Who Decides When the Building Wakes Up

GUIDING QUESTION *Ask the first person who arrives in your kitchen what time they switch on, and then ask them why that time. You will get a confident answer to the first question and, almost always, a version of the same answer to the second: because that is when we switch on. Then ask one more thing: has anybody ever timed how long these machines actually take to reach temperature?*

Property: _____ Completed by: _____ Date: _____

How to use this sheet: work through the five parts with the people who own the process. The text in the left-hand columns comes from the book; the empty columns are for what is true in your property.

1. Verification Pact: what is commonly believed, what actually holds, and your property

What is commonly believed	What actually holds	In our property
«The kitchen comes up at the right time.»	It comes up at the time somebody inherited. A practice transmitted by imitation is not a criterion.	
«The chef knows how long the machines take.»	He knows how long the previous machines took. Nothing connects equipment renewal to the routine built around it.	
«Staff will resist a later start.»	They defend the certainty of being ready. A measured schedule with a margin gives them more of that than a habit does.	
«This is a technical question.»	It is a thermometer and a watch, two mornings. The measurement is better than any manufacturer figure because it is this kitchen.	
«It is only an hour.»	It is an hour every day of the year, across six items, all switched on together, which also writes your demand charge.	
«We told them to switch on later.»	A criterion must be communicated and must survive the workforce. Written as a schedule it does; said once, it does not.	

2. What the standard requires, and what demonstrates it

From Table 2.8.a. The third column of the book (what is method, not requirement) is left out here: write what your property actually holds as evidence.

What is required	What demonstrates it in a hotel	In our property
Criteria established for operation of significant uses	A written switch-on schedule with times against items	
Criteria where absence would cause significant deviation	The kitchen, the laundry, the public area plant, not everything	
Criteria communicated to relevant persons	The sheet on the wall where the first arrival can see it	
Control implemented in accordance with the criteria	Somebody following the schedule on an ordinary morning	
Analysis on the basis of measurement	Warm-up times measured in this kitchen, twice each	
Persons affecting the use identified	The commis who arrives first, named in the review	
Review updated on major equipment changes	The schedule reopened when a machine is replaced	
Documented information sufficient for confidence	A sheet somebody initials, or nothing at all if the schedule holds	

3. The instrument: Table 2.8.b, The switch-on sheet

The instrument of this subchapter. Two mornings with a watch fills the third column; everything else follows.

Item	Currently switched on at	Measured warm-up	Needed at
Main oven			
Second oven			
Flat top or range			
Fryers			
Bain-marie			
Dishwasher			
Breakfast room air conditioning			
Laundry line			
Public area plant			
Switch-off: afternoon between services			
Switch-off: end of night			

The rows above are the book's; the empty rows are for lines your property needs to add.

4. Common mistakes: self-check

Common mistake	Present here? (Yes / Partly / No)	Where we see it
Leaving the switch-on time to whoever arrives first, with no criterion and no instruction.		
Using the warm-up time of equipment that has been replaced.		
Trusting manufacturer figures instead of timing the machine in its own kitchen.		
Switching everything on in one pass, which writes the peak as well as the consumption.		
Building a schedule with no margin, which will be abandoned the first difficult morning.		
Never reopening the schedule when a machine is replaced.		

5. Action plan

Step from the book / gap found	Action in our property	Owner	Deadline
Two mornings with a thermometer and a watch. Time each item twice, in this kitchen, at its own ambient temperature.			
Ask the chef when each item is genuinely needed; the answers vary more than anybody expects.			
Add a margin, and write it on the sheet as a margin.			
Stagger the starts by ten minutes each; six items in one pass writes your demand charge as well as your consumption.			
Write it as a schedule, not as an instruction, and post it where the first arrival sees it.			
Reopen the schedule every time a machine is replaced.			

Step from the book / gap found	Action in our property	Owner	Deadline
Tell the person switching on that the times are measured, not arbitrary.			
Write the switch-off times on the same sheet: the afternoon and the end of the night.			
Repeat the exercise in the laundry, the public areas and the conference floor.			

In brief

An operating schedule is an operational criterion, and in most hotels the largest one is not written anywhere. The kitchen comes up when the first person to arrive switches it on, at a time transmitted by imitation from people who have left, and nobody in that chain has ever been asked to set it or given any basis on which to.

Source: The Helm and the Lens, Volume 4a: The Helm, subchapter 2.8. This sheet does not reproduce the text of the standard; work with your own copy of ISO 50001:2018 from an authorised source.