WORKING MATERIAL 2.6 · CHAPTER 2 — THE OPERATIONAL PERSPECTIVE · SETTING: BANSKO, BULGARIA

Competence and Induction: The Seasonal Worker's First Day

Source: Francesco Dore, The Helm and the Lens, Volume 9a — The Small Property, subchapter 2.6 (book page 273)

GUIDING QUESTION

What does a new member of staff know on the evening of her first day in your property, and how much of it did anyone actually tell her? And how would you notice, a week later, whether it had landed?

1 · Verification Pact: market claims against the standard

Copied from the book. The last column is for your property: what holds here, and how you know it.

What is claimed	Binding?	What actually holds	In our property
Without a training certificate nobody is competent	No	Education, training or experience; none of the three routes is prescribed (7.2)	
Seasonal workers and trainees do not count	No	Everyone doing work under the property's control is covered (7.2, 7.3)	
Experienced staff need no induction	Only partially true	Competence is determined for the work in this house; its specifics are learned nowhere else (7.2)	
Every induction needs minutes with duration and learning objectives	Only partially true	Documented information as evidence is required; the form is the property's choice (7.2)	
Awareness means knowing the mission statement by heart	No	Knowing the policy, one's own contribution and the implications (7.3)	
Training or mentoring is mandatory	No	A note to 7.2 names them as examples; that is guidance	
Competence must be determined and evidenced	Yes	Determination, actions, evaluation and retained evidence are all required (7.2)	

2 · Common mistakes — a self-check

Tick each mistake you recognise in your own property, and note where it shows.

☐ Treating a tour as an induction: the newcomer learns where the rooms are, not what can happen in them.

☐ Inducting between two phone calls, so that the induction is never finished.

☐ Showing everyone the same thing, when each role needs different knowledge.

☐ Sparing experienced staff an induction, because they know their trade but not the house.

☐ Recording attendance with a tick instead of recording what was covered.

☐ Leaving out the night, when it is precisely then that nobody can be asked.

☐ Writing the page only in the owner's language, so that some sign what they could not read.

☐ Never asking a week later whether the induction landed.

3 · A Checklist for the Seasonal Worker's First Day

The book's checklist, with a column for your own answer.

Question	Why it matters	Our answer
Is it written down, for each role, what it must do well and safely?	Competence is determined for the role before it is checked in the person (7.2)	
Do we know what each newcomer brings and what our house adds?	Experience brings the craft, not knowledge of this property	
Is there a first-day page covering escape routes, products, allergens, guest data and the night?	A tour shows rooms; the page shows what must not happen in them	
Is the first day planned so that the phone cannot interrupt it?	An interrupted induction is rarely resumed in season	
Does every newcomer know whom to call at night, and dare to call?	At night there is nobody to ask	
Do we ask after a week, and keep a signed page?	Effectiveness must be evaluated and evidence retained (7.2)	

4 · What would show this is working

Questions drawn from the subchapter's reading of the standards and its practical application. Clause numbers in brackets point to the harmonized structure or the standard the subchapter names; where the evidence lives, and the sheets named, are this book's method, not a requirement of any standard.

Question	Where the evidence lives	Seen?
Is it written down, for each role, what it must do well and safely (7.2)?	The role sheet, one line per role	☐
Is it noted for each newcomer what they bring and what the house adds?	Two lines per newcomer on the role sheet	☐
Is there a first-day page covering escape routes, products, allergens, guest data, the night and whom to ask, in the team's languages?	The first-day page in each language	☐
Has every newcomer a mentor from their own area for the first week?	The induction page: mentor's name	☐
Was effectiveness checked after a week by a question and a look at the work (7.2, 7.3)?	The one-week check on the induction page	☐
Is a page signed by the newcomer and the person who inducted them retained (7.2)?	The personnel section of the folder	☐

> *What this sheet is not: no management-system standard prescribes this form, and filling it shows conformity with nothing. It is a working aid drawn from the book; the standards' own texts govern the real case, and legal duties are established with competent local expertise. Independent material; not affiliated with or endorsed by ISO or any certification, accreditation or scheme-owning body. The standards' own texts prevail; legal duties must be confirmed locally.*