

@ Your Service

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Hospitality Branch of the Management Practice Specialty
American Society of Safety Engineers



David Natalizia
Hospitality Branch Chair
Dynamic Safety
2973 Harbor Blvd., #355
Costa Mesa, CA 92626
Phone: (800) 558-5003
Fax: (714) 681-9088

This year, we face both uncertainties and opportunities. It is more apparent than ever that moving forward, in a positive direction, aligned with clear goals and a sense of purpose is what is needed to keep us going through difficult times. The Hospitality Branch has been active during the last few months, seeking input and contributions from our membership. We hope to be able to roll out some exciting new elements to our branch soon, but we are also still eager to hear from you and to get your ideas, feedback and participation.

One of the things on everyone's mind these days, aside from the previously mentioned economic woes, is the new administration in Washington. Changes will occur in many significant areas, almost surely including occupational safety and health, both specifically with regard to the leadership and direction of the Department of Labor and OSHA, and more generally regarding government's approach to certain broad issues. Regardless of where we fall as individuals on the political spectrum, we must be prepared for these changes and realize that the risks we face remain the same as do the overall goals of protecting workers.

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This issue of *@ Your Service* provides several useful articles that can help you in many ways. We have features on golf safety, food safety, goal setting, the FACT Act and its impact on lodging, restaurants and retail, a follow-up on the Baker Pool Safety Act, as well as one member's perspective on his career in hospitality safety. As always, we trust that you will find this newsletter valuable, and we welcome your ideas and contributions for future issues. Please contact Matt Krell at Matthew.Krell@ajg.com with any newsletter submissions or ideas that you have.

David Natalizia
Hospitality Branch Chair

The FACT Act

By Bill Barbarow

The Fair and Accurate Credit Transactions Act of 2003 (FACT Act or FACTA, [Pub.L. 108-159](#)) is a U.S. federal law, passed by the U.S. Congress on November 22, 2003. Financial institutions faced a mandatory deadline of November 1, 2008 to comply with three new FACT Act regulations referred to as the Red Flag Rules, Sections 114 and 315 of the Fair and Accurate Credit Transactions (FACT) Act. However, due to widespread confusion over coverage under the Act, specifically whether the term “creditor” applies to particular businesses, FTC had postponed the deadline for compliance with Section 315 to May 1, 2009.

The regulations apply to all businesses that have “covered accounts.” A “covered account” includes any account for which there is a foreseeable risk of identity theft. For example, credit cards, monthly billed accounts like utility bills or cell phone bills, and many others such as restaurants, hotels, retail and dentists. This significantly expands the definition to include all companies, regardless of size, that maintain or otherwise possess consumer information for a business purpose. Because of the broad definitions in these regulations, few businesses will be able to escape these requirements.

The law recognizes that data protection alone is not a panacea, but that businesses must take other proactive steps to stem the tide of identity theft, identity fraud-related crimes and medical identity theft. Red Flags are defined as a pattern, practice or specific activity that indicates the possible existence of identity theft. The law states that a business needs an identity-theft prevention program approved in writing by their board of directors that they or a designated member of senior management must conduct oversight, development, implementation and administration. The program must include

reasonable policies and procedures for detecting, preventing and mitigating identity theft. Implementation includes staff training on how to spot internal and external Red Flags. External Red Flags can include alerts/warnings from consumer reporting agencies and suspicious documents, including suspicious personal identification information. When confronted with a Red Flag, the Act discusses suggested responses that businesses must take. The law intends to be proactive in combating the nation’s fastest-growing, white-collar crime—identity theft. Failure to comply with the law exposes the company to possible fines and/or civil litigation.

The Virginia Graeme Baker Pool & Spa Safety Act Part 2: Understanding What it Takes to Become Compliant

By Bill Barbarow

The Virginia Graeme Baker Pool and Spa Safety Act (named after the daughter of Nancy Baker and the granddaughter of former secretary of state James Baker; Graeme Baker died in June 2002 from entrapment) was enacted into law as Title XIV of the omnibus energy bill signed on December 19 as Public Law Number 140. The new law aims to reduce the 260 pool and spa drownings that occur each year involving children younger than five. The law promotes child safety in and around pools, spas and hot tubs. It imposes mandatory federal requirements for suction entrapment avoidance. The law also establishes a grant program for states that enact laws adhering to pool safety guidelines enumerated in the law.

The federal requirements took effect on December 20, 2008. After this date, it became unlawful to manufacture, market or sell a swimming pool or spa drain cover in the U.S. that does not conform to the entrapment protection standards of “American National Standard for Suction Fittings for Use in



Swimming Pools, Wading Pools, Spas, Hot Tubs and Whirlpool Bathtub Appliances" (ASME/ANSI A112.19.8) or other successor standard. The U.S. Consumer Products Safety Commission (CPSC) will enforce this requirement. Further, all public pools must be equipped or retrofitted with appropriate anti-entrapment devices or systems by this same date.

All pools, new or existing, must be equipped with anti-entrapment drain covers conforming to ASME/ANSI A112.19.8. In addition, all pools that have a single main drain, other than an unblockable drain, must be provided with one or more additional devices or systems designed to prevent suction entrapment, such as safety vacuum release systems (SVRSs), suction-limiting vents, gravity drainage systems or automatic pump shutoffs. The devices must meet applicable national performance standards, if any exist.

CPSC is authorized to establish and administer a voluntary grant program to states that impose certain requirements by statute. These include enclosure of all outdoor residential pools and spas by barriers to entry that will effectively prevent small children from gaining unsupervised or unfettered access to the pool or spa and the incorporation of suction entrapment avoidance devices or systems.

The law also requires CPSC to establish and conduct a public education program on methods to prevent drowning and entrapment in pools and spas. The program is to run through 2012.

All existing pool drain covers existing today are dangerous (older plastic covers made to the 1987 standard are brittle and are subject to ultraviolet and chemical damage) and older drain covers must be replaced (public-access pools open year-round were to be completed by December 19, 2008; ones closed in the winter must be replaced by the day they open in spring 2009; if a pool and spa are located in

the same enclosure, the pool must meet the standard now if the spa is used year-round, even if the pool is not intended for use until spring). Per the standard, existing anti-vortex with solid covers must also be replaced. New covers must meet ASME/ANSI A112.19.8's requirements. New covers bear an identification stamp as meeting the code, date of the code (2007), the life expectancy (new drain covers must, by manufacturer, be rated for replacement at three, five or seven years and records must be kept to prove the date of installation), the gallon-per-minute flow rating (must be posted on the back of the door of the filter room or tested if unknown) and the attachment by stainless-steel 316-rated screws. Single main drains in western states often do not use a sump. Without a sump, the drain pipe is up against the drain cover level, which reduces the effectiveness of new drain covers. When installing a drain cover on a drain without a sump, lower the pipe at least 1.5 times the diameter of the pipe.

All round drain covers and covers less than 18" X 18", except 12" X 12", have been available for some time. Covers 18" X 18", sizes less than 18" X 23" and 12" X 12" became available late in 2008. CPSC is conducting a review study on the need to replace covers on "unblockable" drains 18" X 23" with a box below that is 18" X 23" and on channel drains 3" X 31". These new covers do not yet exist, and some of the existing ones are stainless-steel or brass and costly. Customers must inspect these larger covers, test the drains and document that the covers are not available at this time. It is advisable to always take pictures of the covers and fasteners.

An SVRS is required on all single main drains that are not gravity or unblockable. This includes whirlpools, lagoons and fountains with a single main drain. Dual drains must be 36" apart (spas fail due to the distance requirement), the drains must be "T'd" and hydraulically designed. However, two drains do not necessarily indicate compliance.



Sometimes two drains each have their own pump, or the second drain may be a pipe at 90° off the main drain. Even if the two drains are designed correctly, they both must be tested to ensure that they are not blocked with plaster or debris.

Costs & Compliance

Enforcement of these regulations falls to local and county departments of public health. Some counties, such as the County of Los Angeles, have enhanced the expectations of protection

(http://www.lapublichealth.org/eh/docs/ep_sw_pools_vgb.pdf).

Los Angeles County requires that after January 1, 2009, pools must be drained to replace drain covers, and when they are drained, they must be retrofitted with split drains. In some other jurisdictions, a professional can replace new covers. Many individuals do not recommend an automatic resetting SVRS because the automatic units typically reset in 20 seconds, and it takes 32 seconds for a body blocking a drain to rise 2" off the bottom. New commercial pool construction safety is accomplished by using a gravity drain, which is required on renovations in states such as New York. New covers and SVRSs provide layers of protection. Failure to comply with the code carries a steep fine.

Lack of availability of certain size drains, questions of replacing drain covers on unblockable drains, the issue of installations on main drains without sumps, the testing and investigation requirements with two drains as well as the standard's inclusion of single main drains on whirlpools, lagoons and fountains make it critical to follow up with the local board of health and to check [CPSC's](#) website for updates.

No Gambling in the Kitchen

Reprinted with permission from Food Safety Solutions Magazine

Is it a casino? A hotel? A circus venue? It is all these and more. In fact, it is difficult to settle upon one definition of the MGM Grand Las Vegas—unless it is the company's own description of itself as The City of Entertainment.

The stunning, emerald-colored landmark is recognized far and wide as an anchor of the Las Vegas strip. It features vast gaming rooms, shops and shows of all kinds, a 15,000-seat arena and an immense conference center. Not to mention a wedding chapel and a lion habitat.

The MGM Grand also includes the biggest hotel in the world—four towers with more than 5,000 guest rooms. Its employee meals alone top 5,000 a day.

All told, in fact—depending on the number of convention and conference guests in attendance—the many MGM Grand kitchens in the City of Entertainment serve between 20,000 and 40,000 plates every day.

The concern and issues of food safety, of course, are universal, and many of MGM Grand's methods are used elsewhere. But the sheer scale of the operation poses special challenges in organization and coordination.

Tim Jones, MGM Grand's safety director, explains that the complex houses a total of 33 food-and-beverage outlets. These include MGM Grand's own kitchens, which supply the entire spectrum—from a bagel kiosk to the famous Grand Buffet, to fine-dining establishments like Craftsteak, on up to the Mansion, which caters to guests at the very highest end.

Kitchens also turn out meals for conference and arena events, and a commissary kitchen prepares certain bulk foods for the others.



Tenant Restaurants: A Close Relationship

Thirteen restaurants also lease space in the hotel, among them Rainforest Café and the projects of such nationally prominent chefs as Emeril, Michael Mina and Wolfgang Puck.

MGM Grand defines food safety policy and procedures in its own kitchens. For its tenants, MGM Grand sets standards, but it does not micromanage. Instead, it relies on several key arrangements.

- Every tenant lease includes a requirement for compliance with the Clark County Health Code and the FDA Model Health Code.
- All new hires, including the tenant restaurants, go through MGM Grand orientation. In addition to the culture and overall procedures of the complex, orientation also addresses food safety procedures.
- All new hires, including at tenant restaurants, go through MGM Grand orientation. In addition to the culture and overall procedures of the complex, orientation also addresses food safety procedures.
- MGM Grand's safety director conducts walkthroughs of tenant restaurants, with the management and chefs of those establishments.

"It is really a collaboration, a very open relationship," says Archie Richardson, MGM Grand's assistant executive chef. "Tenants value their presence here, which gives them access to a premier market, and they do not want to jeopardize it."

Vendors & Purveyors

Food safety precautions are underway long before customers choose a restaurant for an evening or even step off a plane in Las Vegas.

Every food purveyor who hopes to sell to MGM Grand—it is a highly coveted account—can expect visits from the hotel's food-and-

beverage staff. Their inspections of warehouse and transportation facilities are key elements in the decision to add a purveyor to MGM Grand's "preferred vendor" list.

That is important, says Richardson, because all food-and-beverage purchases—not only for its own kitchens, but for tenant restaurants as well—are centralized through the MGM Grand purchasing office.

"Say a new chef—maybe someone from back east—wants to order some Brand X sea trout. Our purchasing office has a discussion with the chef, and then, when they know the specs, they will find that product from a preferred vendor—one whose food safety program we have already certified."

Receiving: First Line of Defense

MGM Grand employees meet every food shipment and evaluate it immediately for temperature and condition.

"Our loading dock clerks carry county health cards," says Richardson, "and they receive specific, third-party training in food inspection. They are our first line of defense, and at any sign of a problem, they bring in a supervisor or a chef."

Food is not often rejected—vendors are careful to maintain their preferred status—but it does happen. Usually, though, it is for reasons of ripeness and appearance and very rarely for safety concerns.

Storage: Separation & Temperature Control

Upon acceptance, perishable food is transferred to cold storage at the various tenant kitchens or at MGM Grand's own.

Crustaceans and some swimming fish stay in a holding aquarium in the receiving area; other specialty swimmers go directly to the holding tanks at individual restaurants.



Meat, poultry and fish filets destined for MGM Grand outlets go to its butcher shop, where each is held and processed in a separate zone, under cool conditions—MGM Grand dresses all its own meat, for example, and grinds all its own hamburger. Then each type of food is stored in its own cooler and finally redistributed to the kitchens.

The larger kitchens maintain separate coolers for beef, poultry, fish and produce; others segregate these foods within a cooler. All MGM Grand coolers are monitored electronically, and sound an alarm if their temperature rises above 38°.

Preparation: Fast & Sanitary

A room chef for each kitchen oversees food preparation, which aims to return food to a cooler within a defined period—15 minutes for chicken breasts, for example. Each type of food is handled in a separate area, utensils and cutting boards are washed and sterilized before reuse and all in-use equipment is sanitized every two hours.

After preparation, the food goes back into its cooler—again labeled with contents, date and time of preparation, and also—especially important, notes Richardson—the preparer's initials.

The Clark County Health Code requires minimal hand contact with food, and MGM Grand staff is trained not to contact food with their hands at all if a utensil is available.

Although wearing gloves is optional for MGM Grand personnel who handle food, management stresses its steady hand washing policy. (Gloves are mandatory if an employee has a cut or rash.)

MGM Grand policy requires hand washing each time an employee enters the kitchen, and two for restroom use: once when exiting the restroom, and again upon reentering the kitchen. Hand washing is also required when a

food-handling employee switches from one type of food to another (e.g., from meat to poultry, fish, produce or fruit).

Several other actions require hand washing afterward: tasting food in production (with a proper single-service spoon), emptying trash, smoking cigarettes, touching one's face, sneezing or coughing—and handling any of the following: a soiled cutting board, soiled plate service, clothing, telephones, computer keyboards or outside doors.

As for technique, MGM Grand requires the use of soap and warm water, brisk rubbing of hands together for at least 20 seconds, to develop a soap lather and unseat debris, a complete rinsing of suds with running water and drying with paper towels.

Hot Holding: A Matter of Timing

All cooks use thermometers in cooking to bring every food to its optimum safe temperature. Since cooking at many of the restaurants is "to order," holding time is not an issue.

However, food at other outlets—such as lasagna or a roast for the Grand Buffet—may be held for an hour, and some foods up to two. Here, high volume actually provides an advantage: food moves so quickly that holding time rarely becomes an issue. A dish on the Grand Buffet's service line has a short shelf life—about 20 minutes, generally—before the kitchen replenishes it with a fresh one.

For hot foods that are held, MGM Grand kitchens use Clark County's "safe zone" designations: over 140° for hot foods, under 40° for cold ones.

"It is really about timing," says Archie Richardson. "Anyone can buy the biggest kettle and make 80 gallons of marinara sauce. But if it is not held properly, and used properly, it is ineffective." Cooks and sous-chefs check temperatures in hot holding units



every half hour, and a room chef verifies their records.

Training: The Critical Element

Jones and Richardson both emphasize the importance that MGM Grand assigns to training generally, in line with its service-oriented mission. Training in every area, from front-desk services to gaming tables to food-and-beverage operations, is directed by a department training manager.

“I would say that the biggest change in the last period has been education and awareness,” says Richardson. “Knowledge of food safety has always been out there, but now we make our people aware of it much more methodically. And it is relentless.”

Every food-service employee, from prep cook to room chef, is enrolled in a continual cycle of in-house training, which takes place in classrooms and kitchens and employs onsite photography to show employees how to recognize problems. In addition, all room chefs must be certified for completion of ServSafe® training.

A growing number of MGM Grand employees hail from around the world, and many speak English only as a second language. The company has taken proactive steps to present training in several different languages.

Managers track all employees’ participation in the training courses appropriate to their position and location.

The MGM Grand Experience

It is hard to exaggerate the place that food service holds at MGM Grand.

After all, gaming is now available throughout the country, and competition has forced the entire industry in recent years to seek additional sources of revenue. That means that MGM Grand and other Las Vegas enterprises must promise guests more than they might expect at a local video-poker bar.

They offer a good deal more.

“Fifteen years ago,” says Yvette Monet of MGM Grand’s public relations office, “you did not see a lot of signature chefs in Las Vegas. The idea was come in, find a cheap buffet and get back to the gaming tables. Now people come here to enjoy world-class restaurants.”

Just as you would expect in a City of Entertainment.

Golf Safety: Think Like a General Manager

By Fay Feeney, CSP, ARM

As SH&E professionals, we know that every environment where people work contains risk factors that contribute to potential injuries. This is not the mindset that employees and guests think about when they work or play on a golf course.

This article looks at the course from the perspective of a golf general manager. Golf general managers are schooled to create a wonderful and memorable experience for their guests. This is a foundation of hospitality. All the while they run the business to be able to demonstrate reasonable care/duty of care.

The legal definition of “reasonable care” is the degree of care that a reasonably prudent person would use under like circumstances.

In general, a golf course is liable for a guest accident only when the course has negligently caused it. In other words, if the course’s failure to exercise reasonable care becomes the proximate cause of the accident, the course is negligent.

For example, suppose a guest reports to the cart barn that a golf cart has a bad wheel and is unstable on the cart path. If the cart remains broken and stays in service, that is the beginning of a failed system of



maintenance. If the general manager has not built a system for removing and repairing broken equipment, this can result in injuries. In this example, an injury results when a guest takes out the cart with the bad wheel and tips it over. Since the golf course was notified of the hazard but failed to remove it from use and fix it, the course is likely to be found negligent.

General managers want to keep their premises and operation running well. When working on their safety management programs, thinking about how things can result in injuries may not be a part of their everyday planning.

When working with a general manager, focus on the following:

- Losses from safety events affecting guests or employees will be viewed as preventable events. The SH&E professional should identify and sell reasonable and cost-effective measures to the general manager to protect profits.
- Business sees risk as opportunity. When speaking with general managers, take time to balance your presentation to include both sides of risk—the positive and negative. You will be given more credibility and have a better outcome.
- General managers focus on customers and private members. You should consider these important stakeholders in the presentation of data. For example, when discussing the need for improved operations in the cart barn, consider how it will minimize staff time (reduce costs) and improve the guest experience by shortening wait time for carts.
- The vast majority of people do not come to play looking to get hurt. However they do not usually arrive with the thought of “How do I survive a game of golf safely?” SH&E professionals must observe and think for them by anticipating their intended and unintended use and acts.

- Many guests may lack safety knowledge, and whether we advise by signage, devices or inert safety devices, we are thinking for them and in some cases putting them on notice to think for themselves about safety.

Regulatory Compliance: Programs to Prevent Injuries/Fines

- Injury/Illness Prevention Plan
- Hazard Communications
- Respiratory Protection Plan
- Personal Protective Equipment
- Lockout/Tagout
- First Aid/CPR
- Trenching and Shoring
- Heat Stress Illness
- Emergency Action Plan
- Fire Prevention

Golf Resources

Club Manager Association of America
<http://www.cmaa.org>

Golf Course Superintendents Association of America (GCSAA)
<http://www.gcsaa.org>

National Golf Course Owners Association
<http://www.ngcoa.org>

The National Golf Foundation
<http://www.ngf.org>

U.S. Air Force Golf Course Environmental Management
<http://www.afcee.brooks.af.mil/ec/golf/checkboxlist.asp>

Conclusion

In spite of the beautiful, peaceful surrounding, golf course safety is challenging work. It can be easier to have management identify with hazards in a manufacturing plant. The general manager is responsible for keeping the workplace safe for employees,



guests and private members. Working on the general manager's team requires a special awareness of what should be said and how best to say it. Think like a general manager and know that even in the golf world, you need to make a business case to make safety a priority.

Fay Feeney is principal of Envision Strategic Group, a safety consulting practice specializing in arts, entertainment, hospitality and golf.

Feeney works with business leaders to prevent injuries and reduce their loss costs. She also works with management to help employees contribute to a safe and healthful workplace. For more information, visit <http://www.123safety.com>.

Member Perspective: Why I Want to Work as a Safety & Health Engineer/Professional in the Hospitality Industry

By John J. Serich

As an SH&E engineer/professional, I have broad education, knowledge and work experience in management, construction, mining, transportation, chemical manufacturing, hazardous materials, electrical, academics, fire and emergency response. In many instances, interstate travel was required for my job.

I have stayed at campgrounds, home stays, hostels, hotels, motels, condos, apartments, casinos, resorts, spas, airports, bus and train stations and cruise ships.

From the age of about nine years old, I have had the pleasure, privilege and excitement of traveling, visiting amusement parks (I especially love rollercoaster theme parks!) zoos, museums, golf courses, archeological sites, national parks, clubs and restaurants and participating in fishing, hunting, hiking,

rock climbing, zip lining, sporting and racing events as well as in the Olympics and other adventures. I have traveled on foot, horseback, donkey, snowshoes, skis, bicycle, motorcycle, small boat, cruise ship, ferry, jet skis, train, tram, bus, aircraft, truck and automobile.

In retrospect, when I give this travel, adventure and accommodation some thought, I was very involved in the hospitality industry as a recipient. Most of the time, I was unaware of this. In fact, without the hospitality industry, most of my really meaningful life experiences would have been very difficult, if not impossible to achieve.

Hospitality refers to the relationship process between a guest and a host, and it also refers to the act or practice of being hospitable or the reception and entertainment of guests, visitors or strangers with liberality and goodwill. Hospitality frequently refers to the hospitality industry jobs for hotels, restaurants, casinos, catering, resorts, clubs and any other service position that deals with tourists.

Hospitality is also known as the act of generously providing care and kindness to whoever is in need. I would add to this definition that the safety, health and security of guests, visitors, strangers, employees and other involved parties should be a top priority.

In most of my travel experiences, safety and health were a fairly high priority, but in some instances, they took a back seat. During my travels to the 2004 Olympics in Athens, Greece, I took a cruise to some of the islands.

One of them was Santorini, where passengers were shuttled from the cruise ship to the island by local contracted small boats. The boat I was on was overloaded and lacked enough lifejackets. Water was splashing inside the boat, even though it was a clear, calm day. The more passengers the contractor had



on board, the more money he made. Safety was disregarded for profit.

I recall other instances where slip, trip and fall or electrical hazards were present at the hotel or resort, no lifeguard was on duty, drunken tourists fell over rails at resorts in Puerto Vallarta and raw sewage in Puerto Vallarta spilled into the sea with tourists and locals swimming close by, unaware of the health hazards. I have been sickened by contaminated food and/or water a few times. I have also been to overcrowded basement and second-level nightclubs with only one exit. If a fire had occurred, the results would have been tragic.

From a tourist/guest perspective, I have so far escaped relatively unscathed except for a few bumps and bruises and minor illnesses. I attribute this to being aware of my surroundings, safety and health programs, expertise and concern of those in the hospitality industry and some luck. Nothing can ruin a vacation, job or life more than an accident, injury, sickness or security issue. These can make or break a good situation.

I have worked, traveled and vacationed with adults and children including my own, and when we were safe, healthy and secure, we were happy, and for the most part, had a good time. We relied on the hospitality people, "the people behind the scenes," to ensure that things went smoothly and that we got what we paid for without any incidents. Be it the person helping with the zip line harness to the janitor cleaning up water spills on the hotel floor, without their competence, a vacation, business meeting or whatever else could be ruined. Whether you are a traveler, guest or visitor, you expect things to turn out well when you are away from home.

From a hospitality industry business perspective, it is imperative that "things turn out well" for employees, travelers, guests, visitors and other involved parties. This means that the organization, be it a hotel, resort or

amusement park, must instill a high-expectation safety and health culture within the organization from the top down (management) to employees, travelers, guests, visitors and other involved parties. A safety and health culture matrix with effective leadership, moral and ethical responsibility and involvement will ensure that all parties remain 100% incident-free. An effective safety and health program is cost-effective in many ways for everyone. No business wants to address the aftermath of incidents because of an ineffective safety and health program. A preventative approach is preferable to a reactive approach.

I take the issue of safety and health very seriously and know firsthand the consequences of effective and ineffective safety and health practices. I have worked in some very dangerous and hazardous environments in various job capacities, including as a safety and health engineer/professional, and have extensive international and national travel and living experience.

I have experienced and observed much firsthand. I have witnessed and known many people who were involved in preventable accidents, illnesses or security incidents. Some of these tragic incidents resulted in lifelong pain and suffering, and in some instances, death. I like to think I am very aware of what can happen at any given moment and try my best to practice what I preach.

I have never had a serious accident or injury on or off the job. I say this with the greatest humility. I look out for other people and go out of my way to be helpful, considerate, compassionate and respectful regardless of color, nationality, race, religion, gender or other differences. I have a worldview experience rather than a nationalistic view that gives me insight and perspective into existing and new situations that can lead to effective strategic problem-solving using



reason, logic and the scientific method. I like change and challenging situations and have international cross-cultural communication skills. I want to bring and contribute my leadership skills, education, job skills, international and national traveling and living experience to the hospitality industry. I find this industry interesting and challenging and like that it involves a worldview approach to life by its very nature. Though I have much to offer the hospitality industry, at the same time, I realize the industry has much to offer me.

I can be contacted at jserich@yahoo.com.

How to Set Realistic Goals

By Michael Delgado



As this new year is off to a flying start, it is important to consider your goals and ensure that they are not only established and recorded, but realistic as well.

The following guidelines will help you set realistic goals.

State Each Goal as a Positive Statement

How often have you been excited to accomplish a goal that did not even sound good when you brought it up? If you are not comfortable or happy with the goals you have set, the likelihood of succeeding is pretty low. When you set a goal, it helps to state your goal as a positive because it will help others see it as a positive as well.

Be Precise

Set a precise goal that includes starting dates, times and amounts so that you can properly measure your achievements. If you do this, you will know exactly when you have achieved the goal and can take complete satisfaction from accomplishing it.

Set Priorities

When you have several goals, give each a specific priority. This helps you avoid feeling overwhelmed by too many goals, and it also helps direct your attention to the most important ones and follow each in succession.

By doing the most important first and moving to the least important in succession, you are enabling each task to be easier than the last. It causes the accomplishment of each task to get easier and easier, which will encourage you to complete your goals.

Write Goals Down

In writing your goals down, you are better able to keep up with your scheduled tasks for each accomplishment. It also helps you to remember each task that must be done, and allows you to check them off as they are accomplished. Basically, you can better keep track of what you are doing.

Keep Operational Goals Small

Keeping goals small and incremental allows you more opportunities for reward. Derive today's small goals from the larger ones you hope to achieve.

Set Performance Goals, Not Outcome Goals

You should take care to set goals over which you have as much control as possible. Nothing is more dispiriting than failing to achieve a personal goal for reasons that are beyond your control. These could be bad weather, injury or just plain bad luck. If you base your goals on your personal performance, then you can keep control over the achievement of your goals and gain satisfaction from achieving them.

Set Realistic Goals

Set goals that you can actually achieve. That is why it is better to work on smaller goals that lead to big goals.

Do Not Set Goals Too Low

Just as it is important not to set goals

unrealistically high, do not set them too low. People tend to do this where they are afraid of failure or when they simply do not want to do anything.

You should set goals so that they are slightly out of your immediate grasp, but not so far that there is no hope of achieving them. No one will put serious effort into achieving a goal that they believe is unattainable.

Achieving Your Goals

When you have achieved a goal, you must take the time to enjoy the satisfaction of having done so. Absorb the implications of the goal achievement and observe the progress you have made toward other goals. If the goal was a significant one, you should reward yourself appropriately. Think of it like this, why would you choose to ignore any accomplishments that you have made? In doing that, you downplay your accomplishment, which will convince you that it was not that important in the first place.

With the experience of having achieved each goal, you should next review the rest of your goal plans and see them in the following manner:

- If you achieved the goal too easily, make your next goals harder
- If the goal took a disheartening length of time to achieve, make the next goals a little easier
- If you learned something that would lead you to change other goals, do so
- If while achieving the goal you noticed a certain lacking in your skills, decide which goals to set to fix this

Keep in mind that failure to meet goals does not matter as long as you learn from it. Feed lessons learned back into your goal-setting program.

Goals will change as you mature. Adjust them regularly to reflect this growth in your

personality. If a certain goal no longer holds any attraction for you, let it go.

Goal setting is your servant, not your master. It should bring you real pleasure, satisfaction and a sense of achievement.