safety

Hilton has their own standards and policies related food safety in the hotel. These policies supplement HACCP system to ensure the food safety issue accordance to laws while establish quality services that meet up Hilton standards. There are in total 19 food safety policies in Hilton hotel, they work as food safety instructions for all hotel employees in Hilton. These policies are Stock rotation and Food sampling, Cleaning/Maintenance, Pest control, Barbeques, Glass Control, Thermometers, Personal Hygiene, Use of eggs,

vacuum packing, Sous vide, Baby food, Food Allergies, Physical contamination, Packed lunches, Hiring out kitchen & using external caterers, Guest food storage, Removal of waste, Guest requests for leftover foods, Food recall procedure. (Hilton Worldwide 2011, 55-94).

The kitchen staffs are especially required to follow these food safety policies and Hilton HACCP when handling food. Still, the front F&B staffs who are responsible for serving food and provide customer services to guests, are also required to acknowledge and follow these food safety policies and measurement of the hotel, to ensure the safety and quality of Hilton's F&B products and services. Hence, the HACCP and Hilton food safety policies are included in the final product of this research – the orientation plan for breakfast employees in Hilton Airport Hotel.

III. Hilton standard documents – Official record documents for food safety control

Hilton monitor and record their food safety control in the hotel by establish Staff training for food safety, Employee medical questionnaire to keep track on the employees health, Duty managers daily kitchen checklist to monitor the F&B activities within the hotel, Monthly kitchen audit to evaluate the food safety level in the kitchen, Executive head chef food safety duties are carried out daily to ensure the safety and quality of F&B activities in the hotel (Hilton Worldwide 2011, 95-108).

According Hilton's policies, all F&B staffs are provided food safety training at the start of their jobs (Hilton Worldwide 2011, 96). New employees of F&B department are required to have the food safety training on their first day at work, after passing the Food safety exam, they will get the Hilton food safety certificate, and only then they are qualified to perform their work. The food safety training and certificate are basic requirements for new F&B hires in Hilton hotel. Hence, this staff training must be included in the orientation for new breakfast employees in Hilton Helsinki Airport Hotel.

The employee medical questionnaire is used by HR department for all staff to monitor the employees health whether they are eligibled to perform their work. The questionnaire is carried out for employees at the beginning of their job or after an illness or holiday abroad. The purpose of this medical questionnaire is to prevent the spreading of contagious disease at the workplace, and to ensure the food safety and health at Hilton hotel. (Hilton Worldwide 2011, 97-98)

Employee Medical Questionnaire

NAME:		DEPARTMENT:	
	YES / NO	DATE	IF YES Doctor/ Hospital Visited
1) Have you ever suffered from?			
a) Confirmed food poisoning			
b) Typhoid / Paratyphoid / Enteric fever			
c) Dysentery (Shigella)			
d) Tuberculosis			
e) Parasitic infections			
f) E.coli O157			
g) Hepatitis A			
h) Have any close family contact suffered from any of the above?			Name: Relation:
2) Have you suffered from any of the following within the last month?			
a) Diarrhoea or vomiting			
b) Recurring boils / septic fingers			
c) Skin rash			
d) Infection of or discharge from ear, eye, nose, gums / mouth.			

3) Please give details of any other medical problem, which may affect your employment as a Food Handler:

.....

4) Do you agree to provide any specimen that may be required by the Company Doctor to ensure you do not carry any organism that may infect food. **YES / NO**

5) How many days lost during last year due to illness.....

Reason for Absence.....

I declare that all the foregoing statements are true and complete to the best of my knowledge.

Signed (Employee)..... Date

Signed (Management)..... Position













Figure 5. Employee Medical Questionnaire (Hilton Worldwide 2011, 98)

New employees of F&B department in Hilton hotel are required to fill this employee medical questionnaire at the beginning of their jobs. Thus, this medical questionnaire is one crucial factor that needs to be included in the final product of the research – the orientation plan for breakfast employees in Hilton Helsinki Airport Hotel.

4.2.2 Data privacy policy

As a hotel operator in Finland, Hilton Helsinki Airport Hotel has strict policies in personal safety and data security in accordance with the GDPR and Finnish regulations. Below is a figure explaining the GDPR policy in Hilton Helsinki Airport Hotel.



Figure 6. GDPR in Hilton (Hilton Helsinki Airport 2020)

According to Hilton Helsinki Airport Hotel (2020), the GDPR is applied as the main data security measurement to ensure the data safety for both hotel guests and employees. This is a crucial factor for Hilton hotel, as they are storing and responsible for the large amount of personal info, which is a big target for cyberattack.

Hence Hilton Helsinki Airport hotel provides information Security and data privacy training for staffs to equip and update their knowledge about cyber security in the hotel. These courses are mandatory and conducted annually in Hilton University. Whenever a cyber security course is assigned to staffs, their supervisors and managers will remind them to complete the course within the deadline, besides the staffs also get a notification to their emails about the course they need to take.

4.2.3 Occupational Safety and Health

Beside Food Safety training, Hilton Helsinki Airport Hotel provides relevant occupational safety and health trainings for all hotel staffs. These trainings include fire safety, manual handling, swimming and outdoor safety, and guidance about smoking in public places. Hilton hotel managers are responsible to schedule and preserve the “training time” for their

employees to be able to join these trainings. On the other hand, employees must complete these trainings which happen once per year at the hotel, to ensure that the safety and health of the workplace and people. Usually, the occupational safety and health trainers come to Hilton Helsinki Airport Hotel to conduct the practical trainings for hotel employees. During these trainings, the employees of the hotel are encouraged to practise the safety skills such as Cardiopulmonary resuscitation (CPR) following instruction from the trainers.

Depends on the schedule of the occupational health and safety trainings, new hotel employees will get the trainings within their first month at work. In case the hotel managers can't arrange these trainings in a short time, they will briefly go through relevant info about the safety and health measurements at Hilton Helsinki Airport, and instruct the new employees on how to handle occupational hazards that might happen. Usually, new hires are recommended to contact their department manager or supervisors immediately when an accident happen, rather than handle by themselves.

4.3 Hilton's values and service standards

With a mission to be the top international company in hospitality industry, Hilton combines their general values and standards into the brand name – HILTON, these five letters represent: Hospitality, Integrity, Leadership, Teamwork, Ownership, and Now. (Hilton Worldwide 2015).

- **Hospitality** - With a passion to provide the guests with the best services, to make them feel welcome and special, Hilton is committed to offer high quality services and products, while going one step beyond to surprise the guests with valuable and memorable experience during their stays.
- **Integrity** – Honesty and ethics are the main principles of Hilton. As a responsible business, Hilton commits to do the right things, to follow rules and regulations, to be responsible for their actions, their people, and their guests.
- **Leadership** – Hilton strives to maintain their top performance as a leader in the hotel industry. Their goal is to be the best service provider locally and internationally.
- **Teamwork** is the key factor to succeed in providing best services for the guests. With a goal to provide unforgettable guest experiences, Hilton encourages the collaboration between different departments of the hotel while providing tools for staffs to better communicate and work together as a team.
- **Ownership** represents one of the moral principles of Hilton. As they commit to own their actions and be responsible for all the decisions they made.
- **Now** is a key factor in Hilton's activities. To catch up with the market trends and demands, Hilton operates their business in a sense of urgency and discipline. Their aims are to provide employees and guests with up-to-date technology tools and services.

Aiming to be the best service provider, Hilton service standards are designed and improved based on customer-oriented mindset, to ensure that all the guests are attended,

welcome and taken with care. The service standards of Hilton embrace the 5 values that Hilton promises to the guests, to make the guests feel valued, respected, and comfortable. Some key factors in Hilton service standards are listed below. (Hilton Blue Energy 2020.)

- Greeting with a smile and mentioning the guest's last name while talking with them.
- Eye contact and gestures are important to show that the guests are being noticed and welcome.
- Communication with positive and encouraging language with the guests and co-workers.
- Assisting the guests with generosity, for instance, leading the way and holding the doors for the guests.
- Positive interaction with the children.
- Memorize and recognize the loyal customers of the hotel - Hilton Honors members with positive communication.
- Ensure that every guest is attended and assisted immediately. Apologize for possible late service.
- Provide accurate info and answer all questions for guests. Ask help from co-workers if needed.
- Try to meet up guest's request and give alternative options for the guests to choose.
- Using HEART model – Hear the guests, Empathize with them, Apologize, Resolve/ solving the problem for the guests, and finally Thanks them for choosing Hilton.

The values and standards of Hilton are introduced to all hotel employees during their orientation section as a service guideline for hotel employees. One of the main requirements of Hilton's employees is to have customer-oriented mindset to be successful in providing quality service and memorable experience for the guests, in accordance with Hilton's values and standards.

4.4 Hilton breakfast's standard

Currently in Hilton Hotel, F&B standards focus on 3 factors: Guest Experience, Safety Consideration, and Brand Standard. Hilton standards are all about the cleanliness and sanitation, the quality of the F&B products and services and the safety of guests and employees. Due to the global pandemic COVID-19, all Hilton hotels change their focus from sustainability aspect to safety aspect, to ensure people health during the pandemic. (Hilton Cleanstay 2020, Part 1).

In Hilton Helsinki Airport Hotel, the food safety measurement has been updated in accordance with Finnish regulations and Hilton standard. Currently, the hotel applies strict safety measurement on all F&B activities, especially on the hotel's breakfast. As the breakfast is an open buffet taken place in Gui restaurant of Hilton Helsinki Airport Hotel, where the guests can take the food and drink themselves. Furthermore, the main breakfast guests of

this airport hotel are travellers and airline crews who might carry some contagious diseases from abroad. Hence, the hotel introduces some specific safety methods for breakfast: regular disinfection of the breakfast area with appropriate chemicals, deep cleaning the kitchen area and the buffet regularly with the right chemicals, cleaning checklists for kitchen and restaurant to follow and monitor the hygiene level, all breakfast employees are required to wear masks and protective gloves, guests are provided one time used gloves and masks, breakfast employees replace all items on the table that the previous guest have or have not used, all leftover items from the breakfast buffet will be put in the bio-trash bin, regular hand wash and replace the mask or gloves if needed, report to the hotel managers or supervisors in case of guests or employees have any symptom of COVID-19, to have the right actions. Furthermore, F&B manager and supervisors are provided Cleanstay training with updated information related to the hygiene and safety measurement during Corona time. All these measurements are to ensure the cleanliness of the workplace and the safety for both guests and employees. (Hilton Cleanstay 2020, Part 2).

Beside the cleanliness standard to cope with the COVID-19, Hilton has some basic standards for breakfast that they have been applied for years. Below are all the basic Hilton standards for breakfast in Hilton Helsinki Airport hotel (Hilton 2019).

4.4.1 Staff training and orientation

All breakfast employees of Hilton Helsinki Airport Hotel are required to complete breakfast-related courses in the E-learning platform of Hilton – Hilton University – at the beginning of their jobs. The purpose of these courses is to provide relevant info about the breakfast at Hilton, the employee tasks and responsibility, the service standard of Hilton. The new breakfast employees in their first days of work will be provided their own usernames and passwords to access Hilton University, and complete the mandatory breakfast courses as well as the occupational safety and health, and the cyber security courses. These mandatory-basic courses for new hires are under the online orientation program of Hilton hotel. For new hires, their first few days at work are mainly about studying the online orientation courses, and offline instruction and guidelines from their department supervisor or manager. (Hilton 2019.)

4.4.2 Operating hours

The opening hours of breakfast in the hotel are early enough to meet the demands of hotel guests, and the minimum daily operating time of breakfast are three hours which range from 6 am to 11.00 am (Hilton 2019).

As an airport hotel, Hilton Helsinki Airport offers early-bird breakfast buffet from 3.30am to 6 am for guests that need to depart early to catch their flights. In comparison with the normal breakfast buffet, the early-bird buffet has limited selections of food and drink which is served in different area than Gui restaurant. The early-bird breakfast is served in Aquila – one conference room of the hotel that is qualified for F&B activities. Besides, the hotel also provides packed breakfast bag for early-bird guests who leave early before the normal breakfast starting time – before 6 am. The kitchen chefs are responsible for preparing the early bird buffet and take-away breakfast bags, while the front-desk employees are responsible for set up the early bird buffet and handing out breakfast bags for guests to take away.

4.4.3 Buffet requirements

A breakfast buffet in Hilton hotel is required to have relevant equipment and space for serving the hot and cold breakfast items in accordance with HACCP and Hilton standards on food safety and hygiene. Hilton breakfast includes huge selections of breads, coffee, tea, milk, spices, cheese, protein, yogurts, salty and sweet food, hot and cold food, soft drinks, cooked-to-order eggs to provide many options for guests. Besides, depends on the location of the hotel, local food and drink are included in the breakfast. The food allergy and hygiene issues are treated with care in Hilton breakfast buffet. Thus, all breakfast items are listed on one document, in which all ingredients of the food and drinks included. This document is printed out and put in the most visible area in the kitchen for staffs to check.(Hilton 2019.)

In Hilton Helsinki Airport Hotel, fresh brew coffee is served at table. Guests have options to choose the type of coffee, milk, sweetener based on their references. In Gui restaurant, breakfast area are divided in many different stations/areas based on the nature of the breakfast items, such as egg station, cereal station, gluten free station, yogurt and jam area, salad and fruit station, ham and cheese station, hot food area, soft drink area, bread and pastry area. There are different items in each station to meet the demands of international and local guests. For instance, some international breakfast items are baked bean, pancake, omelette, fruit juice, and special coffee such as espresso, latte and cappuccino.

Some Finnish food and drinks are included in the breakfast buffet are oatmeal, Quark (Rahka), and Karelian pastry. The gluten free corner is one part of the “allergy corner” that is separated from others, this gluten free station includes different kinds of gluten products such as breads, pastry and cereal. The other part of the “allergy corner” is a small fridge which contains dairy free products such as vegan cheese and soya yogurt, there are also a selection of lactose free milk such as soya milk, oat milk, almond milk and skim milk.

The breakfast employees in Hilton Helsinki Airport Hotel are recommended to wear protective gloves while serving guests, especially while handing the food and drinks. When handling allergy-corner and serving guests with special allergy, the breakfast employees are required to wear protective gloves and carefully check the ingredients of the breakfast items, to inform and ensure the guest’s safety and health. In this airport hotel, the ingredient lists of breakfast items are hanged on the wall in the front and back kitchen, providing easy access for staffs.

4.4.4 Breakfast buffet setup

Due to different designs of the breakfast areas and different demands in local markets, there is no exact permanent set up for Hilton breakfast. Each Hilton hotel adjust the set up of their breakfast buffet in accordance with Hilton standards and local demands. Still, there are some mandatory Hilton standards on breakfast setup that all Hilton hotels follow in accordance with the local regulations and Hilton’s policies on food safety. The general Hilton breakfast setup standards are listed below (Hilton 2019).

- Different areas for different types of items - The hot, cold, and special-diet items are separated in different areas. The egg station is also separated, since it’s an open kitchen where the breakfast chefs prepare the egg dishes (omelette, poach eggs, etc.) upon order.
- Labelling – all breakfast items that are unobvious to the guest are labelled using the standard Hilton-signature labels and stands. There are different templates for breakfast labels and stands depends on the operating area of the hotel, all can be found in the online platform of Hilton – Hilton University. In Hilton Helsinki Airport hotel, asides from the standard Hilton labelling, special letters/signs for special diets are also marked on the breakfast items, for instance: “L” is marked for lactose free items, “V” is marked for vegan items, “G” is marked for gluten free items.
- Table-top standards – Selections of spices, sauces, jam and honey are required to be provided during breakfast, all the items are stored in glass jars or single-used non-plastic containers. A Hilton standard table-top for breakfast guest includes plate matt, cutlery set, coffee mug, water glass, milk jar, sweetener jar with different types of sugar and honey, salt and pepper jars/dispensers, and paper napkin. Hilton Helsinki Airport hotel currently applies these standards with special hygiene and sanitary control - breakfast employees will replace all the things on the table once the guest finishes, also the table is disinfected thoroughly with appropriate chemicals.

4.4.5 Breakfast prices

In Hilton hotel, the breakfast is mostly included in the room's price. In some special cases when the breakfast is not included, or the guest want to purchase extra meals for friends or family, extra price is charged. Hilton policy on price is that the price is fair and affordable based on the market and quality of the products, besides, children that are accompanied by hotel guests are charged with children price if they are over 12 years old, under 12 year olds guests are not charged for breakfast. The breakfast at Hilton hotels are set with different prices based on the locations of the hotels and the Hilton fair-price policy. (Hilton 2019.)

In Hilton Helsinki Airport Hotel, the current basic breakfast price is 29 euros per adult, half price for guests from 8 to 13 years old, and free for guests under 8 years old. The hotel adjusts the price accordingly to the inflation and market price in Finland.

4.5 Room service

In Hilton Helsinki Airport Hotel, room service is offered for guests upon requested. Hotel guests have options to have their meals in rooms with extra payments. The guests purchase room service through phone or direct request to front-desk or F&B department. The room service is provided mainly by F&B employees, as they are responsible for delivering the food and drink to the guest's room. Only in some specific cases when it's outside regular working hours, during midnight for example, the front-desk employees will be the ones taking care of room service.

The meal options for room service are different depending on the time of the day, the holiday seasons, weekdays or weekend. Breakfast-in-room menu is usually available from 6 am till 10.30, after breakfast time A La Carte menu is available from 11 am till 9 pm, from 9 pm onward, only cold-packed food such as sandwiches and chips are available till the next morning. In most of the case, F&B employees deliver the meal to the rooms while guests are still inside, thus the guests open the door for employees to bring the food inside their rooms. Nevertheless, in some specific cases that hotel employees need to access the guest's room with the master key, an agreement with the guest must be made before, so that the employees are allowed to enter the guest's room without the guest's present. (Hilton 2020d.)

Breakfast in Hilton Helsinki Airport Hotel has different in-room menu sets (cooked breakfast and continental breakfast) for guests to choose, all the menu sets include large selection of food and soft drinks. The guest needs to fill out the In-room breakfast order and hang it outside the room before 3 am for front-desk employees or housekeepers to collect. Besides, the guest needs to clarify the desired service time in the order, so the breakfast employees can prepare the order accordingly. When an in-room breakfast order is sent to the F&B employees, the breakfast chefs will prepare the food while the breakfast employees prepare the soft drinks, all these food and drinks are placed in the breakfast trays and put on the breakfast trolley, then the breakfast employees will take the trolley to the room of the guest by the requested time. The breakfast bill is delivered at the same time with the meal for the guest to sign, then the bill will be charged to the room bill.

Hilton hotel has strict policies on data privacy and occupational health and safety, thus new hires are required to go through some trainings both from the Hilton University and from their trainers – the current hotel employees with experience and qualifications on the tasks. Furthermore, due to the complexity of the tasks in breakfast shift such as the huge selection of breakfast items, and the presentation of service tray accordingly to Hilton breakfast standards, the new breakfast employees of Hilton need a clear and detail instruction on their tasks, breakfast items and requirement, food safety and data privacy trainings to be eligible to deliver room service.

A basic room service tray for one ,accordingly to Hilton standards, includes a small portion/bag of pepper, salt, ketchup, mustard, mayonnaise, toothpick, a set of cutlery and paper napkin. Depends on the order from guests, different cups, glasses and plates are placed on the room service tray. Clean-stay is the main standard of Hilton hotel thus, the room service tray is presented neatly and clean, with all required items placed on specific locations on the tray, in accordance to the service-tray guidelines of Hilton Helsinki Airport Hotel.

Overall, the room service employees have big responsibility in protecting the guest personal data and privacy, as they have access to the guest personal info through the booking system of the hotel, and to the guest's room with the master key. Hence, the employees must strictly follow hotel's guidelines on room service and guest privacy. On the other hand, the occupational safety and health is also one crucial factor for room service employees: food safety measurement must be followed as they are the ones handle food and drinks, and safety measurements for staffs must be applied as their tasks include delivering the meal inside the guest room.

At the moment, the occupational safety and health measurement that are provided for room-service staffs in Hilton Helsinki Airport Hotel are the regular employee health check-up, the relevant courses and staff training in Hilton University, the guidelines on Hilton standards for room service and occupational safety and health, and the “emergency button”. The “emergency button” is a small hand-device with a single button, the employees bring this device with them while delivering room-service for guests. In emergency cases, when problems occur during their tasks (accidents or harassment in guest’s room), the employees use the button to ask for help. After the emergency button is activated, a signal will be sent to the front-desk with the location of the employees – the room number, thus other employees will come to their assistance.

All the relevant info about room service in Hilton Helsinki Airport hotel, the responsibility and requirements of staffs to perform room service, and the safety measurement that Hilton establishes for staffs are important info, especially for new hires of F&B department. Hence, the author finds it important to include these room-service info and safety measurement in her final product – the orientation plan for breakfast employees in this hotel.

4.6 Breakfast employee’s tasks and responsibility

In Hilton Helsinki Airport Hotel, the kitchen chefs are responsible for preparing the food and set up the hot food stations while the breakfast employees are responsible for setting up the cold food station, preparing and setting up the cold and hot beverages, and open the breakfast for guests. The tasks of breakfast employees also include customer service, check customer’s room number, billing, breakfast room service, making and serving the fresh brew coffee or special coffee, tea and fresh orange juice on the table.

The tasks of breakfast employees can be divided into 3 journeys: opening the breakfast, during the breakfast, closing the breakfast.

4.6.1 Opening the breakfast

The breakfast shift starts at 5 am and the breakfast opening hour is at 6 am, thus the breakfast employees have 1 hour to set up breakfast. Their responsibility is to open the breakfast on time and have all breakfast items ready. Their tasks are brewing the coffee, preparing warm milk and hot water which are stored in different thermos containers, preparing the cold beverage: fresh orange juice is put to 2 big jars, cold milk is put in many small jars to be placed on breakfast tables, starting up the juice machine and the espresso machine, setting up the cold food on the buffet stations, making sure all breakfast items are placed on the right places and with the right labels.

Other responsibilities of breakfast employees are to turn the light on for the breakfast area, take the guest list and room service orders/list from the front-desk, open the bar to prepare coffee from there, and open the breakfast cash register. When everything is ready, the breakfast employees open the breakfast area at 6 am to welcome guests in

4.6.2 During the breakfast

The breakfast employee's tasks are to welcome the guests and check the guest's room number, as it's a requirement for hotel guests to enter the breakfast area without paying. This is to ensure that the guests have paid for the breakfast, either from the room price or extra payment made later. In case a guest doesn't stay at the hotel or want to purchase an extra breakfast meal, the breakfast employees are required to make a bill for the guest to pay at the breakfast cash counter, or later at the front-desk.

Other tasks of the breakfast employees are serving coffee or tea and fresh orange just to the guest table, taking orders from guests for the special coffees, hot chocolate and cook-to-order eggs. The employees are responsible to make the hot chocolate and special coffees – espresso, latte, cappuccino, while the kitchen chefs are informed about the egg-orders and responsible for making the eggs. There are different options of cook-to-order eggs for guests to choose, such as sunny egg, poached egg, and omelette with different fillings like ham, cheese, onion, pepper and tomato. Since the breakfast employees are responsible for the beverages, they have to make sure all the soft drinks are available and refill them regularly.

Other tasks of the breakfast employees are to set up and clean the tables for guests. The employees need to keep an eye on the guest tables and clear out the empty dishes that guests have finished. When a guest finishes the breakfast and leaves, the employees need to clean the table with proper chemical and bring all the dirty dishes to the kitchen for washing, then they set up the table with new cutlery, glass, mug and napkin. The breakfast employees have high responsibility on maintaining the cleanliness and sanitary of the breakfast area.

One more task of the breakfast employees is room service. When receive a room service request, the employees need to check the appointed time when the guest want to have the breakfast, and prepare the breakfast tray 15 to 30 minutes before, to make sure everything is ready on delivery time and the breakfast items are fresh. While the chefs are preparing the food, the breakfast employees prepare the beverages and place them on the

room-service trays. When all items are ready and placed on the trays, the breakfast employees will bring the trays and the bill to the guest room at the appointed time, then ask for the guest signature on the bill, wish them a nice meal and go back to the breakfast area to continue their other tasks.

Customer service is one of the main duties of the breakfast employees, since they are the one serving the customers. With high customer service standards and the promise to provide guest with exceptional experience, Hilton requires all employees, in particularly, breakfast employees to assist the guests when needed, to maintain professional gestures and attitude toward the guests, so that the guests feel like they are welcome and treated with care. A written document, the service checklist, is provided for breakfast employees at the start of their works as a service guideline for the employees to follow, to meet up the high standards of Hilton and ensure guest' satisfaction.

4.6.3 Closing the breakfast

The breakfast in Hilton Helsinki Airport hotel is closed at 10 am in weekdays, and at 10.30 in weekends. These are the normal opening hours, but there are also different opening hours depend on the special occasions such as new year or Christmas. However, the breakfast employees always need to remind all the guests remaining in the breakfast area 10 to 20 minutes before the closing time of that day, so the guests have time to take more food and beverages before everything is taken away.

The breakfast employee tasks are to go to all the tables and inform the guests that the breakfast is closed soon and if they would like to take more food and beverage. Then, at the closing time, the employees close the doors in the breakfast area and take all the drinks away to the back kitchen to wash. The chefs are responsible for taking away the cold and hot food from the buffet, while the breakfast employees are responsible for the dried items such as cereals, nuts.

In Hilton, there are two different dish washers, a big one for washing the food containers, and the small one is for washing the beverage containers. In the back kitchen, trash are separated by their types and put in different trash bins, there are Bio bin, mixed-waste bin, glass bin and earthen ware bin. The breakfast employees are responsible to wash all the beverage containers that are used in the breakfast, such as glasses, mugs, jars in the small dish washer, and separate the trash in the right bins while cleaning up the dishes on the tables.

Other tasks of the breakfast employees are to clean all breakfast tables and stations with disinfection, then set up the tables for lunch and dinner – the dinner and lunch have the A La Carte Hilton standard- set up which is different than the breakfast setup. The breakfast employees are also responsible for refilling the juice machine, the espresso machine, the dried-items – cereals and nuts, and the allergy-corner that contains glue free items, vegan items, and variety of milk.

Overall, due to the complex of the breakfast in Hilton Helsinki Airport Hotel, the breakfast employees have many tasks and responsibility, to ensure the hygiene, safety and health at breakfast while providing guests with high quality service and products. Thus, the hotel is responsible for conducting proper orientation for the breakfast employees, to ensure they have relevant info and skills to perform their tasks in breakfast, to maintain the high standards of Hilton in accordance with Finnish regulations and laws.

4.7 The current orientation plan of F&B department for breakfast shift

In Hilton Helsinki Airport Hotel, new breakfast employees are provided with 3 types of orientation programme: general Hilton orientation section for all new hires, F&B department orientation, online courses in Hilton University, and occupational safety training at the Helsinki Airport hotel.

The general Hilton orientation section is conducted regularly for all new hires in all departments of three Hilton hotels in Finland, new employees are required to take this mandatory orientation section within their first week at work. The Hilton orientation section is conducted either at Hilton Helsinki Airport hotel or Hilton Strand hotel. During this orientation, new hires are provided with all basic information about Hilton chains in general, the three Hilton hotels in Finland, staff benefits and responsibilities. Beside the general Hilton orientation section, every department of the hotel has their own orientation programs for their new employees, and the department's managers or supervisors are responsible for giving specific orientations for new hires of their own departments.

Currently, the F&B orientation for breakfast employees in Hilton Helsinki Airport Hotel is recorded by detailed checklists of daily tasks, cleaning lists, breakfast items checklist, safety checklist and hygiene guidance. During the first day at work, the new breakfast employees are introduced to their workplace – the restaurant, breakfast area, the kitchen, the locker room, staff canteen, restrooms, emergency escapes – and to their co-workers. Besides, the F&B manager or supervisors will also give them their personal keys and work-attires on their first day. A trainer – Breakfast supervisor or an experienced breakfast employee – is assigned to be with the trainees/ new hires, to train them during the first week.

The trainer is responsible to introduce the breakfast items, the tasks of breakfast employees, and show the new hires how to perform the tasks in a most effective routine. As mentioned above, F&B department uses “Breakfast checklists” to keep track of the work, and these checklists are the most important tools for new hires to learn their tasks. These breakfast items checklist, daily-cleaning checklist, and Breakfast tasks checklist are useful for both breakfast trainer and trainees to ensure all relevant details about breakfast are covered and not missed out.

The online orientation courses are assigned to new breakfast employees in the general e-learning platform for Hilton staffs – Hilton University. Usually the new hires are given their personal usernames and passwords within the first month to access the courses. The orientation courses that new employees of breakfast shift are required to complete are breakfast training courses, food safety course, and data security course. All these courses are assigned by the Food and beverage manager and the Human resource manager as online trainings, and new hires are required to complete those within a deadline.

The “offline” trainings at Hilton Airport hotel are all the occupational trainings for the hotel staffs, the trainings include fire safety training and first-aid training. These trainings equip employees with relevant info and skills to handle occupational accidents that might occur at the hotel. Usually, new hires are required to take these training on the first month at work.

4.8 Orientation checklist of Front-desk Department

In 2020, the F&B manager of Hilton Airport hotel has discussed with the author about the orientation checklist of their Front-desk Department which is detailed and effective, and should be applied to the F&B department to improve their current orientation programme. Thus, the author has decided to study the front-desk orientation checklist and use it as a tool to create a new breakfast checklist for new breakfast employees.

According to the Front-desk employees of Hilton Airport hotel (2020), they have been using their orientation checklist to monitor the learning process of new front-desk employees. In the checklist, there are different columns that list all the tasks, the responsible person – the supervisor’s name, the new hire – trainee’s name, the days, and signatures of trainer and trainee. This orientation checklist for reception is not only make it easier for new receptionists to learn their tasks, but also provide record document for the reception manager and supervisors to keep track on the learning process of their new hires.

The orientation checklist of reception is created using Microsoft Excel with a large table that contains all relevant tasks, house rules, and orientation info for new hires in front-

desk department. Following the reporting standards of Hilton, this checklist includes the official Hilton logo, and the blue and white symbolic colour of Hilton. The reception orientation checklist is included as the first appendix in this research.

With permissions from the front-desk manager, the author will create a new orientation checklist for breakfast employees based on this reception checklist. The author has decided that the new orientation breakfast checklist will be one of the main research products, and will be included in the breakfast orientation handbook.

5 Project's process

In this chapter, the author discusses the whole process of her research, starting with the ideation to planning and implementation of the project. This chapter is one of the most important part of the report as it represents the whole journey of identifying the research question to coming up with the answers and finalizing the final products. Furthermore, the author explains in details how she's collected data for the research in the first-round interviews, and how she's tested the final products in the second-round interviews with the F&B employees of Hilton Helsinki Airport hotel.

5.1 Ideation - Orientation plan for breakfast shift

The author has been working for Hilton Helsinki Airport hotel during her studies in Hospitality Management, her work and studies are deeply related and thus the author decided to write her thesis about her workplace. Since it's practical and easy for her to access the hotel info for her research. The idea has gradually shaped up when the F&B manager of Hilton Hotel shared his concerns about the current orientation program of F&B department, that they don't have a proper orientation record – an all-in-one handbook for new F&B employees. At first, the author planned to create a general orientation plan for all F&B employees. However, after a discussion with her thesis supervisor and the breakfast supervisor, she decided to focus on the breakfast shift, to conduct a product-based research to develop a new orientation plan for breakfast employees. This is due to the complexity of the F&B tasks in Hilton Airport hotel, and the necessity for a new orientation plan for breakfast employees.

5.2 Planning and implementing of the research

After getting the idea for the research, the author firstly asked permission from the operations manager of Hilton Helsinki Airport Hotel, to be allowed to use the data of the hotel for her research. The data limitation is explained thoroughly during this discussion between the author and the hotel operations manager. Due to the data protection policy and the competitive aspect in business, some information of the hotel is credential and thus not allowed to be published in this research. The credential data of the hotel includes accounting numbers, names and other personal data of the hotel staffs, the detail checklists of breakfast and kitchen, and the items in the breakfast's buffet. Overall, the author was given the permission to use and analyse all data from the interviews and from the hotel while limited in publishing some credential info in the research.

Knowing the limitation in data use and publish, the author started making plan for the research. With assistance from the thesis advisor, the author decided to use qualitative research methods to seek answers for the research question – a new orientation plan for breakfast employees in Hilton Helsinki Airport Hotel. The research plan and implementation were divided into three phases: Phase 1 – collect relevant information for the research, Phase 2 – analyse the data from the interviews and create the final research product, Phase 3 – finalise the research product, and Phase 4 – Testing the final product.

5.2.1 Phase 1 – data collecting

With the object to collect relevant data about the orientation program in Hilton Airport hotel, in particularly the orientation plan of Food and Beverage department, the author conducted qualitative in-depth interviews with the breakfast employees and supervisors. The goal of this first phase is to get a deep understanding about the breakfast duty in the hotel, to study the strength and the limitation of the current orientation for the breakfast employees, and thus have enough data to prepare for the second phase.

The author first asked permission from the hotel staffs to interview them, then made a draft schedule for the interviews based on the availability of the interviewees. Due to the situation of COVID-19, many hotel employees are on laid off which made it more difficult for the author to arrange the interviews. Hence, the author decided to have some interviews through Zoom – the online meeting application, and the rest at Hilton Helsinki Airport hotel.

A list of 9 questions were prepared for the interviews. With the aim to collect qualitative data from these In-depth interviews, the questions were carefully chosen to help the author get relevant answers to the research question – a orientation plan for breakfast employees. Below is the list of questions used in these first-round interviews.

FIRST-ROUND INTERVIEW QUESTIONS IN-DEPTH INTERVIEWS

- 1. How long have you been working for this hotel?**
- 2. Do you work in Breakfast shift often?**
- 3. Can you share your opinions about the current working environment at the breakfast?**
- 4. What do you think about the current orientation of F&B department?**
- 5. Can you share your experience as a trainee/new hire during your first week at Hilton hotel?**
- 6. Can you share your experience working with new employees in breakfast shift**
- 7. Have you trained the new hires in breakfast shift? If you have, please share your experience.**
- 8. Any challenge working with/ training new hires for breakfast shift?**
- 9. Do you have any suggestion for the F&B orientation program for breakfast employees?**

Figure 7. List of questions – First round interviews

There are 5 interviews in the first-round, in which the interviewees are senior employees of F&B department in Hilton Helsinki Airport. Two of five interviewees are breakfast supervisors. These In-Depth interviews are one on one interviews, where the author interviews every interviewee face to face, either virtually or physically.

During the interviews, the author first introduced about her research topic and the purpose of the interviews, then guided the interviewees through all questions, and let the interviewees freely express their opinions and answer in their own words. To have accurate results, the author observed the interviewee behaviours and adjusted the questions based on that. For instance, the author asked the interviewees to clarify their answers and encouraged them to give more details on the related topics. Besides, the author added sub questions to expand the topics and get more info to develop the research product.

5.2.2 Phase 2 – product developing

Data collected from the interviews in phase 1 was analysed in this phase. The author planned to use the results of these interviews to have basic idea about the orientation programme in Hilton, and thus develop the theoretical framework accordingly. The purpose of the author was to use the results of the interviews to find answers for the research questions, to help the author develop a new orientation plan for breakfast employees.

The results of the interviews showed that all interviewees had more than 5 years of experiences working for the F&B department in Hilton Helsinki Airport, in which 3 of the employees main tasks were breakfast, while others had varied tasks in breakfast, lunch, dinner and conference. All interviewees had the same opinions on the current breakfast orientation of the hotel, that its strengths were the detailed checklists of buffet items and breakfast rules and tasks, while its limitations were the limited time to train the new hires, and the missing of the official orientation-record – an orientation folder which contained all the breakfast checklists, and the new hire's record to keep track on the learning process of new hire.

According to all interviewees, the first limitation of the current breakfast orientation – limited training time, happened due to the nature of the work and the small number of employees working in breakfast. As the breakfast employees and supervisors had their own tasks while training the new hires. Usually, the trainer – a experienced breakfast employee was working while training the new employees. It's especially more difficult during busy time, when there were many guests in the breakfast, and the breakfast employees didn't have time to guide and train the new hires properly. This was a systematically issue that there were no orientation-time reserved in the working schedule of the trainer – the responsible employee to train the new hires.

The second limitation of the current breakfast orientation – the need of an orientation folder was due to the big number of different breakfast checklists which are in located in different places. In Hilton Helsinki Airport hotel, breakfast employees used many checklists to perform their tasks, such as the buffet items checklist, the hygiene checklist, the daily-cleaning checklist, the breakfast tasks checklist, the service standard checklist, and the room service checklist. All the checklists were updated regularly and printed out for employees to check. Most of the checklists could be found in the back kitchen, some were on the notice board, some were on the walls, while others were on the drawers. Thus, it's quite inconvenient to access to those checklists, especially for new hires who were not familiar with the workplace. Furthermore, there was no document to keep track on the learning process of the new hires. Due to the nature of the shifts-work, there could be different trainers in different shifts to train one trainee. All the interviewees had shared that it's difficult to know exactly how well the new hires had learnt or which tasks the other trainer had taught them. Thus, it's crucial to have a new hire's record for the company to monitor the orientation process and performance of new hires.

After analysing the strengths and limitations of the current breakfast orientation, the author made her final decision to create an orientation breakfast handbook as the final product for this research. The orientation breakfast handbook is a folder that includes the current breakfast checklists as they are useful and effective, and a new orientation breakfast checklist which covered all duties of the trainer and trainee during the orientation period. This breakfast orientation checklist would be the most important part of the final product. Followed by recommendations from the F&B manager of the hotel, the author planned to use the orientation checklist from the reception department as a frame to create the orientation checklist for breakfast employees.

5.2.3 Phase 3 – Product finalisation

With all reliable data collected from the first-round interviews, the author got deeper understanding about Hilton Helsinki Airport hotel as a whole and their system to train new employees, also about the current orientation program for breakfast employees. The author also received relevant data such as the orientation checklist of the reception, the blue energy service standards, house rules, etc. from the hotel managers to use for this research. Combined with her own experiences working in the breakfast shift in this hotel, the author finally created a brand-new Breakfast orientation checklist using Microsoft Excel as a tool.

As the main part of the final product, the breakfast orientation checklist lists all the breakfast tasks and duties, introduction of the hotel and staff's amenities, house rules and staff's trainings. The author aims to use this breakfast orientation checklist as a tool to keep track on the learning process of new hires, thus this checklist is designed mainly for new hires, as the name and training period of a new hire are specified on the top corner of the checklist. In additions, the main part of the breakfast orientation checklist is a table with 6 columns represented the period, the orientation key points such as house rules and breakfast tasks, new hire's performance, day, responsible person or trainer, and the new hire' signature. With all relevant orientation info and breakfast tasks listed on the second column of the table, the author strives to include all relevant data needed to hand over to the new breakfast employees during their orientation period.

The breakfast orientation checklist is divided into 2 parts which are the first day, and the first month of work. The author's purpose is to clarify the mandatory info and duties of breakfast needed to give to the new breakfast employees within their first day and first month. Each new breakfast employee will have one orientation checklist with their name and working period on its, and either the trainee or the trainer will mark the tasks or info

they have done on the checklist. Since this orientation checklist will be used as an official orientation record for the hotel to keep track on the new employee's performance, the signatures of both the trainer and trainee are required.

As mentioned before, the author set her goal to create a new breakfast orientation plan – a breakfast orientation checklist that is practical and effective to be used officially in Hilton Helsinki Airport Hotel. Thus, this breakfast orientation checklist was created based on Hilton standards with the official colours of Hilton - blue and white. Furthermore, the author used the signed-brands image of Hilton as the footer for this checklist. Overall, the visual of the breakfast orientation checklist was designed to match the visual standard of Hilton while the content of it was carefully created by combining all relevant info from the interviews and the hotel, as the author wanted to make sure that nothing was missing from the checklist.

Due to the regular changes in the breakfast tasks, rules and buffet items, the orientation checklist will be stored virtually as an Excel file in the internal system of the hotel, the purpose is for the breakfast supervisors to update it when necessary, and for all employees to be able to access it easily. On the other hand, the checklist will be printed out and kept in the breakfast orientation folder with other breakfast checklists, so each new hire will have their own checklist to fill in at the end of their shifts, and the breakfast supervisors can monitor their learning process by checking their checklists. When printed out, the breakfast orientation checklist will be on both sides of a paper, as the length of the checklist covers two pages.

The breakfast orientation checklist is attached as the 2nd appendix on this research paper.

The Breakfast orientation handbook is the general final product of this research. This handbook will be stored virtually as a separate folder in the internal system of Hilton hotel for easily updated by the breakfast supervisors, and physically as an orientation handbook for breakfast employees. The virtual folder and the physical folder contain the same checklists for breakfast and orientation info. With the purpose to be used as the original files for storing and updating, the checklists in the folder don't contain the personal info of breakfast employees. On the other hand, the physical folder with the printed breakfast orientation checklists contain the info of the new hires and the trainers, such as names, working periods, and learning process. Since the main purpose of the breakfast orientation checklist is for the new hires to fill in, to mark all the tasks that they have learned, there will be many copies of the orientation checklist to be printed out to make sure each

new hire has their own checklist. All new hire checklists, together with other breakfast checklists will be stored in the physical folder.

Below is the list of checklists that are included in the Breakfast orientation folder – AKA Breakfast orientation handbook.

- Breakfast Orientation checklist.
- Buffet items checklist.
- Daily-cleaning checklist.
- Hygiene checklist.
- Breakfast tasks checklist.
- HACCPs
- GDPR
- Service Standards checklist.
- Room service checklist.

The handbook will be updated regularly by the Breakfast supervisors in accordance with the changes of Hilton's hotel policies in breakfast, and Finnish regulations.

5.2.4 Phase 4 – Product testing and the second-round interviews

With the goal to create a practical orientation program for the breakfast employees of the hotel, the author set up her plan to test the final product by asking opinions of the experts in the field – the experienced breakfast employees and supervisors of Hilton Helsinki Airport Hotel, about the new breakfast orientation plan. Since this final research product is a breakfast orientation handbook which combines the current breakfast checklists and the new breakfast orientation checklist (created by the author), the testing subjects are firstly the new breakfast orientation checklist and secondly the list of checklists that included in the handbook.

The author planned to first send the final research products – the new breakfast orientation checklist and the list of all checklists that included in the handbook, to the interviewees from the first-round interviews, then arrange the second-round interviews with the same people to collect their opinions about these products. The goal of the second-round interviews was to evaluate the effectiveness and efficiency of the new checklist, and the idea of having a breakfast orientation folder/handbook to store all the printed checklists for breakfast trainees and trainers of Hilton Helsinki Airport hotel.

The second-round interviews were In-depth interviews conducted partly at the hotel and partly through Zoom online meeting. The interviewees were 3 breakfast employees and 2 breakfast supervisors who had experiences in training and working with new hires. Besides, all five interviewees had been working in the breakfast shift for more than 5 years,

thus their opinions are valuable and reliable for the author to analyse the efficiency and effectiveness of her research products.

For the second-round interviews, the author prepared a list of 5 questions which divided in 2 parts. Part one included 3 questions about the new breakfast orientation checklist, while part two included 2 general questions about the breakfast orientation folder/handbook. Below is the list of questions for the second-round interviews.

QUESTIONS FOR SECOND-ROUND INTERVIEWS

Part 1 – Breakfast Orientation Checklist

- 1. What is your opinion about the visual of the checklist?**
- 2. What is your opinion about the content of the checklist?**
- 3. Do you have any suggestion to improve the checklist?**

Part 2 – Breakfast Orientation folder

Checklists that are included in the folder:

- Breakfast Orientation checklist.
- Buffet items checklist.
- Daily-cleaning checklist.
- Hygiene checklist.
- Breakfast tasks checklist.
- HACCPs
- GDPR
- Service Standards checklist.
- Room service checklist.

- 4. What is your opinion about the idea of having a breakfast orientation folder?**
- 5. Once this folder with the orientation checklist is put into used, what do you think about its impacts on the orientation process of breakfast employees?**

Figure 8. List of questions – Second-round interviews

The interviews started with a short introduction about the new breakfast orientation checklist, the breakfast orientation folder, and the purposes of the interviews – to evaluate the effectiveness and efficiency of the final product of the research.

According to the results from the second-round interviews, all interviewees agreed that the visual of the breakfast orientation checklist is good with the Hilton standard colours and a detailed table with clear contents. However, 3 out of 5 interviewees pointed out the one element that needed to improve in to make the visual of the checklist more professional. The visual element is the Font of the checklist, which doesn't match the standard Fonts of Hilton. Even though the author has gotten the samples of Hilton's Fonts to be used in her

research, due to copyrights, it's not possible to use these Fonts to create the breakfast orientation checklist.

With the feedbacks from the second-round interviews, the author got some different suggestions from the interviewees to improve the breakfast orientation folder in specific and the whole breakfast orientation process in general. With the idea to improve the breakfast orientation folder, one interviewee suggested to include a list of general buffet items which contains all the must-have items in the buffet, this list would work as an original list with all standard buffet items – items that won't change whether the breakfast menu changes or not. According to the interviewee, this original breakfast-items list would be easier to store in the system as an original file for the breakfast supervisors and manager to modify and update new buffet items. Due the time-limitation of the research, the author's decided to apply this suggestion in the further research on breakfast orientation process in the hotel. Another suggestion was to improve the effectiveness of the orientation process by scheduling extra hours for training the new employees. This idea was given by all interviewees as they shared their struggles managing their work while training new employees. All interviewees suggested to have 1 to 2 hours as the orientation hours to be reserved only for briefing and training newcomers within their normal shifts. According to the interviewees, these orientation hours would make it easier and more efficient for the breakfast employees to train newcomers, as they can manage doing their tasks in their working time while having the training in different time. Due to the facts that this suggestion is systematically related and needs approval from the managerial team of the hotel, the author's decided to forward this idea to the operations manager of the hotel, as agreed with all five interviewees. Overall, the 2 suggestions are valuable for the author and the commission company – Hilton Helsinki Airport Hotel in further research to improve the orientation process for breakfast employees.

Furthermore, there were some valuable feedbacks from the interviewees about 2 different versions of the breakfast orientation checklist that the author could apply in further research. One interviewee suggested to create a shorter version of the orientation checklist for the trainees who have short training period – 1 to 2 weeks in the breakfast. With the short working/training period, it's challenging for the trainees to learn all the tasks and get all the necessary trainings in breakfast. Thus, it's a good idea to have a simple shorter orientation checklist for those breakfast trainees. According to the interviewee, this shorter checklist could be created based on the breakfast orientation checklist that the author made, by taking the most important breakfast duties and general info of the hotel and put them into the shorter checklist. Both the author and the interviewee agreed that this idea of having the short checklist for short-term trainees would be beneficial for the company

and the employees, and could be applied for the future orientation project in Hilton hotel. Another idea was suggested by 2 interviewees about having the orientation checklist created in the daily framework, with all the tasks and info divided in day 1, day 2, day 3, and so on. According to the interviewees, this daily checklist would make it more clear about which tasks and info needed to be given to the new hires on different days/shifts during their orientation weeks. The author had thought about this idea in the beginning of her project, to create a daily checklist. Still, due to the nature of the breakfast work, which has many different shifts with different working times and duties, it's difficult to make the checklist into daily framework. Hence, the author decided to create the orientation checklist as it is now, with all tasks and info divided into the first day and the first month.

On the other hand, the author has gotten the same opinions from all five interviewees about the contents of the checklist which are practical, detailed and can put into used at the hotel. In additions, all interviewees have given positive responses about the idea of having a physical Breakfast orientation folder which included all the breakfast checklists and orientation checklist. They all said that the folder would be a useful tool for all employees to keep track with the learning process of the hires in breakfast, as well as improve the communication between the trainers and trainees. In particularly, the two breakfast supervisors have shared their experiences of having miscommunication while training new people, as there're different trainers for new hires in different shifts, and it's difficult for one trainer to know exactly what info had been given to the new hires from the other trainer. The results from the interviews show that the breakfast orientation folder will be a useful and practical tool for all employees to have easy access to the info of new hires in breakfast, to know how much and what tasks the new hires have learnt, to better manage the training process of new hires, and to ensure the new hires getting all needed info and trainings.

In conclusion, the results from 5 interviews in the second-round have provided the author with valuable data to evaluate the final products – the Breakfast orientation folder and the Breakfast orientation Checklist. In general, the final products are evaluated as useful and effective tools for breakfast employees. According to the opinions of all interviewees, these breakfast orientation folder and checklist can officially be put into use, once the author together with the breakfast supervisors adjust the Fonts of the breakfast orientation checklist to the standard Fonts of Hilton. Besides, the author also got many good suggestions from the interviewees to develop her products in different directions, and these suggestions would be valuable ideas for further research to develop the orientation plan in Hilton hotel. All in all, the author has reached her goal in the 2nd round-interviews - to col-

lect data for products evaluation and future development. As agreement with the 5 interviewees and the hotel manager, further improvement of the breakfast orientation process and updating of the checklists in the breakfast orientation folder will be done by the F&B supervisors and manager of the hotel.

6 Evaluation

This final chapter is the conclusion of the whole project. With the final products and the feedbacks from the second-round interviews, the author discusses about the strengths and the limitation of the research products. Further, the author concludes this research paper by sharing her thoughts on the learning process during this whole project.

6.1 Project's evaluation

This project of creating a new orientation plan for breakfast employees in Hilton Helsinki Airport hotel is a three-month project conducted during the COVID-19 pandemic. Due to the social-distancing regulations and the low demands in hotel jobs, it's challenging for the author to collect data for the research. As many breakfast employees of the hotel are laid off, it's difficult and time consuming for the author to arrange interviews with them. Another challenge is the copyright and credential issues, as some data of the hotel are not allowed for publicity, such as the breakfast checklists, the standard Fonts of Hilton, and the personal data of the employees are credential in accordance with the data protection regulations GDPR and Hilton policies.

Besides, the situation of Covid-19 makes it more difficult for the author to evaluate her project, as there is no new hire in breakfast at Hilton hotel. Due to the low market demands, Hilton Helsinki Airport hotel doesn't hire new employees during 2020 till now. This causes difficulty for the author to test the final products, which are created for the purpose of training new hires. With the results from the second-round interviews, the author has managed to moderately evaluate the final products, that they can be used officially as an orientation record – an orientation handbook for breakfast employees. Nevertheless, the interview results can't be used to evaluate the effectiveness of the final products, since there is no new breakfast employee that needs to use these orientation documents.

All in all, the final products of this project - the breakfast orientation folder and the breakfast orientation checklist are evaluated as practical and useful to keep track of the learning process of new breakfast employees. The results from the second-round interviews have shown that some improvements are needed in the breakfast orientation checklists, for instance, the Fonts used in the checklist need to be changed into the standard Fonts of Hilton, and the data in the checklist need to be updated regularly in accordance with the changes in rules and tasks of breakfast at Hilton Helsinki Airport Hotel. As discussed in the second-round interviews, the breakfast supervisors and manager will be responsible for the fonts and the update process of the breakfast orientation checklist, since they have

access to Hilton's management system. Even though the author can't evaluate the effectiveness of the final products by applying these breakfast orientation checklist and folder due to no new hires in breakfast, these end-products can be evaluated in further research in the near future when there are new employees joining the breakfast shift. Overall, the author has moderately achieved her goal of creating the final products that are effective, practical and can be used as an official breakfast orientation handbook for the F&B department of Hilton Helsinki Airport Hotel.

6.2 Author's learning process

With an idea of combining work and study, the author had been planning to have her final thesis about her workplace – Hilton Helsinki Airport hotel, since the beginning of 2020. It all started with a discussion with the F&B manager about the current orientation situation of the F&B department, that they didn't have a proper orientation plan as the reception department. With permissions from the F&B manager, the author decided to start her product-based research about a new orientation plan for F&B department. Due to the complexity of the F&B activities in the hotel, the author narrowed her research topic to orientation plan for breakfast employees. With the support from her company – Hilton hotel, and thesis advisor, the author officially started her research from November 2020.

Many changes were made during the research as the author adjusted the theoretical framework and research methods in accordance with product development and the strict regulations during COVID-19. Besides, arranging interviews was one big challenge for the author, as some of the breakfast employees were laid off and the author couldn't reach them. Due to this challenge, the author made some changes in the list of interviewees, and the number of interviewees decreased from 8 to 5 people. Nevertheless, the author has managed to finalise the end-products and reached most of her goals in this research within 3 months. With great support from the hotel and thesis advisor, the author has created a new breakfast orientation checklist as a sub-product of the breakfast orientation folder. These final products have met with the author goals to solve the issue of the F&B department, to provide a practical orientation handbook for breakfast employees. Even though the author can't evaluate the effectiveness of the final products, there are possibilities to apply these products in the future when there are new employees coming to work for breakfast.

These three months working on this thesis are valuable experiences for the author. As she's got to learn more about her workplace – Hilton Helsinki Airport hotel and got to apply the knowledge and skills she learnt from her hospitality management studies to this re-

search. Besides, the author has chances to practise her academic writing skill, time managing skill and other research skills while doing this project. Personally, the author has enjoyed this journey as she found out her passion in doing research and had a new plan for her future career as a researcher in sustainable service design. All in all, the author believes that this thesis research has strengthen her knowledge and equipped her with relevant skills for her Master' studies and future research in hospitality field.

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Appendices

Appendix 1. Reception Checklist for new employee – Hilton Airport Hotel

HARJOITTELUN CHECK-LISTA			 Hilton HOTELS & RESORTS	
Työntekijän nimi: _____				
		Lisätietoja	Pvm	Opittu Perehdyttäjä
Tervetuloa! 1. päivä	Työasu, nimikyltti, pukukaappi, avaimet			
	Ruokailukäytännöt, tauot, kulkureitit			
	Talon Tavat dokumentin läpikäyminen			
	Työvuorolistat, toiveet ja niiden sitovuus	marja-leena.laine@hilton.com		
	Harjoittelun kulku; suunnitelman tekeminen	Tutkinnonosat kirjattava		
Ensimmäinen ja toinen viikko	Talon kierros (huonetyypit, tekniset tilat)			
	Työturvallisuus ja pelastussuunnitelma	Turvallisuuskansio ja kierros		
	Hilton University-kurssit	Lobby.hilton.com		
	Perehdytysmateriaalit: Perehdytysopas, Blue Energy Service Standards, Empowerment Guidelines, GDPR Info, Guest Safety & Security, Kuinka toimimme vastaanotossa, Häirinnän ja syrjinnän nollatoleranssi	S-asema > Perehdytys 2019 > Harjoittelijalle > oppimismateriaalit		
	Lähialueen tuntemus (lentokenttä ja sen palvelut, reitti hotellille jne)			
Kolmas ja neljäs viikko	Executive Loungevuoroihin tutustuminen (1-2 vuoroa)			
	Housekeeping-vuoro			
	Tilannekatsauksesta sopiminen	Lilja tai Harppa		
RESPASSA: Mitä ja missä?	Vingcard-kone ja sen toiminnot			
	Pläjä, allekirjoitetut ravintolakuitit			
	Hoitamattomat asiat- ja hotelli-infot-lokerot			
	Majoituskorttien failaaminen			
	Layover- ja ryhmä-lokerot			
	Kartat, bussi- ja juna-aikataulut			
	Kokouksien orderit			
	Lastauslaiturin ovikello ja invahälytys			
	Kansiokaappi			
	HSKP Amenitiesien sijanti ja sininen hyllykkö			
	Business Center			
	Check in-laite			
	Takatoimiston kaappien sisältö			
	Kopiokoneen ja skannerin käyttö			
Auki-/paikallaoloajat	Ravintola Gui ja Baari			
	Huonepalvelu, myös Night menu			
	Housekeeping, päivystysajat			
	Sauna & kuntosali, hieronta			
	Crew Lounge			
	Executive Lounge			
Miten toimitaan?	Lokikirjan käyttö			
	Sähköposti			
	Herätyskäytäntö, Otrumin käyttö			
	Check-in ja check-out-ajat, late check-out/early check in			
	Puhelimeen vastaaminen - sisä-/ulkopuhelut			
	Puheluiden yhdistäminen - asiakkaat / henkilökunta			
	VP-kännykkä, Turva1 ja 2			
	Yleisavaimet ja avainten kuitaaminen			
	Pysäköintijärjestelmän käyttö			
	Jopojen lainaus	Jopo-kansio		
	Vikailmoitukset ja kommunikointi huollon kanssa	FIMX ja telegram		
	Kommunikointi HSKP:n kanssa			
	Kommunikointi Guin ja kokousosaston kanssa			
	Aamu- ja iltavuoron check-listat			
	Huomisten tulijoiden läpikäyminen			
	Pesulakäytäntö	Pesuheikki		
	Journey Ambassador	Orderien lukeminen, narikka		
	Ryhmät (toiveet, blokkaukset ja avaimet)	Groups, HDD Shortcut		
	Crew - käytännöt (alet, laskutus, cc:t, c-o ajat, toiveet)			
	Vuoronvaihto			
	Reklamaatiot / palaute	HEART ja empowerment		
	Luggage room			

Hilton Honors	Liittäminen -- onQ, linkki, ja hiltonhonors.com			
	Tasot ja edut (pisteet, upg, vedet, lehdet)	infotaulu takahuoneessa		
	MyWay	CRM Arrivals Report		
	HRCC			
	Huomiointi asiakkaan sisäänkirjautuessa			
	Vapaayöt ja Points & Money varaukset			
Varaukset	MYPA / vastaanotto	Sähköposti, portaalit		
	CEG (ryhmät ja kokoukset)	HDD Shortcut		
	HRCC			
	Internetin varauskanavat (esim. Expedia, booking.com)	Extranetit		
	Matkatoimistot (IATA)			
	Layover	HAO:t, ohjeistus mailissa		
	Yrityssopimushinnat ja asiakkuusseuranta	Asiakkuusseuranta		
	Paketit, esim. romance package			
	Freesale-kanavat (Jac, Totalstay	mailista		
	Kiintiövaraukset	G1 ja G2		
	Maksutavat	Debit / Credit kortti, cash, Alipay		
	Laskutusasiakkaat (muista aina viitel)			
	Crew-varaukset ja failaaminen	Sähköposti, Rainmakerit		
	Varauksen tekeminen, garanteeraus ja conffin lähetys			
	Advance Deposit; varausehdot ja veloitukset			
	Walk in-käytäntö			
OnQ järjestelmän käyttö	Availability-näyttö			
	In-House statukset ja varausten etsintä			
	Tracen lisääminen ja poistaminen			
	Varauksen Record history			
	Honors-profiilin etsintä			
	Honors-profiilin luominen			
	Guest Profile Detail View, notesien lisääminen profiiliin			
	Ruuttaaminen / siirtäminen			
	House Accountit			
	Groups ja group masterit			
	No Show't ja late cancellations			
	Virtuaaliluottokortit (Tourico, Expedia jne)			
	Laskutus: sähköinen ja paperinen			
	Housekeeping applikaatio: huonestatukset ja OOO -huoneet			

Appendix 2. Breakfast Orientation Checklist – Hilton Helsinki Airport Hotel



Breakfast Orientation Checklist

Hilton Helsinki Airport

Employee/Trainee's name:

First day - Last day:

		Done			
		Process/ Performance	Day	Employee/ Trainee' signature	Responsible person /Trainer
First day	Introduction - House rules				
	A tour around the hotel, restaurant area, bar, kitchen				
	Safety rules, emergency exits				
	GDPR and cyber security rules				
	HACCPs				
	Introduce to co-workers, supervisors and managers				
	Staff Amenities				
	Contact persons for different situations				
	Work attire, name tag, personal key, personal locker				
	Staff canteen, restrooms, smoking rules and area				
	Shift list, holiday wish and day off request				
	Break time and break-area				
	Breakfast Rules				
	The E-learning platform - Hilton University				
	Service standard - Service checklist				
	Breakfast opening hours, rules for guests and employees				
	Take-away policy, how to pack the food and beverage				
	Food safety measurement, HACCP, hygiene checklist				
	Protective gloves for handling food, personal hygiene				
	Breakfast Duties				
	Breakfast tasks - breakfast task checklist				
	Breakfast items - Buffet items checklist				
	Breakfast item Storages and fridges				
	Daily cleaning checklist for Breakfast				
	Different type of Table-top set-up for breakfast, lunch				
	Breakfast stations general set-up				
	How to prepare beverages for the breakfast				
	Juice machine				
	Coffee makers and Espresso maker				
	How to open the bar				
	How to make special beverage: Latte, Cappucino...				
	How to check customers in for breakfast				
	How to make the bill, payment methods				
	Table numbers				
	Room service				

First month	Opening the Breakfast				
	Turn the light on restaurant, bar and kitchen area				
	Turn the espresso maker and juice machine on				
	Prepare the breakfast beverage				
	Set up the cold food station of the breakfast				
	Set up the Allergy-corner				
	Set up the beverage station				
	Check that all items are available				
	Inform the Breakfast chefs if something is missing				
	Open the doors				
	Log in the system in the front computer				
	Open the breakfast for guests at 6 am.				
	During the Breakfast				
	Welcome guests in				
	Check the guest's room (if breakfast is included or not)				
	Billing				
	Serving coffee/tea and fresh orange juice				
	Make special beverage (espresso, latte, cappuccino)				
	Refill the juice machine (if running low)				
	Refill the cereals				
	Remove the plates and cups/glasses when the guests finish				
	Clean the tables				
	Set up new breakfast set on the table				
	Maintain good hygiene in the breakfast area				
	Maintain good service and attitude				
	Assist the guests				
	Take egg-orders from guests				
	Room service				
	Inform guests 10 to 20 minutes before the closing time				
	Closing the Breakfast				
	Close the breakfast doors at exact closing time				
	Turn off the lights of the breakfast stations and fridge				
	Turn off the juice machine				
	Wash the juice machine, refill if empty				
	Wrap and Mark the open-date on the juice and milk boxes				
	Refill the cereals, nuts and allergy items				
	Prepare the breakfast trolley (milk, juice, fruit, lemon)				
	Clean all tables and set up for lunch				
	Clean the breakfast station				
	Wash used glasses and mugs (in the breakfast)				
	Weigh the bio trash and mark in the waste list				
	Throw away the bio and mixed trash				
	Make sure the back and front areas are clean				
	Inform the chefs low-on-stock items (to order more)				
	Online Training (Hilton University)				
	Food safety training				
	Data security training				
	Occupational safety training				
	Offline Training (at the hotel)				
	General orientation day				
	Occupational safety training (fire safety, first aid, etc.)				

It's a Team Work. Communicate with your colleagues to achieve best results.

Be brave to ask if there is any doubt. Maintain possitive attitude to deliver exceptional experience to our guests.

