

DEMONSTRATE by lifting an object (like a box of soap) off the floor improperly, by bending at the waist.

ASK for a volunteer to demonstrate properly lifting a box of soap off the floor by bending at the knees. Correct their behavior as appropriate.

Balance the Weight

TELL associates to make sure the weight of an object is balanced so that it does not shift while you are carrying it.

SHOW associates how a poorly balanced object can be dangerous by picking up a box of shampoo that is partially full.

ASK: How could you make this easier to carry?

ANSWER: Spread out the items so the weight is evenly distributed, or repack the items in a smaller box.

Stretching is Important

ASK: Why is it important to stretch?

ANSWER: Stretching allows you to loosen-up your muscles, which may make it easier to perform your job and avoid getting hurt at work.

ASK: When should you stretch?

ANSWER: Before starting your shift or before you start a demanding or difficult activity.

Week 3:

High Object Lifting

ASK: How can you safely lift an object that is over your head?

ANSWER: Reaching for an item that is above chest level puts stress on your back. Use a step stool or ladder to access the load easily. Ask for assistance if you don't have access to a step stool or ladder.

Week 4: (For Housekeeping Only)

Making a Bed Safely – part 1

ASK: What can you do to keep your back safe while making a bed?

ANSWER: Make sure that you bend at the knees when tucking sheets under the mattress. Lift the mattress corner with one hand and use the other hand to sweep the sheets under the mattress. Don't bend and use both hands to tuck the sheets under the mattress.

Making a Bed Safely – part 2

ASK: Why should you check to make sure all sheets are evenly in place on all sides of the mattress before tucking them in?

ANSWER: Checking to make sure the sheets hang evenly on the bed before tucking them in allows you to make adjustments to the sheets without having to bend and untuck the sheets from the mattress. Taking the extra step before tucking in the sheets can help you maintain a healthy back.

Making a Bed Safely – part 3

ASK: Where should you place the down comforter and pillows while you are making the bed?

ANSWER: Place the comforter and pillows on a chair or available surface close to the bed. Having them off of the floor makes sure that you will not trip over the pillows or comforter and you do not have to bend and pick them up to place them back on the bed.

Stripping a Bed

ASK: What is the safest way to strip a bed when doing a full clean?

ANSWER: Remove the top sheet and place towards the center of the bed to start your dirty linen pile. Then place the down comforter on a chair or available surface to the side of the bed. Gather the remaining bottom sheets and place them in the center of the bed. Remove the pillowcases and place with the other linens; set the pillows aside with the down comforter. Get as close to the bed as possible and pick up the linens, bending with your knees. Take all linens to your cart to avoid any tripping hazards when re-making the bed.

2006

Hyatt Hotels and Resorts National Training Matrix

	A	B	C	D	E	F	G	H	I	J
1	Category	Class Code	Class Name and Description	Training Materials	Vendor	Facilitator	Class Time	Initial Requirement (training within 14 days)	Retraining Frequency	Target Audience
2	Compliance	ASBE8	Asbestos (General) For Impacted Hotels Only For managers of areas impacted by asbestos, this training will include the handling and awareness on a more general basis	Detailed Response from Consultant Video: Asbestos Awareness (\$1 mil.)	Environmental Information Association (EIA)	Director of Engineering in Impacted Hotels Only	1 hour	14 Days (Acquisition Hotels Only)	Annually	All Mgrs & EEs of Affected Departments Only - will vary (Except Engineering)
3	Compliance	ASBE1	Asbestos 1 (Detailed) For Impacted Hotels Only Training for hotels specifically impacted by asbestos, including handling and awareness	Detailed Response from Consultant	Varies by hotel	Director of Engineering in Impacted Hotels Only	3 days	14 Days (Acquisition Hotels Only)	Annually	All Engineering
4	Compliance	LIFT	Back Belt Training Required for all associates who use back belts. Use of a back belt is recommended for jobs include repetitious lifting or material handling. This includes but is not limited to food servers, housekeepers, storeroom personnel, guest service, laundry, stewarding, convention services and banquet associates	Instructional Video: We must use the specific training material provided by the supplier of the back belt used. Training materials should be provided free of charge with quantity purchase of back belts.	Recommended that back belts are purchased from Zee Medical	Respective Department Heads	30 minutes	Orientation or within 14 days of hire	Annually at a minimum, but more often based on the accident frequency	Positions identified at the hotel
5	Compliance	BPDET	Bloodborne Pathogen (Detailed) In depth training on the written Exposure Control Plan, Emergency Response Team, Emergency Procedures and record keeping for the Emergency Response Team and selected managers. This training also includes Sharps-which covers the proper usage, containment and disposal of sharp objects	CD-ROM Bloodborne Pathogens	Coastal	Hospitality Risk	1 hour	14 Days of Hire	Annually	Emergency Response Team (Local Determination); All Laundry & Housekeeping Managers & Supervisors
6	Compliance	COMPO	Compliance Orientation Includes the following topics: Bloodborne Pathogens Fire Safety/Emergency/Evacuation (General) Introduction to Security Lifting/Back Injury/Back Training Lock Out/Tag Out (General) MSDS; Hazardous Chemicals Personal Protective Equipment Prevention-Slips, Trips & Falls	Self-paced or Group Presentation CD-ROM	Hyatt	Human Resources Director	1 1/2 hours	14 days	Annually	All associates
7	Compliance	CONSP	Confined Space Training for Engineering or other personnel who might be required to work in hazardous confined space. It describes permit-required confined space hazard and personal protective equipment required for work in it	CD-ROM Confined Space Entry	Coastal	Director of Engineering	45 minutes	14 days	Annually	Engineering Only
8	Compliance	CRSIS	Crisis Management and Crisis Communication Handling emergency or potentially sensitive situations in which the hotel is involved, including disasters, etc.	Manual: Emergency Response Plan Development Guide	Hyatt	1. Public Relations Director 2. General Manager to train Managing Committee	30 minutes	14 days (For new hire or transfer)	Once	General Manager, Public Relations, Managing Committee

0621

Where "target audience" is bolded, the individual hotel location is responsible to determine who meets the training requirements and therefore must completed the required course(s).

2007	January	February	March	April	May	June	July	August	September	October	November	December
General Training												
Hourly Associate Training		Fire Safety & Emergency Training	→		Security is Everyone's Job Training	→		Back Safety Training	→	Policy Against Harassment Review	→	
Management Training		Fire Safety & Emergency Training	Detailed Bloodborne Pathogen Training *	First Aid, CPR, Heimlich Maneuver Training	Security is Everyone's Job Training	Impact Implementation	→	→	Employee Accident Investigations	Code of Business Conduct Training		Security Detailed Training *
Department Specific Training												
Restaurant / Room Service / Beverage Servers	TRAC		Top 10 Standards Review (Restaurant only)	TRAC			TRAC		Top 10 Standards Review (Restaurant only)	TRAC	CARE for Servers Refresher	
Stewarding			Chemicals w/ PPE									HSDs & Sanitation Training
Culinary		Kitchen Safety Video Training (one topic per month)		Food Handling Training *			→					
Front Desk	Knowing your Customer presentation			Front Desk 15 Standards Review					Front Desk 15 Standards Review			
Guest Services	Knowing your Customer presentation			Top 10 Standards Review					Top 10 Standards Review		CARE for Guest Contact Refresher	
Housekeeping		Bedbug Training	Chemicals w/ PPE	Stretching / High & Low Lifting / Making & Bed Training	Laundry Chute Training *	Impact Implementation	→		Housekeeping Tools		Bloodborne Pathogen Training	MSDS Training
Laundry		Stretching / High & Low Lifting	Chemicals w/ PPE	Hearing Protection Training *	Laundry Chute Training *						Bloodborne Pathogen Training	MSDS Training
Engineering	Confined Spaces *	Bedbug Training	Fuel Spills Training	Hearing Protection Training *	Forklift Training / Aerial Scissor Lift Training *	Swim Out Training *	Detailed Lock Out Tag Out Training	Respirator Training And Testing	Power Gun Training	Ladder Safety and Stairways Training *	Pallet Jack Training *	MSDS Training

0622

Items marked with an asterisk (*) should be evaluated based on property needs to ensure the proper audience attends training. Refer to the National Training Curriculum for further details.

The following classes are to be scheduled based on the hotel's schedule and hiring needs:

- 90 Day Orientation (Building Success)
- Impact Train-the-Trainer
- New Manager Training (Building Success for Managers)
- Workplace Values
- Harvard Management: Managing Your Time
- Asbestos (General & Detailed) *
- Crisis Management and Crisis Communication

2008	January	February	March	April	May	June	July	August	September	October	November	December
General Training												
Hourly Associate Training					Security is Everyone's Job Training	→	Fire Safety & Emergency Training	Back Safety Training	→			
Management Training		Ethics/Conflict of Interest Training	Detailed Bloodborne Pathogen Training *	First Aid, CPR, Heimlich, Manager Training*	Security is Everyone's Job Training		Fire Safety & Emergency Training		Employee Accident Investigations			Security Detailed Training*
Department Specific Training												
Restaurant / Beverage Servers	TRAC		Top 10 Standards Review (Resouram only)	TRAC			TRAC		Top 10 Standards Review (Resouram only)	TRAC	CARE for Servers Refresher	MSDS Training
Room Service Stewarding	TRAC		Impact implementation Chemicals w/ PPE	TRAC	→		TRAC			TRAC	CARE for Servers Refresher	MSDS Training MSDS Tr
Front Desk	Knowing your Customer presentation			Front Desk 15 Standards Review					Front Desk 15 Standards Review			
Guest Services	Knowing your Customer presentation			Top 10 Standards Review					Top 10 Standards Review		CARE for Guest Contact Refresher	
PBX	Impact implementation	→										
Housekeeping		Redbug Training	Chemicals w/ PPE	Stretching / High & Low Lifting / Making a Bed Training	Laundry Chute Training*				Top 10 Standards Review Housekeeping Tools		Bloodborne Pathogen Training	MSDS Training
Laundry		Stretching / High & Low Lifting	Chemicals w/ PPE	Hearing Protection Training*	Laundry Chute Training*						Bloodborne Pathogen Training	MSDS Training
Engineering	Confined Spaces*	Redbug Training	Fuel Spills Training	Hearing Protection Training*	Forklift Training / Aerial Scissor Lift Training *	Swim Lift Training*	Detailed Lock Out Tag Out Training	Resistor Training And Testing*	Power Gun Training	Ladder Safety and Scaffolds Training*	Pallet Jack Training*	MSDS Tra

Items marked with an asterisk (*) should be evaluated based on property needs to ensure the proper audience attends training. Refer to the National Training Curriculum for further details.

The following classes are to be scheduled based on the hotel's schedule and hiring needs:

90 Day Orientation (Building Success)

Impact Train-the-Trainer

New Manager Training (Building Success for Managers)

Workplace Values 2

Harvard Management: Capitalizing on Change Leading a Team

Asbestos (General & Detailed) *

Crisis Management and Crisis Communication

0624

2009	January	February	March	April	May	June	July	August	September	October	November	December
Hourly Associate Training					Security Entry Employee's Responsibility Training	→	Fire Safety & Emergency Training	Back Safety Training	→			
Management Training		Etiquette/Conflict of Interest Training	Detailed Bloodborne Pathogen Training *	First Aid/CPR/Respirator Maneuver Training *	Security Entry Employee's Responsibility Training		Fire Safety & Emergency Training		Employee Accident Investigations			Security Directed Training *
Restaurant / Beverage Servers	TRAC		Top 10 Standards Review (Review only)	TRAC			TRAC		Top 10 Standards Review (Review only)	TRAC	CARE for Servers Refresher	MSDS Training
Room Service	TRAC		Impact implementation	→ TRAC			TRAC			TRAC	CARE for Servers Refresher	MSDS Training
Banquets/CS Stewarding			Top 10 Standards Review						Top 10 Standards Review		CARE for Servers Refresher	MSDS Training
Front Desk	Knowing your Customer presentation		Chemicals w/ PPE		Front Desk 15 Standards Review				Front Desk 15 Standards Review			
Guest Services	Knowing your Customer presentation				Top 10 Standards Review				Top 10 Standards Review		CARE for Guest Contact Refresher	
PBX	Impact implementation	→										
Housekeeping		Bedbug Training	Chemicals w/ PPE	Stretching / High & Low Lifting / Making a Bed Training *	Laundry Chute Training *				Top 10 Standards Review Housekeeping Tools		Bloodborne Pathogen Training	MSDS Training
Laundry		Stretching / High & Low Lifting	Chemicals w/ PPE	Hearing Protection Training *	Laundry Chute Training *						Bloodborne Pathogen Training	MSDS Training
Engineering	Confined Spaces *	Bedbug Training	Fuel Spills Training	Hearing Protection Training *	Forklift Training / Aerial Scissor Lift Training *	Scaffolding Training *	Deerlock Out Tag Out Training	Respirator Training And Testing *	Power Gun Training	Ladder safety and Stepladders Training *	Pallet Jack Training *	MSDS Training

Items marked with an asterisk (*) should be evaluated based on property needs to ensure the proper audience attends training. Refer to the National Training Curriculum for further details.

The following classes are to be scheduled based on the hotel's schedule and hiring needs:

90 Day Orientation (Building Success)

Impact Train-the-Trainer

New Manager Training (Building Success for Managers)

Workplace Values 2

Harvard Management: Capitalizing on Change, Leading a Team

Arbitration (General & Detailed) *

Crisis Management and Crisis Communication

Westlaw.

11/15/10 CHICAGOTR 34

NewsRoom

Page 1

11/15/10 Chi. Trib. 34
2010 WLNR 22769632

CHICAGO TRIBUNE
Copyright 2010 Chicago Tribune Company

November 15, 2010

Section: Chicago's Top Workplaces

Hyatt's training ensures workers enjoy their stay

Julie Wernau, TRIBUNE REPORTER

Before Jeremy Parent became project manager for the Hyatt Regency Chicago's engineering department, he spent 2 1/2 months rotating through every department at the hotel as part of a management training program.

He spent a week in housekeeping and a day running fresh linen from the laundry. "It was eye opening ... it definitely helped me gain a better understanding and awareness of what the employees do and what they deal with every day," he said.

He later oversaw the renovation of the hotel's west tower.

"(That training) created my foundation in hospitality," said Parent, who had never worked at a hotel before he came to Hyatt. "I learned each person's job in each department and how it all comes together."

High marks from employees earned the Hyatt Regency a training award in the Tribune's Top Workplaces survey, conducted by WorkplaceDynamics, an Exton, Pa.-based consultancy. Employees who commented positively on training opportunities said they work for a company that believes there is always more to be learned. They lauded one-on-one coaching, job shadowing, vendor training and conferences.

Such rave reviews come as union members, in the midst of contentious contract talks, have protested housekeepers' working conditions. Annemarie Strassel, spokeswoman for Unite Here Local 1, said the results of a peer-reviewed study of hotel worker injuries published by the American Journal of Industrial Medicine this year found that Hyatt Hotels has the worst record for housekeeper injuries of five leading hotel chains studied.

"The results of this study raise doubts about the adequacy of any existing training program aimed at reducing pain and injuries for Hyatt housekeepers," Strassel said.

© 2011 Thomson Reuters. No Claim to Orig. US Gov. Works.

0625

During more than a year of unsuccessful contract negotiations between Unite Here Local 1 (the hotel workers union in Chicago) and 31 downtown hotels, Hyatt Regency Chicago has received the targeted attention of the union. Most recently, the union has called for a boycott.

With more than 228,000 square feet of meeting space, 2,000 rooms and 1,000 employees, the hotel at 151 E. Wacker Drive is Hyatt's largest.

Merrick Dresnin, director of human resources for Hyatt Regency Chicago, said employee training starts at orientation and continues throughout their careers. Three months into their employment, employees undergo further training in a program Hyatt called "Building on success." For managers, senior leadership will hold "learn and grow" sessions to share best practices for managers.

Each department also has its own training program. Physical therapists shadow housekeepers on a periodic basis, and employees receive service training to ensure they can handle difficult guests.

Francine Jones, a room attendant with Hyatt Regency for 19 years, said she loves the people she works with. But a physical therapist, she said, can't remedy the fact that with the onset of "luxury" bedding, there is just too much work, she said. Housekeepers are skipping lunch and have gotten injured by working too fast in order to fulfill their room quotas, she said.

The hotel also runs its own in-house training class on unions.

"It creates an opportunity for our folks who haven't worked in a union property to understand the nuances of union versus nonunion hotels," Dresnin said.

jwernau@tribune.com

Photo (color): Engineering project manager Jeremy Parent trained in every department at the Hyatt Regency Chicago. HEATHER CHARLES/TRIBUNE PHOTO

EDITION: Chicagoland Final

Word Count: 537
11/15/10 CHICAGOTR 34
END OF DOCUMENT

Expected Outcome

In this task, you will teach the associate about cleaning a sink and vanity. Our guests have an expectation that both the sink and vanity will be spotless and the cleanliness of these areas is essential to the overall bathroom presentation.

Activity Breakdown

STEP	STANDARD (Measurable / observable)
1. Assemble all cleaning supplies	You will need: <ul style="list-style-type: none"> ▪ Bathroom cleaner ▪ Sponge ▪ Dry rag ▪ Gloves
2. Remove dirty towels and used soaps, etc. from the sink/vanity	<ul style="list-style-type: none"> ▪ Wear gloves. ▪ In a checkout room: <ul style="list-style-type: none"> ○ Remove all items from the sink/vanity. ○ Dispose of the used amenities in the appropriate bag on the housekeeping cart. ○ When picking up towels, always pick up a towel by the corner as a safety precaution. At times, guests may leave items or material on their towels that could cause a potential injury to a housekeeper. ○ Remove all used towels and place together with the used bed linen. ▪ In a refresh room: <ul style="list-style-type: none"> ○ Place the soap and soap dish to the side until you have completed cleaning the sink/vanity. ○ When picking up towels, always pick up a towel by the corner as a safety precaution. At times, guests may leave items or material on their towels that could cause a potential injury to a housekeeper. ○ Re-hang terry that was placed on the vanity if it is not heavily soiled. ○ Remove used towels that have been placed on the floor or that are soiled. ▪ Using a tissue, remove all hair and large pieces of dirt from the sink and vanity prior to cleaning, discard in trashcan.
3. Wet the sink	<ul style="list-style-type: none"> ▪ Wet the sink to remove dirt and soap residue.
4. Apply the cleaner and scrub the sink and vanity	<ul style="list-style-type: none"> ▪ Apply two full sprays of cleaner to the sink basin. ▪ Use the sponge with moderate pressure to remove the dirt from the basin and vanity. ▪ Clean along the front of the vanity and under any appliances.

5. Remove the cleaning solution	<ul style="list-style-type: none"> ▪ Rinse the sponge with water; then use the sponge to wipe off the cleaner. ▪ Make sure there is no greasy residue left.
6. Wipe the sink and vanity with a dry rag	<ul style="list-style-type: none"> ▪ Use a dry rag to wipe the metal fixtures first, then appliances, vanity, and the sink last. ▪ Check that all chemical residue and hairs are removed.
7. Replace amenities	<ul style="list-style-type: none"> ▪ In a checkout room: <ul style="list-style-type: none"> ○ Replace all used amenities. ▪ In an occupied room: <ul style="list-style-type: none"> ○ Place the amenities back in their proper location on the vanity. ○ If you have less than half of a product remaining, you should leave an extra piece of that specific amenity in the occupied room. ▪ Amenity scents are changed in the fall and spring, ensure you are consistent with replacement.
8. Inspect the hairdryer	<ul style="list-style-type: none"> ▪ Make sure the hairdryer is working. Check to ensure that it is functioning properly by turning the unit on and off again. ▪ Unplug the hairdryer and wipe with a damp rag to remove any hairspray or gel/mousse buildup. ▪ Inspect the unit for hair, if hair is present, remove with a tissue and discard in the trashcan.

Expected Outcome

In this task, you will teach the associate about cleaning the toilet. Our guests expect that they will receive a clean toilet upon checking in or returning to their guest room.

Activity Breakdown

STEP	STANDARD (Measurable / observable)
1. Assemble all cleaning supplies	You will need: <ul style="list-style-type: none"> ▪ Bathroom cleaner ▪ Toilet brush ▪ Sponge ▪ Dry rag ▪ Wet rag ▪ Rubber gloves
2. Flush the toilet	<ul style="list-style-type: none"> ▪ Flush the toilet bowl once, only if debris is present, to remove all dirt and wet the toilet bowl.
3. Apply the bathroom cleaner	<ul style="list-style-type: none"> ▪ Wear gloves. ▪ Apply three full mists of bathroom cleaner inside the bowl and under the entire toilet rim.
4. Scrub the bowl	<ul style="list-style-type: none"> ▪ Use the toilet brush and, with gentle pressure, clean under the rim and inside the bowl.
5. Clean the seat, cover, and outside of the toilet bowl	<ul style="list-style-type: none"> ▪ Apply one full mist of bathroom cleaner to a damp sponge. ▪ Use the sponge and wipe around the seat, cover, and the outside of the toilet bowl. ▪ Rinse the sponge and ring out excess water. ▪ Using a wet sponge, wipe the surfaces to remove any chemical. ▪ Dry the seat, cover, and outside of the toilet bowl with a dry rag and close the cover. ▪ Inspect the toilet checking for hair and ensure no debris remains.



Placing Terry in a Guest Bathroom Activity Breakdown

Expected Outcome

In this task, you will teach the associate about placing terry in a guest bathroom. All terry should be clean, soft and in good condition.

Activity Breakdown

STEP	STANDARD (Measurable / observable)
1. Quantities of terry to be placed in the guestroom	Each guest bathroom should have the following: <ul style="list-style-type: none">▪ Bath towels (3)<ul style="list-style-type: none">○ Resorts (4)▪ Hand towels (2)<ul style="list-style-type: none">○ Resorts (3)▪ Washcloths (2)▪ Bathmat (1)
2. Checking the terry	▪ Before placing the terry in the guestroom, make sure that it is in good condition. There should be no holes, frays, or stains and should smell clean and fresh.
3. Placing the terry in the bathroom	▪ Check that all towels are folded nicely. If they are not, refold them before placing them in the room. ▪ Ensure that tags are not visible. ▪ Make sure that all towels are in a straight line with all seams facing inward.

Expected Outcome

In this task, you will teach the associate about cleaning a non-slip rubber bathtub mat. It is important to provide this amenity for the safety of our guests. In providing this amenity, we should be sure that it is clean and in good repair.

Activity Breakdown

STEP	STANDARD (Measurable / observable)
1. Assemble all cleaning materials	<p>You will need the following:</p> <ul style="list-style-type: none"> ▪ Bathroom cleaner ▪ Clean rag ▪ Sponge ▪ Gloves
2. Clean the mat	<p>In an occupied room:</p> <ul style="list-style-type: none"> ▪ Wear gloves. ▪ Spray two full mists of bathroom cleaner onto the front of the mat. ▪ Use light pressure and a damp sponge to wipe entire surface. ▪ Turn the mat over. ▪ Repeat the cleaning process on the opposite side of the mat. ▪ Use a clean rag to dry both sides of the mat. <p>In a vacant room:</p> <ul style="list-style-type: none"> ▪ Remove the used rubber mat when you remove the used terry. ▪ All used rubber mats from vacant rooms are turned into laundry for cleaning.
3. Replace and inspect the mat	<ul style="list-style-type: none"> ▪ Ensure both sides of mat are dry. ▪ Visually inspect the mat for any discoloration, rips, or tears. If the mat has any discoloration, rips or tears you will need to replace the mat. ▪ Inspect for hair. ▪ Roll up the mat. ▪ Return the mat to the standard placement as defined by your hotel.

Expected Outcome

In this task, you will teach the associate about cleaning the bathtub and shower. It is important to provide a clean and comfortable environment for our guests.

Activity Breakdown

STEP	STANDARD (Measurable / observable)
1. Assemble all cleaning supplies	You will need: <ul style="list-style-type: none"> ▪ Bathroom cleaner ▪ Sponge or Clean-A-Tub ▪ Small brush ▪ Dry rag ▪ Gloves ▪ Splash cup
2. Remove dirty towels and used amenities from the bathtub/shower	<ul style="list-style-type: none"> ▪ Wear gloves. ▪ In a vacant room: <ul style="list-style-type: none"> ○ Remove all used amenities from the bathtub/shower. Dispose of the used amenities in the trashcan. ○ Remove all used towels and place together with used bed linen. ▪ In an occupied room: <ul style="list-style-type: none"> ○ Place used amenities to the side until you have completed cleaning the bathtub/shower. ○ Remove used towels that have been placed on the floor or soiled. ▪ Using a tissue, remove all hair and large pieces of dirt from the bathtub prior to cleaning, discard in trashcan.
3. Wet the bathtub/shower	<ul style="list-style-type: none"> ▪ Use water and a cup or bucket to slowly wet the bathtub/shower walls from top to bottom.
4. Apply the cleaning solution	<ul style="list-style-type: none"> ▪ Using bathroom cleaner in a bottle with a foaming trigger, spray the tub/shower working high to low. ▪ Two to three mists of bathroom cleaner per wall should be sufficient, however it will vary according to the amount of surface space and degree of soil.
5. Clean the tub/shower	<ul style="list-style-type: none"> ▪ Use the sponge or Clean-A-Tub and with gentle pressure move it from the left to the right and back, moving from the top to the bottom of the walls. ▪ Make sure to clean around the top of the tub. Scrub thoroughly, paying extra attention to the corners and drain. ▪ Wipe the faucet and chrome fixtures using the sponge with light pressure. ▪ Use the small brush to clean around the drain. Scrub the tub with the sponge. ▪ Use water and a cup or bucket to remove the cleaning solution.

<p>6. Polish the tub and dry the tub/shower</p>	<ul style="list-style-type: none"> ▪ Place a used guest towel or your rubber mat in the middle of the tub to stand upon. It is important to be extremely cautious when standing inside the tub as the surface becomes slippery when it is wet. ▪ All shower curtains and liners should be dried fully and inspected for mildew or tears. Shake the curtain gently to remove excess water and then dry thoroughly with a dry rag. Replace any items that are no longer in good repair. ▪ Use the dry rag to first dry the fixtures, then the walls, and floor. ▪ If your shower has glass walls, use a dry rag to dry the glass to a shine. ▪ Angle the showerhead so that it faces the wall. It is important to turn the showerhead towards the wall so that when the guest turns on the shower they do not get wet prior to entering the shower. ▪ Check the drain for hairs and remove any hairs using a tissue, discard in trashcan. ▪ Remove the towel from the tub and use the dry clean rag to wipe the base of the tub and polish the drain. ▪ Check once again for hair. ▪ Return the shower curtain to the hotel specific hanging placement so that the amenities are visible.
<p>7. Replace amenities</p>	<ul style="list-style-type: none"> ▪ In a vacant room: <ul style="list-style-type: none"> ○ Replace all used amenities. ▪ In an occupied room: <ul style="list-style-type: none"> ○ Return the amenities to the standard location in the bathtub/shower. ○ If you have less than half of the product remaining, you should leave an extra piece of that specific amenity in the occupied room. ▪ Amenity scents are changed in the fall and spring, ensure you are consistent with replacement.



Cleaning the Bathroom Walls and Vents Activity Breakdown

Expected Outcome

In this task, you will teach the associate about cleaning the bathroom walls. Our guestroom bathrooms may have either tile or marble surfaces, it is important to determine the correct chemical to use on the surface. Our guest's expect a clean bathroom that is free from any marks or stains.

Activity Breakdown

STEP	STANDARD (Measurable / observable)
1. Assemble all cleaning supplies	You will need: <ul style="list-style-type: none">▪ Bathroom cleaner▪ Sponge or Clean-A-Tub▪ Dry rag▪ Duster▪ Gloves
2. High dust the vents	▪ Use the duster and slowly, using gentle pressure, move the duster from left to right and back in the direction of the vent blades.
3. Report engineering issues	▪ Visually inspect the vent after cleaning. Vents may collect mold, paint may chip, or they may pull away from the wall. ▪ Inspect the ceiling for any discoloration, paint chips, or mold. ▪ Report all deficiencies using your hotel specific guidelines.
4. Clean the wall	▪ Spray the cleaner on sponge or Clean-A-Tub ▪ Use light pressure to scrub the wall from top to bottom to remove soil. ▪ Use a wet rag to remove the cleaning solution. ▪ Use a rag to dry the wall. ▪ Follow the same sequence until complete.

Expected Outcome

In this task, you will teach the associate about cleaning a bathroom floor. It is important that the bathroom floor be free of dirt and hair.

Activity Breakdown

STEP	STANDARD (Measurable / observable)
1. Assemble all cleaning supplies	You will need: <ul style="list-style-type: none"> ▪ All purpose cleaner ▪ Clean rags ▪ Sponge ▪ Roll It Clean / Swiffer ▪ Gloves
2. Remove hair and refuse	<ul style="list-style-type: none"> ▪ Wear gloves. ▪ Remove any large items of refuse from the floor. ▪ When picking up towels, always pick up a towel by the corner as a safety precaution. At times, guests may leave items or material on their towels that could cause a potential injury to a housekeeper. ▪ Empty the bathroom trashcan and place it outside the bathroom while you clean the floor. ▪ Using a damp rag, wipe the pipes under the sink. ▪ Use either a Swiffer or Roll it Clean product to remove hair from the floor. ▪ Start in the far corner of the bathroom and work your way towards the door. Using this method not only ensures that you will not leave marks on the floor; it is also the safest way to clean the floor. You should never walk on a wet floor, wet floors become very slick and could cause a potential slip and fall risk. ▪ Cover the entire floor area with an overlapping method to ensure all hair and minor refuse are collected.
3. Remove stains	<ul style="list-style-type: none"> ▪ Stains may occur on the bathroom floor from a variety of potential causes. A guest may spill a beverage, grooming product, or the pipes under the sink may leak etc. ▪ Should you find that the pipes are leaking, report the issue using your hotel specific method. ▪ Apply one spray of all purpose cleaner directly onto a damp sponge. ▪ Scrub the stain on the floor using the sponge.
4. Mop the bathroom floor	<ul style="list-style-type: none"> ▪ Be cautious while mopping the bathroom floor. Wet floors become very slippery which is why you should always start at the furthest point in the bathroom and work your way towards the door. ▪ Apply 2-3 mists of all purpose cleaner to the floor. ▪ Use the Swiffer to mop the floor.



Cleaning a Bathroom Floor Activity Breakdown

	<ul style="list-style-type: none">▪ Start to mop the floor from the back of the bathroom moving to the entrance. Move the Swiffer from left to right and right to left overlapping.
5. Double-check the floor	<ul style="list-style-type: none">▪ Visually inspect the floor to ensure that all the dirt and hair is removed.

Expected Outcome

In this task, you will teach the associate about checking the toilet paper in the bathroom. For the convenience and comfort of our guests, we must ensure that the toilet paper is stocked in the bathroom.

Activity Breakdown

STEP	STANDARD (Measurable / observable)
1. Inspect the toilet paper	<ul style="list-style-type: none"> ▪ Visually inspect the toilet paper. ▪ If less than 1/3 of the toilet paper is remaining on the roll, you will need to replace the toilet paper.
2. Replace the toilet paper	<ul style="list-style-type: none"> ▪ Remove the used toilet paper from the bathroom and place it in the trash bag on your cart. ▪ Replace with a new roll of toilet paper from your cart and remove the outer paper. Place the outer paper from the roll into your trash bag on the cart. ▪ Place the roll on the toilet paper dispenser so that the tissue rolls towards the front of the dispenser.
3. "V" the toilet paper	<ul style="list-style-type: none"> ▪ Take the bottom left corner and fold it under at a 45° angle. You should now have only half of the sheet visible. ▪ Take hold of the toilet paper in the middle of the crease with your left hand. ▪ With your right hand, fold the right corner under at a 45° angle to complete the "V" shape. ▪ Complete the "V" process for each roll of toilet paper in the bathroom.

Hotel
interactive

[Close Window](#)

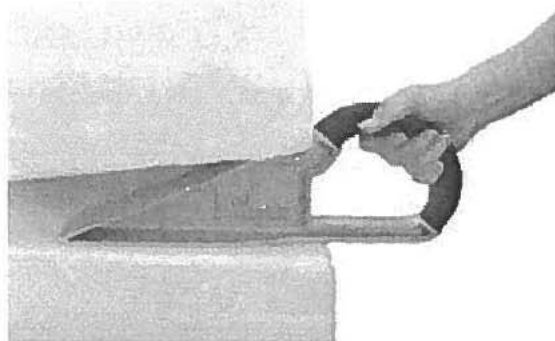
[Print Now](#)

HEI Hotels & Resorts Raises Its Safety Standards Literally With The Bed MadeEZ Mattress Lifter By CKI Solutions

HEI Institutes New Bed Making Safety Guidelines Using CKI Solution's Innovative Bed MadeEZ Mattress Lifter, Designed To Alleviate The Strain And Risk Of Injury While Making The Bed.

Thursday, March 24, 2011

Cadence Keen Innovations, Inc. (dba CKI Solutions), a leading provider of mattress accessories to the hospitality industry, is pleased to announce its participation in HEI Hotels & Resorts' ABCs of Safety program for 2011. Designed to enhance the safety of HEI associates and reduce costs related to Workers' Compensation claims, the ABCs of Safety program Provides HEI managers and associates additional tools that further enhance safety in the workplace. As a part of the program, HEI, in partnership with CKI, has issued the Bed MadeEZ Mattress Lifter to all of its 700 housekeepers among its 36 properties as well as developed standard operating procedures, training materials and promotional collateral aimed at educating and training hotel management and staff on the importance and usage of the Bed MadeEZ during bed making activities.



bookmark this



On Twitter @hotelinteractiv

"As part of our ongoing efforts to improve associate wellness, HEI Hotels & Resorts is proud to introduce our ABCs of Safety program for 2011," states Alec Fomin, Corporate Director of Operations for HEI Hotels & Resorts. "The tools implemented in the program such as the Bed MadeEZ, safe cutting tools and tools to reduce the likelihood of slips and falls were chosen to enhance general safety awareness and/or assist specifically to make certain tasks safer to perform."

Mattress lifting, by nature, puts the back in its weakest position and the repeated lifting required for a housekeeper can stress the upper-body's muscles, joints and tendons. Without enough time between exertions for the body to heal itself, muscles, tendons and joints can be damaged. In fact, recent studies indicate housekeepers are 48% more likely to be injured than any other job in the service sector and are 51% more likely to incur serious, disabling injuries. According to Jim Stover, Vice President of Loss Prevention for AJ Gallagher Hospitality Division, repetitive motion injuries account for nearly "29% of all housekeeping injuries" and cost the hospitality industry more than \$500 million in compensation claims and lost workdays every year.

Bed MadeEZ utilizes a unique, wedge-shaped ergonomic design that easily inserts between the mattress and the box spring, creating an automatic lift as it slides in. The mattress then stays in a raised position, eliminating the need for repeated lifting as the linens are changed. Applauded by leading doctors, risk management specialist, chiropractors and ergonomic specialists, the patented Bed MadeEZ significantly reduces and can even eliminate the serious and often disabling repetitive motion injuries that are associated with changing linens on beds that now weigh in excess of 115 pounds on average.

"With over 36 hotels under 12 luxury brands, HEI Hotels & Resorts has quickly established itself as a leader

0638

in the hospitality industry. We're very pleased to be working with such a reputable partner that recognizes the value of employee safety and chose to make the Bed MadeEZ a part of their ABCs of Safety program," states Sam Montross, founder and president of CKI Solutions.

Additional benefits of the Bed MadeEZ include:

- Automatic mattress lift as the device is inserted between the mattress and box spring.
- A sturdy, 2"-wide base on which the mattress can rest, allowing plenty of room for the hands to move under the mattress to change linens.
- The ergonomically-shaped rubberized handle allows the user to grasp the device at multiple positions for maximum grip and comfort.
- The tough, injection-molded plastic withstands weight in excess of 350 lbs.
- The smooth, rounded surfaces ensure no tearing or damage to the mattress or bedding

For more information on Bed MadeEZ or other CKI Solutions products, please contact Steven Gordon at 888.222.2217 or visit www.cadencekeen.com.

About Cadence Keen Innovations

Headquartered in Ft. Lauderdale, Fla., Cadence Keen Innovations, Inc. (dba CKI Solutions) is a leading provider of sleep solutions to the hospitality, retail and health care industries. Originally founded by Sam Montross as China Horse, Inc. in 1996 with the introduction of the first bed doubler system, CKI Solutions offers a comprehensive line of mattress care and sleep accessory products. In addition to bed doublers, CKI Solutions also designs and manufactures cutting edge waterproof mattress protectors and encasements for mattresses, pillows and box springs. For more information, please visit www.cadencekeen.com or call 888.222.2217.

About HEI Hotels & Resorts

HEI Hotels & Resorts, headquartered in Norwalk, Connecticut, is a leading hospitality investment firm that acquires, develops, owns and operates full-service, upper upscale and luxury hotels and resorts throughout the United States under such well-known brand names as Marriott, W, Westin, Le Meridien, Sheraton, Embassy Suites and Hilton. For more information, please visit www.heihotels.com.

People

Follow us on Twitter @hotelinteractiv



Operational Bedding Procedures

To ensure the safety and well being of all our team members, we are recommending all properties review, with room attendants, your current bed making procedures. The correct bending and lifting procedures will keep all of us safe and injury free.

We worked with an Ergonomics Nurse at one of our properties to review our procedures and came up with several recommendations which we encourage you share with your entire team. For the full report, please contact Michelle Pike, Corporate Director of Housekeeping, and she would be happy to send it to you.

Observations:

1. There is excessive lifting of the bed corners to tuck in sheets and blanket. The bending activity of lifting the bed corners is performed by bending at waist rather than bending the knees. Additionally, the down blanket is bulky to fold under the mattress.
Recommendation:
 - a. Wait to tuck in the bottom sheet until all the sheets and blanket have been applied to the bed. This will remove one-half of the mattress lifting activity.
 - b. Consider a "foot pocket" fold. This creates a fold at the bottom edge of the bed which lifts the down blanket enough to remove the end from being folded under the mattress and allows for foot room at the end of the bed.
 - c. A refresher course on good body mechanics while bending. Also consider training to equalize use of the hands for all cleaning activities. This may reduce overuse of the dominant hand, arm and shoulder.

2. There is excessive handling of the sheets and blanket.
Recommendation:
 - a. Consider folding the down blanket in half vertically and in thirds horizontally, then lifting off the bed to another surface. When the down blanket is re-applied to the bed, it can be placed in the appropriate spot and unfolded. This would decrease the amount of handling to straighten the down blanket.
 - b. The sheets are currently folded vertically in fourths, consider unfolding the sheets to the middle of the bed, rather than fluffing, to decrease the handling of the sheets to straighten them.

3. There is excessive walking from one side of the bed to the other.
Recommendation:
 - a. Consider applying the sheets and down blanket on one side of the bed and then moving to the other side of the bed to complete.

4. The fluffing of the sheet increases the amount of fabric dust placed in the air.
Recommendation:
 - a. Unfold the sheets, rather than performing the fluffing maneuver.
 - b. The bed skirt may require additional lifting of the mattress to straighten.**Recommendation:**
 - c. There is an ongoing project of applying either Velcro or upholstery pins to reduce capturing the bed skirt when tucking in the sheets.

To: Hilton Hotels
Attr: Michelle Pike
Corporate Director of Housekeeping

Re: Housekeeping Staff

Request: I was requested to observe and analyze the bed changing techniques of the housekeeping staff. I observed eight members of the staff as they changed the beds.

Materials used:

1. small green blanket
2. king and double size down blankets
3. king and double size sheets – three per bed
4. king and double size pillows – six per bed

Process Description:

Each employee is assigned fourteen suites. There are eleven suites that contain a king size bed and three suites that contain two double size beds, which results in a total of seventeen beds. On Monday, Wednesday, and Friday all occupied rooms have their linens changed. On these days the number of suites to be completed by the staff is dropped by one, resulting in thirteen suites to be completed. Additionally, there may be additional fold away beds that require changing.

In recent months the linen components have changed.

1. the mattresses now have a pillow top which has increased the depth of the bed.
2. one sheet has been added
3. sheet length has increased
4. sheet fabric components has changed to 50% poly and 50% cotton (because the sheets are new and longer, they are heavier than the previous, frequently washed sheets)
5. the acrylic blanket has been replaced by a down blanket
6. a pillow has been added
7. a small blanket has been added to the end of the bed

The following is the process I observed.

1. Linen removal
 - a. green blanket is removed – placed on floor
 - b. top sheet is stripped off – placed on floor
 - c. down blanket is stripped off – placed on floor
 - d. remaining two sheets stripped off – placed on floor
 - e. pillow cases are removed – placed on floor
2. Linen application
 - a. bottom sheet is unfolded by "fluffing" (the sheet is held by one side and thrown up in the air to completely unfold the sheet) – many employees pull the top of the mattresses down to create a larger gap at the top (between mattress and headboard) into which the bottom sheet can be more easily tucked in)

- b. the bottom sheet is placed on the bed the top, sides and end are tucked in
- c. the second sheet is unfolded by fluffing and placed on the bed – the employee walks around to the opposite side to straighten
- d. the down blanket is applied to the bed– the employee walks around to the opposite side of the bed to straighten
- e. the top sheet is applied (by the same fluffing manner), folded over the down blanket
- f. the two sheets and down blanket are tucked in – the employee walks around to the second side to complete the tuck-in
- g. green blanket is folded in half and placed on the end of the bed
- h. pillow cases are applied to the pillows

Employee Concerns: These concerns were communicated to me by the staff.

- 1. the mattresses are thicker and therefore heavier
- 2. the down blanket is too bulky to easily fold under the bed – several techniques were observed to decrease the bulk. One involved folding the blanket back over itself at the head of the bed or folding the blanket back over itself at the end of the bed.
- 3. a sheet has been added and sheets are heavier
- 4. the bed skirt becomes an obstacle, when the sheet is tucked in as the skirt fabric follows the sheet when tucked in, requiring the bed to be lifted to straighten the bed skirt
- 5. in my discussion with the employees observed, their physical complaints were in the back and shoulder (predominately the one lifting the mattress)

Physical Demands:

- 1. Repetitive activities:
 - a. the employee bends a minimum of eight times to tuck corners of sheets and down blanket in
 - b. bending when the sheets and down blanket are straightened out. This particular posture requires bending over and then using the arms extending toward the center of the bed multiple times to smooth the sheets and blanket.
 - c. bending to pick up sheets that have been removed from the bed
 - d. sheets and down blanket are repetitively handled when straightening out after fluffing
 - e. repetitive walking around bed

Observations:

- 1. There is excessive lifting of the bed corners to tuck in sheets and blanket. The bending activity of lifting the bed corners is performed by bending at waist rather than bending the knees. Additionally, the down blanket is bulky to fold under the mattress.

Recommendation:

- a. Wait to tuck in the bottom sheet until all the sheets and blanket have been applied to the bed. This will remove one-half of the mattress lifting activity.
- b. Consider a "foot pocket" fold. This creates a fold at the bottom edge of the bed which lifts the down blanket enough to remove the end from

being folded under the mattress and allows for foot room at the end of the bed.

- c. A refresher course on good body mechanics while bending. Also consider training to equalize use of the hands for all cleaning activities. This may reduce overuse of the dominant hand, arm and shoulder.

- 2. There is excessive handling of the sheets and blanket.

Recommendation:

- a. consider folding the down blanket in half vertically and in thirds horizontally, then lifting off the bed to another surface. When the down blanket is re-applied to the bed, it can be placed in the appropriate spot and unfolded. This would decrease the amount of handling to straighten the down blanket.
- b. The sheets are currently folded vertically in fourths, consider unfolding the sheets to the middle of the bed, rather than fluffing, to decrease the handling of the sheets to straighten them.

- 3. There is excessive walking from one side of the bed to the other.

Recommendation:

- a. consider applying the sheets and down blanket on one side of the bed and then moving to the other side of the bed to complete.

- 4. The fluffing of the sheet increases the amount of fabric dust placed in the air.

Recommendation:

- a. unfold the sheets, rather than performing the fluffing maneuver.

- 5. The bed skirt may require additional lifting of the mattress to straighten.

Recommendation:

- a. there is an ongoing project of applying either Velcro or upholstery pins to reduce capturing the bed skirt when tucking in the sheets.

Conclusion:

The new bed components added additional handling to a job that already requires repetitive activity. In my opinion, some of the additional handling activities can be reduced by training and a organized process of linen removal and application. Consideration should also be given to the employees working in teams to clean rooms.

Hospitality Net - Article

For more news visit: <http://www.hospitalitynet.org>

Cadence Keen Innovations Introduces Bed MadeEZ™ to Solve a Growing Concern in the Hospitality Industry

Unique new bed-making accessory applauded by housekeepers, insurance veterans and branded chains
20 May 2009

Cadence Keen Innovations (CKI), a leading inventor and provider of sleep solutions for the hospitality industry, today announced the debut of the Bed MadeEZ™, a new housekeeping device designed to reduce the fatigue and injuries associated with changing linens. Bed MadeEZ utilizes a unique wedge-shaped, ergonomic design that inserts effortlessly between the mattress and the box spring, creating an automatic lift as it slides in. The mattress can then rest in a raised position, eliminating the need for repeated lifting as the linens are changed. This innovative device is aimed at reducing back strain and injury experienced by housekeepers, a leading source of Workers' Compensation claims in the hospitality industry.



"The Bed MadeEZ is a simple solution that solves a large and growing problem," stated Sam Montross, founder and president of Cadence Keen Innovations. "The risk of injury for housekeepers has increased significantly in recent years due to the proliferation of heavier mattresses which now average a weight in excess of 113 pounds. At a minimum, a housekeeper has to lift the mattress (which is usually only 14" off the floor) at least eight times in the course of making a single bed, and that puts great strain on their back, neck and shoulders. The Bed MadeEZ was designed to eliminate this repetitive lifting."

A recent study conducted on the impact of heavier mattresses revealed that room attendants are 48% more likely to be injured on the job than the typical worker in the service sector, and also have a 51% higher chance of incurring serious, disabling injuries. This risk was not lost on OSHA, which found that the strain of making 12 or more king-size beds a day exceeds the federal occupational standards set by the U.S. National Institute for Occupational Safety and Health. As a result, fines are now being imposed on hotels by state regulators in excess of \$14,000 per citation. Potential Workers' Compensation claims and lost workdays can also be very costly for hotels.

According to the Bureau of Labor Statistics, the average claim due to a back-related injury was \$8,321. Likewise, a recent survey of 1,000 housekeepers in Las Vegas found that:

- 95% of room cleaning personnel reported physical pain caused by lifting
- 47% of room cleaning personnel reported severe or very severe pain
- 67% saw a doctor for the pain experienced
- 37% took time off work due to pain



"While hotel beds are some of the most comfortable anywhere, and figure prominently in the marketing campaigns of many brands, the data is indisputable. Heavier mattresses are posing a huge risk to the housekeeper and costing hotels thousands in claims," stated Montross. "The use of Bed MadeEZ will lead to greater employee retention rates, lower insurance premiums and safer working environments."

Arthur J. Gallagher & Company, one of the world's largest insurance brokerage and risk management services, agrees. "We have seen an alarming increase in the number of injuries caused by heavy lifting," stated Jim Stover, vice president of loss prevention for the hospitality division of AJ Gallagher. "Bed MadeEZ has the potential to reduce Workers' Compensation claims and lost workdays due to pain and injury."

Since finalizing the design and beginning production of the Patent Pending Bed MadeEZ in late April, CKI has received hundreds of orders for samples and demonstrations, ranging from select service hotels to 5-star resorts as well as some of the world's most prominent hotel brands. For more information on Bed MadeEZ or other Cadence Keen Innovations products, please contact Steven Gordon at 888.222.2217 or visit www.cadencekeen.com.

About Cadence Keen Innovations | Headquartered in Ft. Lauderdale, Fla., Cadence Keen Innovations is one of the leading providers of sleep solutions to the hospitality industry. Originally founded by Sam Montross as China Horse, Inc. in 1996 with the introduction of the first bed doubler systems, Cadence Keen Innovations offers a comprehensive line of mattress care products. CKI designs and manufactures cutting edge waterproof mattress protectors and encasements for mattresses, pillows and box springs. All CKI products are designed and manufactured in the U.S.A. Bed MadeEZ™ is Cadence Keen Innovation's latest patent pending invention, designed to reduce the back, shoulder and neck pain associated with the repeated lifting of heavy hotel mattresses. For more information, please visit www.cadencekeen.com or call 1.888.222.2217.

CONTACT

Chris Montross

Phone: 704-962-0977

Email: cmontross@ckisolutions.us**ORGANIZATION**

Cadence Keen Innovations (CKI)

<http://www.ckisolutions.us>

2805 E Oakland Park Blvd. #435

USA - Fort Lauderdale, FL 33306

Phone: (954) 563-7222

Fax: 888.222.2217

Email: cmontross@ckisolutions.us

Copyright© 1995-2009 Hospitality Net™. All rights reserved.
Trademarks and product names are the property of their respective owners.

April 26, 2006 12:33 PM US Eastern Timezone Statement from AH&LA
President/CEO Joseph McInerney in Response to UNITE HERE Study

WASHINGTON--(BUSINESS WIRE)--April 26, 2006--UNITE HERE released a study on Tuesday, "Creating Luxury, Enduring Pain." Following is a statement from American Hotel & Lodging President/CEO Joseph McInerney, CHA.

"The safety of our employees is our top priority and it is an issue we take very seriously.

"The fact is, while hotels and responsibilities differ and there is no one-size-fits-all solution, there is certainly a common goal to protect our employees. That's why hotels across the country are taking specific steps to ensure workplace safety. These include hiring ergonomic experts to evaluate room attendant techniques, implementing comprehensive training programs designed to minimize injuries, and investing millions of dollars in automated room cart systems.

"The hotels also work at training their housekeeping staff when they inaugurate a bedding program to make sure they have informed them of the nature of the work in a responsible manner. Where there is a union, the hotels routinely work with the union; where there is no union the hotels work directly to train the housekeeping staff.

"Recently, many hotels also have begun a "green rooms" initiative, in which housekeepers change linens only at the guest's request or at checkout. This is an effort to be environmentally responsible as well as respectful of our workers. "

"Finally, the Bureau of Labor Statistics has found that the rate of injury in our industry is lower than other comparable service-based industries, and we will continue to work to ensure our employees are not put at risk.

"Unfortunately, today, UNITE HERE has turned employee safety into a public relations event, aimed at harming the hotel industry's reputation. We hope UNITE HERE will begin to work with us to solve any safety concerns they might be aware of, instead of trying to exploit this very serious issue to further their own separate agenda -- that is, to pressure hotels during upcoming negotiations to allow the union to organize through card check neutrality. "

Contacts

American Hotel & Lodging Association (AH&LA) Kathryn Potter, 202-289-3131 Print this Release

State of California
Division of Occupational Safety and Health
Los Angeles District Office (0950641; 4041)
320 West 4th Street, Suite 850
Los Angeles, CA 90013

Inspection Number: 126154764
Inspection Dates: 05/11/2007 -
Issuance Date: 10/30/2007
CSHO ID: K1549
Optional Inspection Nbr: 020-07



Citation and Notification of Penalty

Company Name: Hilton Los Angeles Airport
Inspection Site: 5711 W. Century Bl., Los Angeles, CA 90045

Citation 1 Item 2 Type of Violation: General

T8CCR 5110. Repetitive Motion Injuries.

(b) Program designed to minimize RMIs. Every employer subject to this section shall establish and implement a program designed to minimize RMIs. The program shall include a worksite evaluation, control of exposures which have caused RMIs and training of employees.

(2) Control of exposures which have caused RMIs. Any exposures that have caused RMIs shall, in a timely manner, be corrected or if not capable of being corrected have the exposures minimized to the extent feasible. The employer shall consider engineering controls, such as work station redesign, adjustable fixtures or tool redesign, and administrative controls, such as job rotation, work pacing or work breaks.

- a. During the course of inspection, it was observed that the employer did not utilize to the extent feasible the applicable control measures to minimize exposures that have caused RMIs by considering engineering control or administrative controls as required.

Date By Which Violation Must be Abated: 11/27/2007
Proposed Penalty: \$ 1125.00

See pages 1 through 4 of this Citation and Notification of Penalty for information on employer and employee rights and responsibilities.

State of California
Division of Occupational Safety and Health
Los Angeles District Office (0950641; 4041)
320 West 4th Street, Suite 850
Los Angeles, CA 90013

Inspection Number: 126154764
Inspection Dates: 05/11/2007 -
Issuance Date: 10/30/2007
CSHO ID: K1549
Optional Inspection Nbr: 020-07



Citation and Notification of Penalty

Company Name: Hilton Los Angeles Airport
Inspection Site: 5711 W. Century Bl., Los Angeles, CA 90045

Citation 1 Item 3 Type of Violation: General

T8CCR 5110. Repetitive Motion Injuries.

(b) Program designed to minimize RMIs. Every employer subject to this section shall establish and implement a program designed to minimize RMIs. The program shall include a worksite evaluation, control of exposures which have caused RMIs and training of employees.

(3) Training. Employees shall be provided training that includes an explanation of:

- (A) The employer's program;
- (B) The exposures which have been associated with RMIs;
- (C) The symptoms and consequences of injuries caused by repetitive motion;
- (D) The importance of reporting symptoms and injuries to the employer; and
- (E) Methods used by the employer to minimize RMIs.

- a. It was observed during the course of inspection that the employer's training program did not include an explanation of the following: (A) the employer's RMI Program (B) the exposures that have been associated with repetitive motions (C) the symptoms and consequences of injuries caused by repetitive motion (D) the importance of reporting symptoms and injuries to the employer and (E) methods used by the employer to minimize repetitive motion injuries.

Date By Which Violation Must be Abated:
Proposed Penalty:

11/27/2007
\$ 1125.00

See pages 1 through 4 of this Citation and Notification of Penalty for information on employer and employee rights and responsibilities.

The New York Times

Female Hotel Workers Injured More Than Men, Study Shows

By STEVEN GREENHOUSE

Published: November 10, 2009

A new study of workers at 50 hotels in the United States found that women were 50 percent more likely to be injured than men, and that Hispanic women had an injury rate two-thirds higher than their white female counterparts.



Jodi Hilton for The New York Times

The injury rate is higher for female hotel workers because many work as housekeepers, the most injury-prone job.

The study, which will be published in January in *The American Journal of Industrial Medicine*, said the injury rate was higher for female hotel employees because they worked disproportionately as housekeepers, which is the most injury-prone hotel job.

According to the study, housekeepers have a 7.9 percent injury rate each year, 50 percent higher than for all hotel workers and twice the rate for all workers in the United States.

Other academic studies have concluded that housekeepers have a high injury rate because they do repetitive tasks, lift heavy mattresses and work rapidly to clean a dozen or more rooms.

The study found that Hispanic housekeepers had the highest injury rate — 10.6 percent a year — compared with 6.3 percent for white housekeepers, 5.5 for black housekeepers and 7.3 percent for Asian housekeepers.

The study did not speculate why the injury rate was so much higher for Hispanic housekeepers, but several experts said the reasons could include their smaller stature or that managers gave them heavier workloads.

Hispanic and Asian men were 1.5 times more likely to be injured than white men, the study found. Men disproportionately hold hotel jobs as banquet servers, cooks and dishwashers.

"These alarming results raise many questions as to why injury rates are so high for women, and Hispanic and Asian workers in the hotel sector," said, Dr. Susan Buchanan, lead author of the article and a professor at the University of Illinois at Chicago School of Public Health.

The study, "Occupational Injury Disparities in the U.S. Hotel Industry," was first presented on Monday at the annual meeting of the American Public Health Association in Philadelphia. The study focused on 50 unionized properties and examined 2,865 injuries over a three-year span.

The study found the highest injury rate for housekeepers was at the Hyatt chain, at 10.4 percent, and lowest at the Hilton chain, at 5.47 percent, for housekeepers. Hyatt did not respond to inquiries about its injury rate.

"This study is stunning evidence of the unequal impact of injuries in the hotel industry, and it calls into question whether discriminatory workplace practices play a role," said John W. Wilhelm, president of Unite Here, the union representing hotel workers.

A version of this article appeared in print on November 11, 2009, on page B5 of the New York edition.

www.chicagotribune.com/business/chi-housekeepers-nov19-0,7167758.story

chicagotribune.com

Study: Hyatt housekeeper injury rate higher than at other major chains

By Julie Wernau

Tribune reporter, November 19, 2009

Housekeepers at Hyatt Hotels are more likely to get injured on the job than at other major hotel chains, according to a study set to be published in January's American Journal of Industrial Medicine. The study, led by researchers at the University of Illinois School of Public Health, is based on data from 50 unionized hotel properties of various brands.

Hyatt was not named in the study but was identified by Unite Here, the union that provided the data.

Across the chains studied housekeepers were the most at risk for injury, at 50 percent higher than for hotel workers overall. The study said women workers were 1.5 times more likely to be injured than men, Hispanic women had almost double the risk of injury of their white female counterparts, and Hispanic and Asian males were about 1.5 times more likely to be injured than white males.

"These are extremely alarming results. They raise many questions as to why the injury rates are

so high for these workers," said Dr. Susan Buchanan at the University of Illinois, the study's lead author. Buchanan said it is nearly impossible to collect such data from non-unionized hotels.

Amy Patti, public relations manager for Hyatt, said the company has not had the opportunity to thoroughly review the data and design of the study. "It is clear to us that the union's conclusions are not consistent with the workplace environment in our hotels," she said. "In fact, we have been achieving significant year-over-year reductions in both the frequency and severity of workplace injuries across U.S. Hyatt hotel properties."

Patti said housekeepers undergo extensive workplace safety job training and that the hotel chain continuously monitors its safety record.

The findings come as Unite Here is locked in tense contract negotiations with downtown Chicago hotels. During a conference call, the union said the release of the findings was unrelated to the contract talks.

Francine Jones, a Francine Jones, a room attendant at the Hyatt Regency in Chicago for 18 years, said injuries stem from changes to hotel rooms, including heavier beds and linens.

"It's all due to the rooms and the bending and the pulling and the pushing that we do. The rooms are complex now," said Jones, who has had surgery for carpal tunnel. "The mattresses are double now, they're very heavy, the linens are even heavy. The carts and vacuum cleaners are heavy."

John Wilhelm, president of Unite Here, said mattresses are two to three times heavier than when Francine started, with four to eight pillows per bed. The union said, has managed to lower room quotas to 16 rooms per shift in Hyatt hotels and has worked with the hotels to make concessions, like using fitted sheets which require less bed lifting, but more needs to be done.

Celia Alvarez, a former room attendant at the Hyatt Regency in Long Beach for 19 years, a non-unionized hotel, said she cleaned 25 to 30 rooms in an 8-hour shift.

"We have to work very rapidly, not thinking about whether we're going to get hurt or not," said Alvarez who added that she can no longer work after permanently injuring her lower back and undergoing shoulder and knee surgeries.

"Hyatt has always been for the last 20 years the most aggressive hotel company in trying to indicate ways to get hotel workers to work faster and clean more rooms," Wilhelm said. "This ought not to be a subject of adversarial fighting. This ought to be something we can come together on."

jwernau@tribune.com

Copyright © 2009, [Chicago Tribune](#)

Toronto

> thestar.com <

Hotel room cleaners suffering on the job

Study finds high rate of injury among staff of mostly immigrants

Published On Fri Nov 20 2009



Filomena Canedo, 60.

Filomena Canedo has been a hotel housekeeper in Toronto for 17 years, changing sheets, lifting heavy mattresses, vacuuming carpets, pushing carts of supplies from floor to floor and cleaning bathrooms for guests.

Fifteen rooms in an eight-hour shift is a standard workload for most chambermaids.

"It's a very physical job. My shoulders, back, arms, knees and whole body hurt at the end of my shift from all the lifting and bending," said the 4-foot-11 grandmother, 60, who moved here from the Philippines two decades ago as a nanny. "I always have Tylenols in my bag. Most of us have to be on pain relievers for the job."

According to a study by four American universities released Thursday, housekeepers, the majority of them immigrant women, have the highest rate of injury among all hotel workers – 7.9 incidents per 100 workers – suffering work-related musculoskeletal disorders and acute trauma injuries. Next in line were cooks/kitchen workers and dishwashers, at about six injuries per 100 workers.

The study, published in the *American Journal of Industrial Medicine*, confirms the disparities in workplace injuries between minority groups and their Caucasian counterparts that were found in previous studies among agricultural and hospital workers.

It was sponsored by the international hotel workers' union, Unite Here.

"From our experience, the findings are very consistent with what our membership in Canada has experienced," said Paul Clifford, president of Unite Here Local 75, which represents 7,500 hotel workers in 40 hotels in Greater Toronto. "(Workload reduction among housekeepers) is always a prominent collective bargaining demand. There is indication that this is one of the top issues for 2010."

The union represents 35,000 hotel workers in Canada, a fraction of the growing hospitality industry.

The report states that, "Elevated risks among these groups are partially explained by disproportionate employment in high-risk industries and occupations, but there may also be disparities within the same industry or job classification, perhaps resulting from sex, racial, or ethnic discrimination and other factors."

Researchers examined the U.S. Occupational Safety and Health Administration data at 71 full-service hotels in America, of injuries among non-supervisory hotel workers from 2003 and 2005. Twenty-one per cent of the workforce are housekeepers, 11 per cent banquet servers, 6 per cent stewards/dishwashers and 8 per cent cooks/kitchen workers. The rest had other jobs.

The study found a total of 2,865 injuries during 55,327 worker-years (number of workers times number of years employed). Acute trauma accounted for 52 per cent of the injuries, 39 per cent were musculoskeletal injuries – 40 per cent involving the back, 22 per cent distal upper extremities and 13 per cent the shoulder.

The study suggests the actual injury rates could be much higher than reported because many hotels are not unionized and workers there can't bargain for better working conditions. Underreporting of injuries can also be attributed to language barriers, fear of retaliation or lack of understanding of legal rights, it said.

Despite the chronic pain, immigrant women are drawn to hotel housekeeping.

"We have our bills to pay and kids to feed," said Canedo, a former high school math teacher in the Philippines, who makes \$17 an hour. "This is not a white-collar job, but it pays better than working in a factory."



business

San Antonio Express News

Web Posted: 11/20/2009 12:00 CST

Study says Hispanics at higher risk

By William Pack - Express-News

Hotel workers face a more hazardous work environment than service workers generally in the U.S., and Hispanic housekeepers are particularly at risk of sustaining injuries, researchers involved in a union-backed study said Thursday.

The report by researchers from four universities and Unite Here, a union representing hotel workers, said the injury rate for hotel workers is almost 40 percent higher than that of all other service sector workers at 5.2 injuries per 100 workers. Housekeepers who work at Hyatt properties had the highest risk.

Described as a pioneering study in its breakdown of injury rates by the race and gender of hotel workers, it said Hispanic women had almost double the risk of injury that Anglo female co-workers did.

The study analyzed injury records from 50 unionized hotels operated by the top five hotel companies from 2003-2005.

Housekeepers, the largest single occupational group in the industry and one that draws large numbers of minority women, experienced the highest injury rate of any group at 7.9 per 100 workers, 50 percent higher than the overall pool.

The study also concluded that housekeepers were injured the most at Hyatt properties, with an injury rate of 10.4 per 100 workers — almost twice that of the chain with the best record, Hilton. Hyatt officials did not respond to requests for comment.

“These are extremely alarming rates,” said Susan Buchanan with the University of Illinois' Chicago School of Public Health and the lead author of the study. “They raise many questions as to why they are so high.”

Researchers had no explanation for the difference in injury rates between racial groups or between hotels, but said the numbers should persuade hotel operators to find remedies.

At a teleconference Thursday, two housekeepers at Hyatt Regency properties in Chicago and

Long Beach, Calif., talked about the toll taken by a job that involves repetitive bending and lifting of heavy mattresses and other bedroom materials. One said she now is responsible for 25-30 rooms in an eight-hour shift.

“People are not getting the proper rest to let their bodies heal,” said Francine Jones from Chicago.

John Wilhelm, president of Unite Here, said the report provides “stunning evidence of unequal impact of injuries in the hotel industry” and raises questions about “whether discriminatory workplace practices play a role.”

The study is being published in the American Journal of Industrial Medicine.

His union, which obtained much of the data for the study, began organizing workers at the Grand Hyatt San Antonio but withdrew from the process before a vote to unionize was taken this summer.

Find this article at:

<http://www.mysanantonio.com/business/70574957.html>

The Miami Herald

Posted on Fri, Nov. 20, 2009

Study: Minority hotel workers face more risks on the job

BY NIALA BOODHOO
nboodhoo@MiamiHerald.com

Hotel chains like to tout their large, comfortable beds as a selling point, but those 125-pound mattresses are likely causing greater injury to female, Hispanic and Asian hotel workers, according to a study to be published in the American Journal of Industrial Medicine in January.

The union Unite Here provided data on 2,865 injuries at 50 hotels from the nation's five largest chains: Hilton Worldwide, Hyatt Hotels, InterContinental Hotels Group, Marriott International and Starwood Hotels & Resorts Worldwide. The study did not include luxury properties.

It was analyzed by a group of academics, who found that female, Hispanic and Asian hotel workers were 1.5 times more at risk of injury than white men. Hispanic housekeepers were twice as likely to be hurt.

BIGGER WORKLOAD

The work of a housekeeper has changed dramatically as beds have gotten bigger and workloads more strenuous, said Francine Jones, a Hyatt Regency Chicago housekeeper who has spent 18 years in the industry.

“The mattresses, the carpets, the vacuums -- it's all very heavy,” said Jones, who spoke during a teleconference by the union, which singled out Hyatt workers as having the highest risk of injury. Hilton as the lowest.

“When you go to your own doctor and they say you need to stay home, Hyatt is not going to pay workers' comp for you to sit at home,” she added. “Their doctor says you're fine, you can go back to work, just on light duty, and there's no time to heal.”

In a statement e-mailed to The Miami Herald, Hyatt said its workers' health and safety were its highest priorities.

“It is clear that the union's conclusions are not consistent with the workplace environments in our hotels,” Hyatt said.

Unite Here is in the bargaining process of negotiating several contracts with hotels across the country. The union has tried to negotiate, for example, with Hyatt that workers clean 16 rooms a day, down from 32. They also ask hotels to provide fitted sheets, so housekeepers don't have to lift up mattresses as much to tuck sheets under, and mops, so workers don't have to kneel to clean bathrooms with a rag.

AT RISK

Government data has historically shown that Hispanic workers are disproportionately more likely to be injured or killed on the job, regardless of industry.

The study's authors said it was too early to pinpoint exactly why in this case, female, Hispanic and Asian workers were more at risk.

“It could be language barriers, it could be discriminatory job task assignments -- there is no data at this point in the occupational injury world that explains why some groups are getting more injured than others,” said Susan Buchanan, a University of Illinois Chicago public health professor.

Chicago Public Radio

City Room™ Public Affairs coverage from our award-winning staff

Business

Hyatt Ranks Low for Workplace Safety

A Chicago-based hotel chain is getting poor marks in a new national study of workplace safety.

A peer-reviewed study of 50 hotels in the United States suggests that Hyatt housekeepers are almost twice as likely to suffer on-the-job injuries as their Hilton counterparts. Looking at all hotel jobs, Hyatt places fourth for safety among the top five hospitality chains.

The American Journal of Industrial Medicine is publishing the study in January. Funding for the work came from UNITE HERE, the workers' union.

The research examines 2,865 injuries over three years. The data suggest that women hotel workers, especially Latinas, face the greatest danger.

In Chicago, the union's contracts with the hotels expired August 31. In September, the union tried to strengthen its hand in contract-renewal talks by blocking rush-hour traffic in front of a Hyatt downtown.

Hyatt says it hasn't had a chance to review the study, but says it has been reducing the frequency and severity of workplace injuries.

http://www.latalista.net/mediacasts/2009/11/latina_hotel_housekeepers_have_highest_r.htm

Latina Lista

Mediacasts

Latina hotel housekeepers have highest rates of injury among peers

Cleaning house is hard work. Cleaning a hotel room is even harder work.



A study that will appear in the January issue of *The American Journal of Industrial Medicine* found that while studying workers at 50 hotels in the U.S., Latinas had an injury rate two-thirds higher than their white female peers.

The study, Occupational Injury Disparities in the U.S. Hotel Industry, found that Hispanic housekeepers had the highest injury rate -- 10.6 percent a year -- compared with 6.3 percent for white housekeepers, 5.5 for black housekeepers and 7.3 percent for Asian housekeepers.

It makes sense that Asian housekeepers would have the second highest injury rate since a common reason proposed for the high injury rates among Latinas is because today's hotel mattresses are heavier and most Latinas are smaller in stature.

Also, hotel housekeepers must quickly clean rooms which also could lead to more injuries on the job.

Though the details of the report aren't fully available yet, one interesting piece of information from the study is being revealed: Of the 50 hotels included in the study, the Hyatt chain had the highest injury rate for housekeepers at 10.4 percent. The lowest injury rate was found at the Hilton chain with 5.47 percent.

Though half the injury rate of the Hyatt workers, it's still too high a number especially since the report found that housekeepers suffer with the highest rates of acute trauma and musculoskeletal disorders.

We can only hope that these hotels provide good health coverage for their workers.

Posted by [Marisa Treviño](#) on 23 de Noviembre 2009 3:54 PM | [Permalink](#)

Miami Herald Radio link

<http://www.miamiherald.com/wlrn/>

Houston Chronicle

Higher injury risk for Latino housekeepers found

**By WILLIAM PACK
SAN ANTONIO EXPRESS-NEWS**

Nov. 21, 2009, 5:26PM

Hotel workers face a more hazardous work environment than service workers generally in the U.S., and Hispanic housekeepers are particularly at risk of sustaining injuries, researchers involved in a union-backed study have concluded.

The report by researchers from four universities and Unite Here, a union representing hotel workers, said the injury rate for hotel workers is almost 40 percent higher than that of all other service sector workers at 5.2 injuries per 100 workers.

The study analyzed injury records from 50 unionized hotels operated by the top five hotel companies from 2003-2005. Housekeepers experienced the highest injury rate of any group at 7.9 per 100 workers, 50 percent higher than the overall pool.

“These are extremely alarming rates,” said Susan Buchanan with the University of Illinois’ Chicago School of Public Health and the lead author of the study.

United Press International

You are here: [Home](#) / [Business News](#) / [Union reports on injuries to hotel workers](#)

Business News

Union reports on injuries to hotel workers

Published: Nov. 21, 2009 at 2:21 AM

CHICAGO, Nov. 21 (UPI) -- A union representing U.S. hotel workers says women, Hispanics and Asians are more likely to be hurt doing their jobs.

Many hotel employees blame the larger beds chains use to tempt guests, The Miami Herald reported.

Francine Jones, who has been working for hotels for 18 years, is a housekeeper at the Hyatt Regency Chicago. "The mattresses, the carpets, the vacuums -- it's all very heavy," she said during a teleconference organized by Unite Here, the union.

A group of researchers retained by the union analyzed data on injuries. They concluded women, Asians and Hispanics are 1.5 times more likely to be hurt on the job than white men.

Hispanic housekeepers had an even higher injury rate, twice that of all hotel employees.

Unite Here is negotiating contracts with several chains. Union officials say negotiators have been trying to get contractual language aimed at preventing injuries, including supplying fitted sheets so housekeepers do not have to lift mattresses to tuck sheets in.

THE SPOKESMAN-REVIEW

Spokane Washington

November 29, 2009

Study finds minority hotel workers face more risks at work

Niala Boodhoo
McClatchy

MIAMI – Hotel chains like to tout their large, comfortable beds as a selling point, but those 125-pound mattresses are likely causing greater injury to female, Hispanic and Asian hotel workers, according to a study to be published in the American Journal of Industrial Medicine in January.

The union Unite Here provided data on 2,865 injuries at 50 hotels from the nation's five largest chains: Hilton Worldwide, Hyatt Hotels, InterContinental Hotels Group, Marriott International and Starwood Hotels & Resorts Worldwide. The study did not include luxury properties.

It was analyzed by a group of academics, who found that female, Hispanic and Asian hotel workers were 1.5 times more at risk of injury than white men. Hispanic housekeepers were twice as likely to be hurt.

The work of a housekeeper has changed dramatically as beds have gotten bigger and workloads more strenuous, said Francine Jones, a Hyatt Regency Chicago housekeeper who has spent 18 years in the industry.

"The mattresses, the carpets, the vacuums – it's all very heavy," said Jones, who spoke during a teleconference by the union, which singled out Hyatt workers as having the highest risk of injury and Hilton as having the lowest.

"When you go to your own doctor and they say you need to stay home, Hyatt is not going to pay workers' comp for you to sit at home," she added. "Their doctor says you're fine, you can go back to work, just on light duty, and there's no time to heal."

In a statement, Hyatt said its workers' health and safety were its highest priorities. "It is clear that the union's conclusions are not consistent with the workplace environments in our hotels," Hyatt said.

Unite Here is in the bargaining process of negotiating several contracts with hotels across the country. The union has tried to negotiate, for example, with Hyatt that workers clean 16 rooms a day, down from 32. They also ask hotels to provide fitted sheets, so housekeepers don't have to

lift up mattresses as much to tuck sheets under, and mops, so workers don't have to kneel to clean bathrooms with a rag.

Government data has historically shown that Hispanic workers are disproportionately more likely to be injured or killed on the job, regardless of industry.

Columbus Dispatch

Minority hotel workers found under more stress Heavy lifting a problem, union says

Sunday, November 29, 2009 3:29 AM

By Niala Boodhoo

McCLATCHY NEWSPAPERS

<p>An employee makes a bed at the InterContinental Hotel & Conference Center in Cleveland. A union wants employees responsible for fewer rooms.</p>

File photo

An employee makes a bed at the InterContinental Hotel & Conference Center in Cleveland. A union wants employees responsible for fewer rooms.

MIAMI -- Hotel chains like to tout their large, comfortable beds as a selling point, but those 125-pound mattresses are probably causing greater injury to female, Latino and Asian hotel workers, according to a study to be published in the American Journal of Industrial Medicine.

The union Unite Here provided data on 2,865 injuries at 50 hotels owned by the nation's five largest chains: Hilton Worldwide, Hyatt Hotels, InterContinental Hotels Group, Marriott International and Starwood Hotels & Resorts Worldwide. The study did not include luxury properties.

It was analyzed by a group of academics, who found that female, Latino and Asian hotel workers were 1.5 times more at risk of injury than white men. Latino housekeepers were twice as likely to be hurt.

The work of a housekeeper has changed dramatically as beds have gotten bigger and workloads more strenuous, said Francine Jones, a Hyatt Regency Chicago housekeeper who has worked in the industry for 18 years.

"The mattresses, the carpets, the vacuums -- it's all very heavy," said Jones, who spoke during a teleconference by the union, which singled out Hyatt workers as having the highest risk of injury. Hilton was said to have the lowest.

"When you go to your own doctor and they say you need to stay home, Hyatt is not going to pay workers' comp for you to sit at home," she added. "Their doctor says you're fine, you can go back to work, just on light duty, and there's no time to heal."

In a statement e-mailed to The Miami Herald, Hyatt said its workers' health and safety are its highest priorities.

"It is clear that the union's conclusions are not consistent with the workplace environments in our hotels," Hyatt said.

Unite Here is negotiating several contracts with hotels across the country. The union has tried to negotiate, for example, with Hyatt so that workers would clean 16 rooms a day, down from 32. The union also asks hotels to provide fitted sheets, so that housekeepers don't have to lift mattresses as much to tuck sheets under, and with mops, so that workers don't have to kneel to clean bathrooms with a rag.

The study's authors said it was too early to pinpoint why female, Latino and Asian workers were more at risk.

SanLuisObispo.com
THE TRIBUNE

Posted on Tue, Nov. 24, 2009

Study: Minority hotel workers face more risks on the job

By NIALA BOODHOO

Hotel chains like to tout their large, comfortable beds as a selling point, but those 125-pound mattresses are likely causing greater injury to female, Hispanic and Asian hotel workers, according to a study to be published in the American Journal of Industrial Medicine in January.

The union Unite Here provided data on 2,865 injuries at 50 hotels from the nation's five largest chains: Hilton Worldwide, Hyatt Hotels, InterContinental Hotels Group, Marriott International and Starwood Hotels & Resorts Worldwide. The study did not include luxury properties.

It was analyzed by a group of academics, who found that female, Hispanic and Asian hotel workers were 1.5 times more at risk of injury than white men. Hispanic housekeepers were twice as likely to be hurt.

The work of a housekeeper has changed dramatically as beds have gotten bigger and workloads more strenuous, said Francine Jones, a Hyatt Regency Chicago housekeeper who has spent 18 years in the industry.

"The mattresses, the carpets, the vacuums - it's all very heavy," said Jones, who spoke during a teleconference by the union, which singled out Hyatt workers as having the highest risk of injury. Hilton as the lowest.

"When you go to your own doctor and they say you need to stay home, Hyatt is not going to pay workers' comp for you to sit at home," she added. "Their doctor says you're fine, you can go back to work, just on light duty, and there's no time to heal."

In a statement e-mailed to The Miami Herald, Hyatt said its workers' health and safety were its highest priorities.

"It is clear that the union's conclusions are not consistent with the workplace environments in our hotels," Hyatt said.

Unite Here is in the bargaining process of negotiating several contracts with hotels across the country. The union has tried to negotiate, for example, with Hyatt that workers clean 16 rooms a day, down from 32. They also ask hotels to provide fitted sheets, so housekeepers don't have to lift up mattresses as much to tuck sheets under, and mops, so workers don't have to kneel to clean bathrooms with a rag.

Government data has historically shown that Hispanic workers are disproportionately more likely to be injured or killed on the job, regardless of industry.

The study's authors said it was too early to pinpoint exactly why in this case, female, Hispanic and Asian workers were more at risk.

"It could be language barriers, it could be discriminatory job task assignments - there is no data at this point in the occupational injury world that explains why some groups are getting more injured than others," said Susan Buchanan, a University of Illinois Chicago public health professor.

Women Hotel Workers Suffer High Injury Rates

New America Media, News Report, Seth Sandronsky , Posted: Dec 06, 2009

[NT Review it on NewsTrust](#)

Working in a hotel can be hazardous to your health, especially for women and ethnic minorities, according to a recent study of occupational injuries.

The study is one of the first studies of injury incidence, rate and risk ratios by gender, employer, ethnicity, job group and race in the U.S. hotel industry.

Researchers found that female hotel workers over-all were 1.5 times more likely to suffer injuries than males. Injuries to Hispanic female hotel workers were nearly twice that of white females. Meanwhile, Asian and Hispanic male employee injuries were 1.5 times greater than whites.

Susan Buchanan, MD, of the University of Illinois Chicago School of Public Health, is the lead author of the study, presented at a recent meeting of the American Public Health Association in Philadelphia. "These alarming results raise many questions as to why injury rates are so high for women and Hispanic and Asian workers in the hotel sector," she said.

Buchanan and her co-researchers analyzed federal Occupational Safety and Health Administration data between 2003 and 2005 on nearly 3,000 worker injuries in five hotel job categories at 50 unionized properties of Hilton Worldwide, Hyatt Hotels, InterContinental Hotels Group, Marriott International and Starwood Hotels & Resorts Worldwide. Non-whites comprised 80 percent of the hotel employees in the study.

The companies supplied the OSHA data to the labor union Unite Here, AFL-CIO, which represents 100,000 hotel workers at more than 900 properties in the United States and Canada. In turn, the union provided financial help. Joanna Shimekan, an independent consultant statistician associated with the University of Illinois School of Public Health, analyzed the data.

At least one hotel company was skeptical of the study's findings. "While we take seriously all valid research regarding workplace safety, we have not had the opportunity to thoroughly review the data and design of the Unite Here study," said Amy Patti, a Hyatt spokeswoman. "However, it is clear to us that the union's conclusions are not consistent with the workplace environment in our hotels."

John Wilhelm, the president of Unite Here, disagrees with Patti. "Hyatt, with the highest reported injury rate for housekeepers, needs to make changes immediately that will keep housekeepers safe and pain-free at work," he said.

Unite Here's labor contracts with Hyatt in Chicago and San Francisco ended in August. Union workers in San Francisco protested the stalled talks with a three-day strike before returning to work in November.

Every fifth employee in the study worked in housekeeping, and had the highest risk of being hurt, researchers found.

Consider Celia Alvarez, a former housekeeper. She experienced a permanent injury working at a non-union Hyatt property in Long Beach. "Cleaning between 25 to 30 rooms a day demands working fast and this is how I hurt my body," she said. There isn't time to take care of our bodies. I have pain every day."

In each job category studied, the most common injury was to the upper extremity, according to the researchers. Injuries to the back and lower extremities of hotel workers were next in frequency.

Employees at non-unionized hotels may be less likely to report their injuries to management, the study noted. Thus, unrepresented hotel employees who do not collectively bargain working conditions with employers could have higher injury rates than their union counterparts.

The study did not conclusively pinpoint the links among company, gender, ethnicity, race and job factors and injury disparities. "The excess risk among Hispanic housekeepers compared to other housekeepers is more difficult to explain, and requires further study," said Laura Punnett, ScD, of the University of Massachusetts Lowell, a co-author of the study.

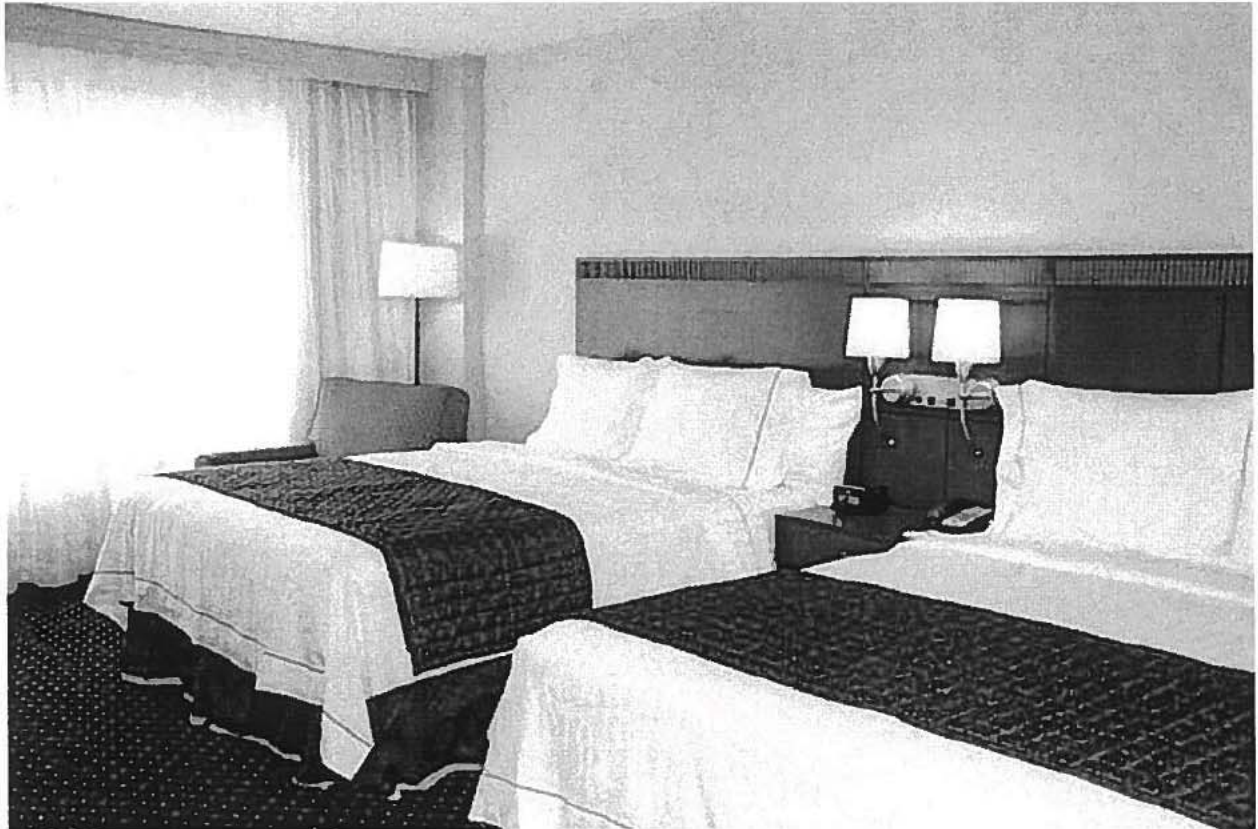
Future examination should focus on injury prevention methods for hotel workers, according to Niklas Krause, MD, a co-researcher on the study at the University of California, San Francisco. "It is time, especially for those companies with the worst rates," he said, "to make a concerted effort to halt this disparate occurrence of work-related pain and suffering."

The union-backed study presented at the recent APHA meeting will appear in the peer-reviewed American Journal of Industrial Medicine in January.

Seth Sandronsky lives and writes in Sacramento. Contact ssandronsky@yahoo.com.

Hotel housekeepers susceptible to injury

SP Services December 11, 2009



Those nice hotel beds are an accident waiting to happen. Hotel housekeepers in the U.S. are injured on the job at twice the rate for all workers in the country.

Photograph by: Handout photo, Canwest News Service

A new study of workers at 50 hotels in the United States found that women were 50 per cent more likely to be injured than men.

The study, which will be published in January in *The American Journal of Industrial Medicine*, said the injury rate was higher for female hotel employees because they worked disproportionately as housekeepers, which is the most injury-prone hotel job.

According to the study, housekeepers have a 7.9 per cent injury rate each year, 50 per cent higher than for all hotel workers and twice the rate for all workers in the United States.

Other academic studies have concluded that housekeepers have a high injury rate because they do repetitive tasks, lift heavy mattresses and work rapidly to clean a dozen or more rooms.

© Copyright (c) Canwest News Service

Hotel Rooms Get Plusher, Adding to Maids' Injuries

Race for Amenities Begins Taking a Toll

By STEVEN GREENHOUSE

Some call it the "amenities arms race," some "the battle of the beds."

It is a competition in which the nation's premier hotels are trying to have their accommodations resemble royal bedrooms. Superthick mattresses, plush duvets and decorative bed skirts have been added, and five pillows rather than the pedestrian three now rest on a king-size bed. Hilton markets these rooms as Suite Dreams, while Westin boasts of its Heavenly Beds.

The beds may mean sweet dreams to hotel guests, but they mean pain to many of the nation's 350,000 hotel housekeepers. Several new studies have found that thousands of housekeepers are suffering arm, shoulder and lower-back injuries.

"It's gotten harder," said Dolores Reyes, a 55-year-old housekeeper re-

ing mirrors, scrubbing bathroom tiles, cleaning hair dryers, and stocking shampoo and soap.

The hotel workers' union, Unite Here, says injuries and the increased workload will be a major issue in negotiations this spring with Hilton, Starwood and other hotel chains. The union is threatening its biggest strike ever, one that might involve hundreds of hotels in New York, Boston, Chicago, Honolulu, Los Angeles and Toronto.

"Our union has been increasingly pushed by our members in housekeeping to take a close look at this problem," said John W. Wilhelm, president of Unite Here's hospitality division. "The amenity arms race among the major hotel companies has dramatically increased the workload and the injury rate."

Indeed, a union study based on statistics provided by the hotels has found that since 2002, when the amenities race began in earnest, the injury rate for housekeepers has climbed to 71 percent more than for all hotel workers, compared with 47 percent more beforehand.

Another study, by ergonomics professors at Ohio State University, concluded that housekeepers had so strenuous a job that they had a higher risk of back disorders than auto-workers who assemble car doors.

Still other research, by Orr Consulting, a firm dealing in ergonomics, found that the strain of making 12 or more king-size beds a day — many with 115-pound mattresses, 14-pound duvets and three sheets instead of two — exceeded federal occupational safety guidelines on lifting. And in a recent Unite Here survey of 622 housekeepers in Boston, Los Angeles and Toronto, 91 percent said they had work-related pain, 67 percent had gone to doctors because of that pain and 66 percent took medication for it.

Westin introduced the Heavenly Bed in 1999, touching off the bed wars. Marriott, Crowne Plaza and Hilton joined in, spending hundreds of millions on mattresses, feather-filled duvets, goose-down pillows and softer sheets.

A good night's sleep for someone can mean back pain for someone else.

sponsible for 16 rooms a day at the Hilton Hawaiian Village in Honolulu. "I've been trying to get my body used to it, but instead I'm feeling more pain. I've had to go to the doctor about my shoulders. That's what's killing me right now."

The problem, housekeepers say, is not just a heavier mattress, but having to rush because they are assigned the same number of rooms as before while being required to deal with far more per room: more pillows, more sheets, more amenities like bathrobes to hang up and coffee-pots to wash.

Ms. Reyes complained that some days she must make 25 double beds, a task that entails taking off, and putting on, 100 pillowcases. And then there are vacuuming, dusting, wash-



Sally Ryan for The New York Times

"Almost every day I take Motrin 800," said Jackie Branson, 50, a housekeeper at the Chicago Hilton and Towers who has back and shoulder pain.

"This has proven to be a very positive thing with the hotel consumer," said Joseph A. McInerney, president of the American Hotel and Lodging Association. "People have said they've gotten the best sleep they've ever had."

Mr. McInerney said the injury rate among hotel workers was lower than that of many other industries.

"As hoteliers," he said, "we really respect what our workers do every day, because they take care of our guests. We don't want to do anything that endangers them."

But William S. Marras, co-director of the Institute for Ergonomics at Ohio State, found that the heavier lifting and a greater workload endangered housekeepers.

Professor Marras has helped develop an elaborate apparatus, the Lumber Motion Monitor, that is placed along workers' spines to measure the strain of their move-

ments.

"We heard that things were changing for hotel housekeepers, and so we applied this to them," he said. "I was surprised to see how risky these jobs were."

Housekeepers, who earn \$17,300 a year on average, invariably stoop over to lift mattresses, some of which are only 14 inches off the floor. They frequently twist their backs as they tuck in the sheets, often three of them rather than the two of yesterday. Since it can take 10 to 12 minutes a bed, a housekeeper who makes 25 beds a day frequently spends four to five hours on the task, lifting mattresses 150 to 200 times.

"Almost every day I take Motrin 800," said Jackie Branson, 50, a housekeeper at the Chicago Hilton and Towers. "It's for my back and my shoulders, mostly."

After a day in which Ms. Branson has cleaned 14 rooms in the elite

Towers section, she feels "whipped, beat, especially at the end of a bad day."

"Every time you turn around," she said, "there's something new that has been added."

Hilton recently sent Unite Here a report acknowledging that 20 workers at the Chicago Hilton reported injuries last year from making beds.

But Marc Grossman, a spokesman for Hilton, said the company had increased training to try to minimize harm to housekeepers in amenity-filled rooms. The company is also easing workloads, he said, by removing bathtubs from rooms with king-size beds, leaving just showers, and, to reduce dusting, by removing bulky armoires and replacing boxy televisions with flat-screen TV's.

Mr. Grossman said Unite Here was pushing the injury issue as a smoke screen, largely to pressure hotel companies to agree to pro-

cedures making it easier to organize workers at the chains' nonunion hotels.

He said Hilton's injury rate had fallen since 2001. Though he declined to provide detailed numbers, other officials of the industry noted that the rate among all hotel workers, according to the Bureau of Labor Statistics, dropped to 5.6 per 100 workers in 2004, from more than 6 in each of the previous four years.

But Eric Frumlin, Unite Here's safety director, noted its research suggesting that while the rate appeared to be declining for hotel workers as a whole, it was climbing for housekeepers.

"This job category," said Dr. Peter Orris, professor of occupational health sciences at the University of Illinois at Chicago, "has not had the much prominence. We need to investigate how to reduce these injuries and this kind of stress at work."

April 26, 2006 12:33 PM US Eastern Timezone Statement from AH&LA
President/CEO Joseph McInerney in Response to UNITE HERE Study

WASHINGTON--(BUSINESS WIRE)--April 26, 2006--UNITE HERE released a study on Tuesday, "Creating Luxury, Enduring Pain." Following is a statement from American Hotel & Lodging President/CEO Joseph McInerney, CHA.

"The safety of our employees is our top priority and it is an issue we take very seriously.

"The fact is, while hotels and responsibilities differ and there is no one-size-fits-all solution, there is certainly a common goal to protect our employees. That's why hotels across the country are taking specific steps to ensure workplace safety. These include hiring ergonomic experts to evaluate room attendant techniques, implementing comprehensive training programs designed to minimize injuries, and investing millions of dollars in automated room cart systems.

"The hotels also work at training their housekeeping staff when they inaugurate a bedding program to make sure they have informed them of the nature of the work in a responsible manner. Where there is a union, the hotels routinely work with the union; where there is no union the hotels work directly to train the housekeeping staff.

"Recently, many hotels also have begun a "green rooms" initiative, in which housekeepers change linens only at the guest's request or at checkout. This is an effort to be environmentally responsible as well as respectful of our workers. "

"Finally, the Bureau of Labor Statistics has found that the rate of injury in our industry is lower than other comparable service-based industries, and we will continue to work to ensure our employees are not put at risk.

"Unfortunately, today, UNITE HERE has turned employee safety into a public relations event, aimed at harming the hotel industry's reputation. We hope UNITE HERE will begin to work with us to solve any safety concerns they might be aware of, instead of trying to exploit this very serious issue to further their own separate agenda -- that is, to pressure hotels during upcoming negotiations to allow the union to organize through card check neutrality. "

Contacts

American Hotel & Lodging Association (AH&LA) Kathryn Potter, 202-289-3131 Print this Release

Loftus, Angie - OSHA

From: Turek, Diane - OSHA
Sent: Monday, December 06, 2010 12:50 PM
To: Ex 7c OSHA; Ex 7c OSHA; Loftus, Angie - OSHA
Subject: FW: UNITE HERE Local 1 contacts at four hotels

Importance: High

Attachments: UNITE HERE contacts 4 hotels.pdf



UNITE HERE
contacts 4 hotels.p..

FYI

-----Original Message-----

From: Pamela Vossenas Ex 7c
Sent: Friday, December 03, 2010 9:46 PM
To: Donovan, William - OSHA
Cc: Connors, Michael - OSHA; Turek, Diane - OSHA; Anderson, Gary - OSHA
Subject: UNITE HERE Local 1 contacts at four hotels
Importance: High

Hello Mr. Donovan,
Attached are the Local 1 members and workers at the four hotels where complaints were filed who will serve as a point of contact, with the primary contact listed first. Please call me with any questions.

Sincerely,
Pamela

Pamela Vossenas, MPH
Workplace Safety & Health Coordinator/
Staff Epidemiologist
UNITE HERE! International Union
Strategic Affairs Department
275 Seventh Avenue, 11flr
New York, NY 10001
212-332-9318 direct line
Ex 7c cell
212-489-0598 fax

UNITEHERE!

275 Seventh Avenue, 11th Floor, New York, NY 10001 • TEL (212) 265-7000 • FAX (212) 265-3415 • WWW.UNITEHERE.ORG

December 2, 2010

Bill Donovan, Assistant Regional Administrator for Enforcement Programs
OSHA Region 5
230 S. Dearborn, Suite 3244
Chicago, IL 60604

Dear Mr. Donovan,

Below is the list of UNITE HERE Local 1's contacts (primary contact first) at each of the hotels where complaints have been filed. I can identify next week their departments and if interpretation is needed. Please call with any questions.

Sincerely,



Pamela Vossen, MPH
Workplace Safety & Health Coordinator/Staff Epidemiologist
212-332-9318 direct line
Ex 7c cell
212-489-0598 fax

Hvatt McCormick

Ex 7c

Hyatt Regency Chicago

Ex 7c

Park Hyatt

Ex 7c

Hyatt Ohare

Ex 7c

cc: Diane Turek - Area Director of Chicago North OSHA Office
Gary Anderson - Area Director of Calumet City OSHA Office

Union
Reps

JOHN W. WILHELM, PRESIDENT
GENERAL OFFICERS: Sheri Chiesa, Secretary-Treasurer; Peter Ward, Recording Secretary; D. Taylor, General Vice President;
Tho Thi Do, General Vice President for Immigration, Civil Rights and Diversity

11/30/2010 Documents

Loftus, Angie - OSHA

From: Turek, Diane - OSHA
Sent: Monday, December 06, 2010 12:52 PM
To: Ex 7c OSHA; Ex 7c OSHA; Loftus, Angie - OSHA
Subject: FW: Meeting at Chicago Regional Office November 30

Attachments: Occ Injury Disparities US Hotel Industry Published.pdf



Occ Injury
Disparities US Hote..

[More](#)

-----Original Message-----

From: Pamela Vossenas Ex 7c
Sent: Friday, December 03, 2010 10:37 PM
To: Newquist, John - OSHA
Cc: Connors, Michael - OSHA; Walters, Nick - OSHA; Donovan, William - OSHA; Turek, Diane - OSHA; Anderson, Gary - OSHA
Subject: RE: Meeting at Chicago Regional Office November 30

Hello,
Here is the published version of the AJIM study.

Thank you again for making time to meet with us earlier this week.

Sincerely,
Pamela
Pamela Vossenas, MPH
Workplace Safety & Health Coordinator/
Staff Epidemiologist
UNITE HERE! International Union
Strategic Affairs Department
275 Seventh Avenue, 11flr
New York, NY 10001
212-332-9318 direct line
Ex 7c cell
212-489-0598 fax

Occupational Injury Disparities in the US Hotel Industry*

Susan Buchanan, MD, MPH,^{1*} Pamela Vossen, MPH,² Niklas Krause, MD, PhD,³
 Joan Moriarty, MS,⁴ Eric Frumin, MA,⁴ Jo Anna M. Shimek, MS,⁵
 Franklin Mirer, PhD, CIH,⁶ Peter Orris, MD, MPH,⁷ and Laura Punnett, ScD⁸

Background Hotel employees have higher rates of occupational injury and sustain more severe injuries than most other service workers.

Method OSHA log incidents from five unionized hotel companies for a three-year period were analyzed to estimate injury rates by job, company, and demographic characteristics. Room cleaning work, known to be physically hazardous, was of particular concern.

Results A total of 2,865 injuries were reported during 55,327 worker-years of observation. The overall injury rate was 5.2 injuries per 100 worker-years. The rate was highest for housekeepers (7.9), Hispanic housekeepers (10.6), and about double in three companies versus two others. Acute trauma rates were highest in kitchen workers (4.0/100) and housekeepers (3.9/100); housekeepers also had the highest rate of musculoskeletal disorders (3.2/100). Age, being female or Hispanic, job title, and company were all independently associated with injury risk.

Conclusion Sex- and ethnicity-based disparities in injury rates were only partially due to the type of job held and the company in which the work was performed. *Am. J. Ind. Med.* 53:116–125, 2010. © 2009 Wiley-Liss, Inc.

KEY WORDS: occupational injury; hotel workers; housekeepers; musculoskeletal disorders; health disparities

BACKGROUND

Health disparities between the sexes and between racial/ethnic groups have been documented for a wide spectrum of diseases [Satcher and Higginbotham, 2008] but research on disparities in the rates of injuries and diseases occurring in the workplace is still emerging. Recent studies have shown that Hispanic workers have the highest rate of fatal and non-fatal OSHA-reported injuries in the US, followed by black non-Hispanic workers [Richardson et al., 2003; USBLS, 2007a]. Among agricultural and hospital workers, a disproportionate burden of occupational injury is carried by women, African Americans, and Latinos [McGwin et al., 2000; Simpson and Severson, 2000; McCurdy et al., 2003]. Elevated risks among these groups are partially explained by disproportionate employment in high-risk industries and occupations, but there may also be disparities within the same industry or job classification, perhaps resulting from sex, racial, or ethnic discrimination and other factors.

¹Division of Environmental and Occupational Health Sciences, University of Illinois at Chicago School of Public Health, Chicago, Illinois

²Occupational Safety and Health Program, UNITE HERE, New York, New York

³Division of Occupational and Environmental Medicine, University of California San Francisco, San Francisco, California

⁴Workers United/SEIU, New York, New York

⁵Division of Environmental and Occupational Health Sciences, University of Illinois at Chicago School of Public Health, Chicago, Illinois

⁶Environmental and Occupational Health Sciences, Urban Public Health Program, Hunter College School of Health Sciences, New York, New York

⁷Department of Occupational and Environmental Medicine, University of Illinois at Chicago Medical Center, Chicago, Illinois

⁸Department of Work Environment, University of Massachusetts Lowell, Lowell, Massachusetts

*Work conducted while Joan Moriarty and Eric Frumin were at UNITE HERE.

Contract grant sponsor: UNITE HERE.

Correspondence to: Susan Buchanan, MD, MPH, 835 S. Wolcott, MC-684, Chicago, IL 60612. E-mail: sbucha3@uic.edu

Accepted 22 May 2009

DOI 10.1002/ajim.20724. Published online in Wiley InterScience (www.interscience.wiley.com)

Within the US hospitality industry, hotels, and motels employ 1.8 million workers [USBLS, 2007b]. In the United States, hotel workers are nearly 40% more likely to be injured on the job than all other service sector workers. Hotel workers also sustain more severe injuries resulting in more days off work, more job transfers, and more medically restricted work compared to other employees in the hospitality industry [USBLS, 2005].

Approximately 25% of hotel workers are employed in housekeeping departments [USBLS, 2007b]. Housekeepers constitute the single largest occupational group in the hotel industry and include room cleaners (maids or room attendants) and housemen. Many room attendants are immigrant or minority women, with a majority being either Asian, Latin American, or African American [Wial and Rickert, 2002]. Thus, they belong to several groups that have been repeatedly identified as having excessive occupational risks: women [Stellman, 1999; NIOSH, 2002; Kauppinen et al., 2003; Messing, 2004; Treaster and Burr, 2004], immigrants [Improving Health and Safety Conditions for California's Immigrant Workers, 2002], ethnic/racial minorities [Frumkin et al., 1999], and low-wage workers [Frumkin and Pransky, 1999]. However, very little is known about occupational injuries among hotel housekeepers; the US Bureau of Labor Statistics (BLS) does not provide rates of occupational injury and illness for single occupations. Among Las Vegas hotel room cleaners, the prevalence of self-reported pain associated with work was 75% during the previous year [Scherzer et al., 2005]; 63% had had severe or very severe low back pain just in the prior month [Krause et al., 2005].

In 1996, the first National Institute for Occupational Safety and Health (NIOSH) research agenda ("NORA") called for innovative occupational health research to determine the extent and severity of disease and injury among special worker populations [NIOSH, 1996]. Ten years later, the revised NORA research agenda targeted the service sector, which accounts for 80% of the US workforce. Hotel workers have been repeatedly identified as an under-researched population with significant problems such as musculoskeletal injuries; even less is known about dishwashers, cooks, and other food service workers.

This study analyzes the rates of OSHA-reported injury within the hotel industry for four leading hotel job categories (hotel housekeepers, cooks/kitchen workers, stewards/dishwashers, and banquet servers), and examines disparities in injury risk by race/ethnicity and sex.

METHODS

Study Population

Institutional Review Board approval was obtained from the University of Illinois at Chicago under the "exempt" classification. The study population consisted of non-

supervisory hotel workers employed for a minimum of 2 weeks in at least 1 year during the study period of 2003–2005, at full-service hotels operated by the five largest hotel companies in the United States. For this study, full-service hotels are defined as properties with at least 100 guest rooms and with a minimum of 10,000 square feet of conference space. These criteria were intended to increase the likelihood that job classifications and workplace exposures to ergonomic and safety hazards would be similar. Luxury chains were excluded because the design and pace of work varies significantly at these properties.

The five companies operate several hotel chains that together make up over 70% of the full-service hotel rooms nationwide, with each company establishing its own standards of service. According to information found on the companies' public websites in February 2007, these companies operate 964 hotel properties in the US that meet the study's definition of full-service hotels. UNITE HERE, the largest hospitality workers union in North America, represents workers at many of these hotels.

Hotel Sampling

Upon request from the union, 71 of the hotels with collectively bargained contracts provided data, which could be utilized for this study. The two largest companies represented an unbalanced proportion of the sample, so a random number generator [Research Randomizer, 1997–2008] was used to select 12 hotels from each of these two. All hotels from the three other companies were included in the data analysis. This produced a sample of 50 hotels with sufficient data from 2003 to 2004 and 45 from 2005 (Table I). Study hotels were dispersed across the country with concentrations in large urban areas including New York City, Chicago, San Francisco, Los Angeles, and Honolulu.

Job Classifications

Job titles are numerous within hotel departments and vary from employer to employer. The authors in collaboration with

TABLE I. Hotel Company Distributions of US Full-Service Hotels and Hotels in the Study Sample

Company	Full-service hotels		Study sample	
	No.	%	No.	%
Company 1	334	35	12	24
Company 2	95	10	12	24
Company 3	10	1	5	10
Company 4	319	33	9	18
Company 5	206	21	12	24
Totals	964	100	50	100

experienced union field staff familiar with the specific job titles, grouped the jobs that share similar tasks and exposures to workplace hazards (e.g., “dishwasher” and “pot washer,” “housekeeping attendant” and “room attendant”). Five key job categories were created—housekeepers, banquet servers, stewards/dishwashers, cooks/kitchen workers, and “other.” Housekeepers perform guest room cleaning including making beds, vacuuming floors, cleaning shower walls and bathroom fixtures, dusting furniture, and pushing carts. Banquet servers provide food service such as carrying plated food from the kitchens to the customers, dispensing drinks, and supplying food to cafeteria and buffet services. Stewards retrieve, sort, load/lift, unload, and return dishes, glasses, pots, utensils and silverware, and provide these items by pushing carts to cafeteria and buffet lines. In addition, stewards maintain cleanliness in food preparation areas. Cooks lift, weigh, measure, mix, cut and grind food ingredients; they cook these ingredients and compose salads and other food for serving [USBLS Occupational Outlook Handbook, 2008–2009]. All remaining jobs were categorized as “other.” Jobs classified as “other” were those that did not share similar job tasks or exposures with the other four key job categories. These included lobby attendant, cashier, door person, host/hostess, among others.

Database Creation

Employee rosters and OSHA 300 log data were provided to the union by the five hotel companies for the period 2003–2005. The employee rosters provided employee name, department, job title, date of birth, date of hire, termination date, sex, and race/ethnicity. Race/ethnicity was defined by the employer based on employee self-report as one of the following five mutually exclusive categories: American Indian, Asian, Black, Hispanic, and White.

The OSHA 300 logs included employee name, department name or location where injury event occurred, job title, date of injury, injury description, days away from work, and days on restricted duty. These data were matched to the employee rosters using employee name and date of birth. The final dataset included a single record for each employee. Up to three injury or illness incidents during the 3-year study period were abstracted for each individual. Employee names were removed from all datasets before data analysis began. A record number was assigned to each injury incident and was subsequently used in all data analyses.

Injury Coding

Nature of injury data was constructed from the injury description section of OSHA log entries and were grouped by the authors into four categories: musculoskeletal disorders (MSDs), acute trauma injuries, other, and not classifiable. MSDs were coded according to the US BLS definition: “an

injury or disorder of the muscles, nerves, tendons, joints, cartilage, or spinal discs. MSDs do not include disorders caused by slips, trips, falls, motor vehicle accidents, or similar accidents” [USBLS, 2007c]. Back pain or pain at other body locations and strain or sprain injuries were coded as MSDs unless the entry referenced stairs or ladders, or the employer-reported description of the injury referenced a slip or fall. “Acute trauma” cases included contusions, fractures, lacerations, heat burns, and sprain or strain injuries with evidence of an injury mechanism that involves acute contact with outside objects (e.g., hit by, struck against) that were not otherwise categorized as an MSD. “Other” incidents included chemical exposures, foreign bodies in the eye, and all other cases. “Not classifiable” injuries had insufficient information to determine the nature of injury.

Statistical Analysis

All data were analyzed using SAS (SAS v. 9.1, 2007. SAS Institute, Cary, NC) and Excel (Microsoft Office 2003, Seattle, Washington). Injury rates and risk ratios were calculated to compare the injury experience of hotel workers by sex, race/ethnicity, and job title for the entire study population and by company. The denominator for all calculations was calculated from the number of workers who met the inclusion criterion of employment for a minimum of 2 weeks during each year of study. As individual employees may be counted in more than one study year, the denominators represent total worker-years of observation. The available data did not provide information on part-time/full-time status. The race and ethnicity characterization was left blank on the employee rosters for <1% of the sample. Therefore, this race/ethnicity “not classified” group was excluded from all data analyses.

Age was computed by subtracting birth date from the last day of the year being analyzed (e.g., in 2003, Age = 12/31/2003 – birth date) divided by 365.25. Only employees aged 18–70 years were included in the analysis. A job tenure variable was similarly created by subtracting termination date from hiring date.

Risk ratios were calculated using the following referent groups: males, whites, and “other” job title. For analyses by hotel company, Company 1 was chosen as the referent group on the basis of the level of union presence at its hotels, thereby a measure of labor and management’s negotiation of working conditions.

Because we had injury count data and repeated measures (multiple years per subject), we performed multivariable Poisson regression modeling (Loomis et al. 2005) with generalized estimating equations (GEE) using SAS Proc Genmod with a Poisson distribution, unstructured correlations and log link to estimate relative risk. Regression models included age (18–27 years, 28–37 years, 48–57 years, 58–70 years), sex, race/ethnicity, job title, job tenure (0–10

TABLE II. Demographic Breakdown of Hotel Workers* Employed 2003–2005 in 50 Unionized Full-Service Hotels (n = 55,327)

	Total		Housekeeper		Banquet server		Steward/dishwasher		Cook/kitchen worker		Other jobs	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Male	31,135	56.4	269	2.3	3,406	66.8	2,948	85.1	3,269	72.0	20,280	69.2
Female	24,048	43.6	11,320	97.7	1,693	33.2	518	14.9	1,271	28.0	9,008	30.8
White	11,187	20.3	982	8.4	2,137	36.8	286	8.1	882	19.3	6,898	23.3
Asian	13,352	24.2	3,109	26.7	909	15.6	594	16.9	1,202	26.3	7,538	25.4
Black	12,252	22.2	3,439	29.5	712	12.3	962	27.3	872	19.0	6,267	21.1
Hispanic	18,392	33.3	4,118	35.3	2,047	35.3	1,678	47.7	1,622	35.4	8,927	30.1
American Indian	144	<1	12	<1	32	<1	7	<1	10	<1	83	<1
Total (%) ^a	55,327	100.0	11,660	21.1	5,837	10.5	3,527	6.4	4,588	8.3	29,713	53.7

*Total person-years observed, not total employees.

^aTotal excludes race "not specified" (<1% of total).

years, 11–20 years, 21–30 years, 31–40 years, 41–52 years), and hotel company as independent variables. In addition, cross tabulation and regression modeling were performed within the subset of female housekeepers. Similar analyses were not conducted within other subsets of other job classifications; female housekeepers were a particularly large subset.

RESULTS

There were a total of 55,327 worker-years of observation in the sample. Fifty-six percent of the sample was male and 44% female (Table II). By job title, 21% of the employees were housekeepers, 11% were banquet servers, 6% were stewards/dishwashers, 8% were cooks/kitchen workers, and 54% had other jobs. Most of the workers were non-white (Black, Asian, Hispanic), comprising 80% of the sample. American Indians and male housekeepers were very few in number. Hispanics comprised the largest proportion of three job titles: housekeepers, stewards, and cooks. The mean age of the study population was 44.5 years (SD 13.5). The mean job tenure was 9.61 years (SD 8.8).

There were 2,865 injuries recorded on the OSHA 300 logs in 2003–2005 (Table III), for an injury rate of 5.2 injuries per 100 worker-years. Acute trauma accounted for 52% of the injuries, 39% were musculoskeletal injuries, and 9% were "other" or "not classifiable." Women workers had a higher overall injury rate (6.3) than men (4.3).

Housekeepers had the highest overall injury rate and the highest rate of MSDs, at 7.9 and 3.2 per 100 workers, respectively. Acute trauma rates were highest in cooks/kitchen workers and housekeepers. Banquet servers had the lowest injury rates. Excluding the six injuries among American Indians, among housekeepers (Table IV), Hispanic workers had the highest overall injury rate at 10.6, the highest rate of MSDs (4.4), and the highest rate of acute traumas

(4.9). Among cooks (not shown), Asians had the highest rate: 8.4% for all injuries, with 7.9% among males and 10.1% among females.

In each job title of interest (housekeepers, etc.), injuries of the upper extremity were the most common, followed by back injuries and lower extremity injuries. By nature of injury, over 40% of MSDs involved the back, 22% distal upper extremities, and 13% the shoulder. In contrast, 44% of acute traumatic incidents were to the upper extremity, especially the hand.

Women workers overall and Asian and Hispanic men were about 1.5 times more likely to have been injured than their referent groups (Table V). Female American Indians fared the worst, although the number of injuries were so few that the confidence intervals are relatively wide. Hispanic women had almost double the risk of injury than their white female counterparts. Within job categories, non-white female cooks/kitchen workers fared poorly compared to their white counterparts as did non-white male banquet servers. Female housekeepers had about three times the risk of injury than male housekeepers, and Hispanic housekeepers were 70% more likely to be injured than white female housekeepers.

When analyzed by hotel company, the overall injury rates differed markedly by company, with companies 2, 3, and 4 in particular having almost twice the rate of Company 1 (Table VI). Company 2 had the highest rate of injury for housekeepers (10.4). This overall effect was consistent in analysis by injury type, with the lowest rates for both MSDs and acute trauma injuries in Company 1. These same patterns by company were also evident for key demographic groups within the four key jobs. Of the 15 job/race/sex groups with sufficient cases for comparison, Companies 2 and 3 had the highest injury rates for five of them and Company 4 had almost as many. Company 1 had only one such group, and Company 5 had none.

TABLE III. Injury Incidence and Rates* for the Hotel Worker Study Population, by Sex and Job Title, 2003–2005

	Total		Male		Female		Housekeeper		Banquet server		Steward/dishwasher		Cook/kitchen worker		Other jobs ^b	
	Inj no.	Rate	Inj no.	Rate	Inj no.	Rate	Inj no.	Rate	Inj no.	Rate	Inj no.	Rate	Inj no.	Rate	Inj no.	Rate
MSDs	1,117	2.02	525	1.68	592	2.46	368	3.16	63	1.08	70	1.99	80	1.74	536	1.82
Acute trauma	1,497	2.71	709	2.28	788	3.28	456	3.91	94	1.62	116	3.30	182	3.98	649	2.19
Other injuries	251	0.45	110	0.35	141	0.59	93	0.80	7	0.12	24	0.68	12	0.26	115	3.88
Total injuries	2,865	5.19	1,344	4.32	1,521	6.32	917	7.87	164	2.82	210	5.97	274	5.99	1,300	4.92

*Injury rate is number of cases per 100 person-years.

^bInjuries that were "not classifiable" were collapsed into "other" jobs.

The regression analyses of all hotel workers (Table VII) confirmed the higher injury risk for housekeepers and Hispanic workers, and the lower risk in Company 1, after adjusting for demographic characteristics. Comparison of univariable and multivariable models showed that some of the apparent excess risk in Black, Hispanic, and Asian workers was reduced after adjustment for job title and hotel company. This was consistent with the fact that Blacks were most likely (30%), and Whites least likely (8%), to be employed as housekeepers rather than in other jobs, and that Company 1 had fewer Black and Asian employees. Job tenure had a slight inverted-U effect (risk was highest for 21–30 years of seniority and then decreased) but it was dropped from the multivariable models because the coefficient was very small, the confidence intervals wide, and the type 3 (GEE) score statistics indicated that the variable did not contribute any explanatory power. Among female housekeepers, the predictors of injury were quite similar to those for all hotel workers, with increased risk for being Hispanic or employment at Companies 2, 3, and 4.

DISCUSSION

Several studies have shown that cleaning tasks in various industries demand a high level of physical effort, including high aerobic strain and repetitive movements [Hagner and Hagberg, 1989]; high static muscular loads [Milburn and Barrett, 1999]; high frequency of unsatisfactory postures such as stooping and crouching [Woods et al., 1999]; and subjective experience of strenuous work [Sogaard et al., 1996; Seifert and Messing, 2006]. In hotel workers specifically, guest room cleaning work is marked by time pressure, low job control, low wages, increasing use of contingent employees without job security, and few opportunities for career advancement [Parker, 1999; Lee and Krause, 2002; Wial and Rickert, 2002; Bernhardt et al., 2003; Krause et al., 2005]. The present study is one of the first to quantify the incidence, rates, and risk of injury among hotel workers.

We found that women were more often injured than men and that housekeepers in general suffered the highest injury rate among the four job titles of interest. Moreover, our results show an alarming injury rate among housekeepers in general and Hispanic housekeepers in particular. While close to half of the total workers here are women, they were heavily grouped in the housekeeping category, a set of jobs with very high physical demands. This study strengthens the evidence that job gender stereotyping within the American economy remains a potent defining factor for the workforce and potentially a substantial risk factor for injury [Mergler, 1995; Messing et al., 1998, 2003; Punnett and Herbert, 2000].

Socioeconomic status (SES) in general, and income inequality, education, and job-specific occupational hazards in particular, have all been proposed as possible explanations for racial/ethnic as well as gender health disparities. There is

TABLE IV. Injury Incidence and Rates* for Housekeepers by Race/Ethnicity, 2003–2005

	All injuries		MSDs		Acute trauma		Other/not classifiable	
	Inj no.	Rate	Inj no.	Rate	Inj no.	Rate	Inj no.	Rate
Asian	228	7.33	102	3.28	106	3.41	20	0.64
Black	189	5.50	58	1.69	113	3.29	18	0.52
Hispanic	435	10.56	183	4.44	203	4.93	49	1.19
White	62	6.31	24	2.44	32	3.26	6	0.61
American Indian	6	50.00	1	8.33	5	41.67	None	
Total ^a	920	7.89	368	3.16	459	3.94	93	0.80

*Injury rate is number of cases per 100 person-years.

^aTotal excludes race "not specified" (<1% of total).

consistent epidemiologic evidence that low status jobs are associated with a high burden of disease, injury, and disability [Robinson, 1989; Krause et al., 1997, 2001; Amick et al., 1998; Borg and Kristensen, 2000; Pransky et al., 2000; Berkman and Kawachi, 2002; d'Errico et al., 2007]. This burden falls disproportionately on workers who are multiply disadvantaged in society and who have been under-represented and under-served in occupational health research. Female immigrant cleaners are a typical example of a minority population at the low end of the well-established SES gradient.

As yet, there has been no evaluation of the causes of differential injury rates by race/ethnicity within job title in this industry. One must question whether discrimination in the treatment of such workers—in the form of disproportionate assignment to high-risk jobs, refusal to fix unsafe conditions, or workers' disempowerment—resulting in unwillingness to speak up about such conditions, is at fault. As Murray [2003] noted, previous studies have observed informal systems of work assignments to non-white workers resulting in greater exposures to the hazards therein. Moreover, US BLS has already found that disproportionate employment of Hispanics in specific jobs is not associated with increased risk of injury after controlling for such employment patterns [Richardson et al., 2003]. In essence, race/ethnicity itself is not an indicator of increased risk.

The injury rate for the workers in this sample was 5.19 per 100 workers. For 2004, the US BLS reported a rate of 5.8 per 100 FTEs in hotel workers and 4.2 per 100 FTEs in the service sector overall. The lower overall injury rate reported in our sample may be due to the inability to identify the proportion of part time workers in this sample or that unionized employees work under conditions defined by collective bargaining agreements, which are intended to improve workplace safety. The study sample included only unionized workers, whereas the majority of US hotel employees do not belong to unions. Since unions function as the bargaining agent between the employer and the employee, it is likely that non-unionized hotels, in which

workers do not have a formal means to gain better working conditions, would have even higher injury rates than those reported in this study. Further, it is possible that hotels not providing data were those at which workplace safety is less of a priority and which have higher injury rates than those reported here.

These results also need to be seen in the context of the tendency of many workers not to report their injuries, especially if they are non-unionized, immigrants, or otherwise politically vulnerable [Azaroff et al., 2002, 2004; Brown et al., 2002; Scherzer et al., 2005]. Non-reporting of injuries may be due to language barriers, fear of retaliation, or lack of understanding of legal rights under Workers Compensation laws and OSHA standards. Although our data represent unionized workers who reported their injuries, the results may still represent an under-estimation of the true injury risk.

Other possible limitations to this study include quality of the data, coding, and job grouping errors. Injury data obtained from OSHA 300 logs may have contained inaccuracies. The individual responsible for completing these logs varies by workplace and is not always well trained in correct recording procedures. There may well be systematic differential approaches to OSHA 300 log completion by different hotel companies. Nevertheless, we saw no evidence of frequent recording errors or systemic bias in recording through regular quality control checks as well as consultations with experts on the coding and grouping criteria. Although the high rate of acute injuries in housekeepers may suggest coding errors, the OSHA logs frequently included event/exposure data such as contact with furniture, tripping over sheets, slips in bathtubs, etc. Furthermore, coding error is possible since some acute injuries in housekeeping may have been MSDs. However, the patterns of injury we found are also seen in US BLS data.

The hotels in this study sample were included based on number of rooms and size of meeting space in order to ensure similarity in job task burden among workers in the sample. Working conditions in full-service hotels are determined and standardized in major part by corporate-level policies such as

TABLE V. Injury Rate Ratios* for the Hotel Worker Study Population by Job Title, Sex, and Race/Ethnicity, 2003–2005

Job title	Males					Females				
	All females RR (95% CI)	American Indian RR (95% CI)	Asian RR (95% CI)	Black RR (95% CI)	Hispanic RR (95% CI)	American Indian RR (95% CI)	Asian RR (95% CI)	Black RR (95% CI)	Hispanic RR (95% CI)	
All hotel workers	1.46 (1.35–1.57)	0.41 (0.06–2.87)	1.52 (1.28–1.82)	1.07 (0.87–1.32)	1.54 (1.30–1.82)	2.19 (1.08–4.46)	1.39 (1.15–1.67)	1.14 (0.94–1.38)	1.91 (1.6–2.27)	
Housekeepers	3.19 (1.53–6.64)	n.a.	n.a.	n.a.	n.a.	4.00 (1.65–9.67)	1.19 (0.87–1.62)	0.87 (0.63–1.20)	1.70 (1.26–2.29)	
Banquet servers	1.38 (1.00–1.89)	n.a.	1.65 (n.a.)	1.87 (n.a.)	2.02 (n.a.)	n.a.	0.66 (n.a.)	1.20 (n.a.)	1.14 (n.a.)	
Stewards/ dishwasher	1.42 (1.00–1.97)	n.a.	1.29 (n.a.)	1.46 (n.a.)	1.78 (n.a.)	n.a.	n.a.	0.42 (n.a.)	0.45 (n.a.)	
Cook/Kitchen worker	1.34 (1.04–1.72)	n.a.	1.42 (n.a.)	0.51 (n.a.)	0.89 (n.a.)	n.a.	2.77 (n.a.)	2.20 (n.a.)	1.94 (n.a.)	
Other workers	1.05 (0.93–1.19)	0.75 (0.11–5.21)	1.39 (1.12–1.73)	0.95 (0.74–1.22)	1.48 (1.21–1.81)	1.88 (0.70–5.09)	1.11 (0.82–1.50)	1.00 (0.73–1.37)	1.44 (1.08–1.93)	

n.a., insufficient data.

*Referent groups: Males are referent group for females; white males are referent group for American Indian, Asian, Black, and Hispanic males; while females are the referent group for American Indian, Asian, Black, and Hispanic females. Statistically significant results are shown in bold.

TABLE VI. Injury Incidence Rate*, and Rate Ratio for the Hotel Worker Study Population, by Job Title and Hotel Company, 2003–2005

Job titles	Company 1*			Company 2			Company 3			Company 4			Company 5		
	# Inj	Rate	RR (95% CI)	# Inj	Rate	RR (95% CI)	# Inj	Rate	RR (95% CI)	# Inj	Rate	RR (95% CI)	# Inj	Rate	RR (95% CI)
Housekeeper	211	5.47		276	10.36	1.89 (1.59–2.34)	86	9.67	1.79 (1.37–2.32)	211	9.44	1.74 (1.41–2.13)	135	6.18	1.13 (0.89–1.43)
Banquet Server	5	n.a.		56	3.69	n.a.	14	3.97	n.a.	69	4.33	n.a.	20	4.25	n.a.
Steward/ dishwasher	51	4.63		60	7.15	1.55 (1.04–2.31)	32	11.19	2.48 (1.48–4.14)	45	9.15	1.99 (1.29–3.08)	22	2.60	0.56 (0.34–0.93)
Cook/Kitchen worker	47	3.90		88	7.48	1.94 (1.35–2.79)	26	12.32	3.20 (2.01–5.40)	59	6.54	1.68 (1.15–2.46)	56	4.94	1.27 (0.86–1.89)
Other workers	258	2.72		317	5.72	2.10 (1.77–2.50)	140	6.23	2.31 (1.84–2.89)	354	5.54	2.04 (1.72–2.42)	232	3.72	1.37 (1.13–1.65)
All jobs	572	3.26		797	6.79	2.10 (1.87–2.36)	298	7.48	2.33 (1.99–2.72)	738	6.36	1.95 (1.74–2.20)	465	4.28	1.31 (1.15–1.49)

n.a., insufficient data.

*Injury rate is the number of injuries per 100 person-years.

*Company 1 is the referent group for all other companies. Statistically significant results are shown in bold.

TABLE VII. Regression Models of Injuries Per Year* to US Unionized Hotel workers, 2003–2005: Risk Ratios and 95% Confidence Intervals

	Unadjusted models (all hotel workers)		Multivariable model (all hotel workers)		Multivariable model (all hotel workers)		Multivariable model (female housekeepers)	
	Odds ratio	95% CI	Odds ratio	95% CI	Odds ratio	95% CI	Odds ratio	95% CI
Age	1.07	1.04–1.09	1.08	1.05–1.11	1.09	1.06–1.12	1.10	1.03–1.18
Job tenure	1.08	1.04–1.12						
Female	1.46	1.35–1.58	1.24	1.12–1.37	1.21	1.09–1.34		
American Indian	1.35	0.67–2.72	1.33	0.68–2.61	1.15	0.60–2.22	2.54	1.05–6.13
Asian	1.46	1.29–1.67	1.25	1.10–1.42	1.11	0.97–1.26	0.97	0.71–1.33
Black	1.15	1.00–1.32	0.97	0.84–1.11	0.85	0.74–0.98	0.75	0.54–1.03
Hispanic	1.70	1.50–1.92	1.50	1.33–1.70	1.42	1.26–1.61	1.50	1.11–2.02
Housekeeper	1.80	1.65–1.97	1.50	1.34–1.68	1.52	1.36–1.70		
Banquet server	0.64	0.54–0.77	0.60	0.50–0.72	0.56	0.47–0.67		
Steward/ dishwasher	1.37	1.17–1.61	1.30	1.11–1.53	1.31	1.12–1.54		
Cook/kitchen worker	1.38	1.20–1.58	1.34	1.17–1.54	1.31	1.15–1.51		
Company 2	2.10	1.87–2.36			2.17	1.94–2.44	1.94	1.59–2.35
Company 3	2.33	1.99–2.72			2.41	2.07–2.81	1.84	1.41–2.39
Company 4	1.95	1.74–2.20			2.06	1.83–2.32	1.74	1.41–2.14
Company 5	1.31	1.15–1.50			1.37	1.20–1.56	1.19	0.94–1.50

Male is the referent group for female; White is the referent group for Black, Hispanic, Asian, and American Indian; "Other jobs" is the referent group for housekeeper, banquet server, steward, and cook/kitchen worker; Company 1 is the referent group.

*Up to three injuries per year per employee; denominators = 55,311 person-years of observation for all hotel workers and 11,375 person-years for female housekeepers.

job task lists and the use of branded products such as luxury beds. Hotels with fewer than 100 rooms would be less likely to have standardized room quotas, which might affect workload pressure and therefore injury risk among housekeepers. Thus, we believe that the inter- and intra-hotel variations in work tasks among job title groups are likely to be minimal in our sample of properties.

There were substantial and consistent differences in injury rates among the five companies. These differences persisted for all injuries, for injuries by job title, and by demographic groups. As this study sought to standardize job tasks between companies, this differential suggests the influence of management policies and practices, meaning that workplace intervention has a significant ability to modify the risks identified in this study. These marked differences between companies demonstrate the potential for sharp improvement by individual companies in injury rates. They also underscore the need for companies with high rates to investigate whether discriminatory workplace practices contribute to these disparities—in order to remedy the discrimination and reduce the injury risk accordingly.

CONCLUSION

Injury rates for hotel workers are higher than those in the service sector as a whole. Characteristics that increased the

injury risk among the workers in our study included female sex, Hispanic ethnicity, housekeeper job title, and hotel company. Hispanic banquet servers had the highest risk amongst men, and American Indian housekeepers had the highest risk among women. Hispanic female housekeepers suffered more injuries than other female room cleaners. Immediate action is needed with respect to the control of hazards to housekeepers, especially those stressing the upper extremities, and to food service workers with respect to acute trauma. The ethnic, gender, and employer differentials deserve further exploration to adequately understand the interaction of social forces with ergonomic and safety hazards in the workplace. Large differences of injury rates between employers indicate a substantial potential for injury prevention in the hotel sector.

ACKNOWLEDGMENTS

Financial support for the data analysis was provided by UNITE HERE. The following individuals contributed to this study: Christopher E. Mason, PhD, employee hiring list data preparation; Emily Perry, BA, research on full service hotel sector; and John M. Halpin, MD, MPH, housekeeper injury analysis of earlier version of dataset. We are grateful to Rebecca Gore, PhD for statistical advice.

REFERENCES

- Amick BC III, Kawachi I, Coakley EH, Lerner D, Levine S, Colditz GA. 1998. Relationship of job strain and iso-strain to health status in a cohort of women in the United States. *Scand J Work Environ Health* 24(1): 54-61.
- Azaroff L, Levenstein C, Wegman DH. 2002. Occupational injury and illness surveillance: Conceptual filters explain underreporting. *Am J Public Health* 92:1421-1429.
- Azaroff LS, Lax MB, Levenstein C, Wegman DH. 2004. Wounding the messenger: The new economy makes occupational health indicators too good to be true. *Int J Health Serv* 2004. 34:271-303.
- Berkman SF, Kawachi I, editors. 2002. *Social epidemiology*. New York: Oxford University Press.
- Bernhardt A, Dresser L, Hatton E. 2003. The coffee pot wars: Unions and firm restructuring in the hotel industry. In: Appelbaum E, Bernhardt A, Murnane RJ, editors. *Low-wage America: How employers are reshaping opportunity in the workplace*. New York: Russell Sage Foundation, p 33-76.
- Borg V, Kristensen TS. 2000. Social class and self-rated health: Can the gradient be explained by differences in life style or work environment? *Soc Sci Med* 51(7):1019-1030.
- Brown MP, Domenzain A, Villoria-Siegert N. 2002. *California's immigrant workers speak up about health and safety in the workplace*. Los Angeles, California: University of California Los Angeles Labor Occupational Safety and Health Program Health and Safety Policy Brief.
- d'Errico A, Punnett L, Cifuentes M, Boyer J, Tessler J, Gore R, Scollin P, Slatin C. 2007. Hospital injury rates in relation to socioeconomic status and working conditions. *Occup Environ Med* 64(5):325-333.
- Frumkin H, Pransky G. 1999. Special populations in occupational health. *Occup Med* 14(3):479-484.
- Frumkin H, Walker ED, Friedman-Jimenez G. 1999. Minority workers and communities. *Occup Med* 14(3):495-517.
- Hagner IM, Hagberg M. 1989. Evaluation of two floor-mopping work methods by measurement of load. *Ergonomics* 32(4):401-408.
- Improving Health and Safety Conditions for California's Immigrant Workers. Report and Recommendations of the California Working Immigrant Safety and Health Coalition. November 2002. Berkeley, California.
- Kauppinen K, Kumpulainen R, Copsey S. 2003. Gender issues in safety and health at work—A review. Finland: European Agency for Safety and Health at Work.
- Krause N, Lynch J, Kaplan GA, Cohen RD, Goldberg DE, Salonen JT. 1997. Predictors of disability retirement. *Scand J Work Environ Health* 23:403-413.
- Krause N, Frank JW, Dasinger LK, Sullivan TJ, Sinclair SJ. 2001. Determinants of duration of disability and return-to-work after work-related injury and illness: Challenges for future research. *Am J Ind Med* 40(4):464-484.
- Krause N, Scherzer T, Rugulies R. 2005. Physical workload, work intensification, and prevalence of pain in low wage workers: Results from a participatory research project with hotel room cleaners in Las Vegas. *Am J Ind Med* 48:326-337.
- Lee PT, Krause N. 2002. The impact of a worker health study on working conditions. *J Public Health Policy* 23(3):268-285.
- Loomis D, Richardson DB, Elliott L. 2005. Poisson regression analysis of ungrouped data. *Occup Environ Med* 62:325-329.
- McCurdy SA, Samuels SJ, Carroll DJ, Beaumont JJ, Morrin LA. 2003. Agricultural injury in California migrant Hispanic farm workers. *Am J Ind Med* 44(3):225-235.
- McGwin G, Jr., Enochs R, Roseman JM. 2000. Increased risk of agricultural injury among African-American farm workers from Alabama and Mississippi. *Am J Epidemiol* 152(7):640-650.
- Mergler D. 1995. Adjusting for gender differences in occupational health studies. In: Messing K, Neis B, Dumais L, editors. *Invisible: Issues in women's occupational health/La santé des travailleuses*. Charlottetown, P.E.I., Canada: Gynergy Books. p 236-251.
- Messing K. 2004. Physical exposures in work commonly done by women. *Can J Appl Physiol* 29(5):639-656.
- Messing K, Tissot F, Saurel-Cubizolles M, Kaminski M, Bourguine M. 1998. Sex as a variable can be a surrogate for some working conditions. *J Occup Environ Med* 40:250-260.
- Messing K, Punnett L, Bond MA, Alexanderson K, Pyle JL, Stock SR, Wegman DH, Zahm S, Stock SR, de Grosbois S. 2003. Be the fairest of them all: Challenges and recommendations for the treatment of gender in occupational health research. *Am J Ind Med* 43:618-629.
- Milburn PD, Barrett RS. 1999. Lumbosacral loads in bedmaking. *Appl Ergon* 30(3):263-273.
- Murray LR. 2003. Sick and tired of being sick and tired: Scientific evidence, methods, and research implications for racial and ethnic disparities in occupational health. *Am J Public Health* 93:221-226.
- National Institute for Occupational Safety and Health. 1996. *National Occupational Research Agenda: Special Populations at Risk*. Cincinnati, OH: DHHS (NIOSH) Publication No. 96-115.
- National Institute for Occupational Safety and Health. 2002. *The changing organization of work and the safety and health of working people*. Cincinnati, OH: DHHS (NIOSH) Publication No. 2002-116.
- Parker E. 1999. *Job quality in the hospitality industry: Findings from the San Francisco housekeeping study*. Report to the Rockefeller Foundation. University of Wisconsin-Madison and University of California-Berkeley: Madison, Wisconsin, and Berkeley, California. p 23.
- Pransky G, Benjamin K, Hill-Fotouhi C, Fletcher KE, Himmelstein J, Karz J. 2000. Work-related outcomes in occupational low back pain: A multidimensional analysis. *Am J Ind Med* 37(4):400-409.
- Punnett L, Herbert R. 2000. Work-related musculoskeletal disorders: Is there a gender differential, and if so, what does it mean? In: Goldman MB, Hatch MC, editors. *Women and health*. San Diego, CA: Academic Press. p 474-492.
- Research Randomizer. Social Psychology Network. Copyright © 1997-2008 by Geoffrey C. Urbaniak and Scott Plous. <http://www.randomizer.org/form.htm>. Accessed April 10, 2007.
- Richardson S, Ruser J, Suarez P. 2003. Hispanic workers in the United States: An analysis of employment distributions, fatal occupational injuries, and non-fatal occupational injuries and illnesses in Safety is Seguridad. National Research Council of the National Academies, Washington, DC.
- Robinson JC. 1989. Exposure to occupational hazards among Hispanics, blacks and non-Hispanic whites in California. *Am J Public Health* 79(5):629-630.
- Satcher D, Higginbotham EJ. 2008. The public health approach to eliminating disparities in health. *Am J Public Health* 98(9 Suppl): S8-S11.
- Scherzer T, Rugulies R, Krause N. 2005. Work-related pain, injury, and barriers to workers' compensation among Las Vegas hotel room cleaners. *Am J Public Health* 95(3):478-488.

- Seifert AM, Messing K. 2006. Cleaning up after globalization: An ergonomic analysis of work activity of hotel cleaners. *Antipode* 38:557–578.
- Simpson CL, Severson RK. 2000. Risk of injury in African American hospital workers. *J Occup Environ Med* 42(10):1035–1040.
- Sogaard K, Fallentin N, Nielsen J. 1996. Work load during floor cleaning. The effect of cleaning methods and work technique. *Eur J Appl Physiol Occup Physiol* 73(1–2):73–81.
- Stellman JM. 1999. Women workers: The social construction of a special population. *Occup Med* 14(3):559–580.
- Treaster DE, Burr D. 2004. Gender differences in prevalence of upper extremity musculoskeletal disorders. *Ergonomics* 47(5):495–526.
- Wial H, Rickert J. 2002. U.S. Hotels and their workers: Room for improvement, in the state of U.S. Industries. AFL-CIO Working for America Institute.
- Woods V, Buckle P, Haisman M. 1999. Musculoskeletal Health of Cleaners. Robens Centre for Health Ergonomics, European Institute for Health and Medical Sciences, University of Surrey, England: p 1–12.

Workload-Related Musculoskeletal Disorders among Hotel Housekeepers: Employer Records Reveal a Growing National Problem April 19, 2006

Eric Frumin, MA, UNITE HERE

Joan Moriarty, MS, UNITE HERE

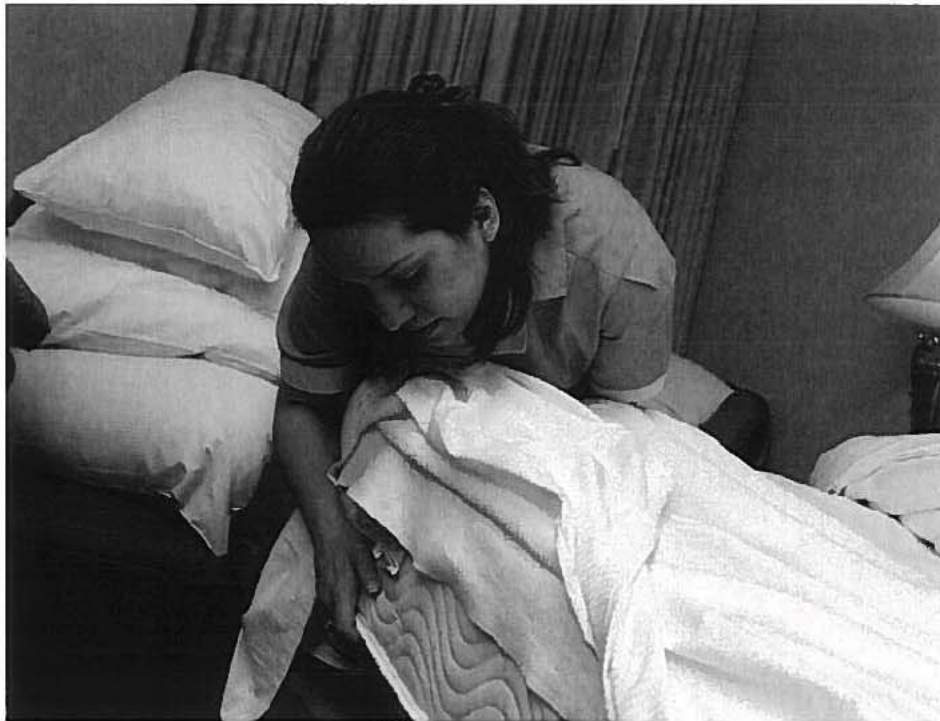
Pamela Vossenias, MPH, UNITE HERE

John Halpin, MD, MPH, University of Illinois Chicago School of Public Health

Peter Orris, MD, MPH, University of Illinois Chicago School of Public Health

Niklas Krause, MD, PhD, MPH University of California San Francisco

Laura Punnett, Sc.D., University of Massachusetts Lowell



Work-Related Musculoskeletal Disorders among Hotel Housekeepers: Employer Records Reveal a Growing National Problem

Eric Frumin, MA , Joan Moriarty, MS, and Pamela Vossen, MPH, UNITE HERE; Niklas Krause, MD, PhD, UCSF Med. School; John Halpin, MD, MPH, Univ. Ill.- Chic. Schl Pub Hlth; Peter Orris, MD, Univ. Ill. - Chic. Schl Pub Hlth; Laura Punnett, Dr.Sc., Univ. MA Lowell.

Emerging evidence strongly implicates increasingly excessive workloads in the rising rates of musculoskeletal disorders among hotel housekeepers. A new analysis of hotel employer records of housekeeper injuries, combined with evidence from earlier surveys, reveal that housekeepers face disproportionate rates of workplace injury, with strains and sprains as the leading type of injury, accounting for nearly half of all housekeeper cases.

The contribution of working conditions to these cases is also evident. In our analysis, overexertion is the second leading cause of housekeeper injuries. In addition, recent detailed biomechanical evaluations of working conditions, the first ever reported in the United States, likewise implicate typical housekeeper tasks – especially bedmaking – as the leading contributors to the growth of housekeeper injuries.

Analysis of Employer Records

Data extracted from OSHA-mandated records of employee injuries maintained by the five biggest national companies during 1999 – 2005 at 87 unionized hotels in the US totaled 40, 030 employees (as well as employment data from the same hotels). We identified 4,230 cases of injuries among housekeepers and a total of 14,719 cases among all employees. Given the 17.8% proportion of housekeepers among the total employees, these data revealed a 61% higher risk of injury to housekeepers. This excess risk increased from 47% in the period 1999-2001 to 71% in the period 2002 – 2005.

A further analysis of the same kind of injury data at a larger group of hotels (n=107) during the period 2000 – 2004 shows that "Strains/sprains" alone accounted for 44% of all injuries (n=3,272). While "contact with objects" was the leading cause, "overexertion" caused 27% of all injuries (n= 1,605). Of great concern is the fact that the median rate of lost work time among the disabling cases in this population in 2002-2004 was 14 days away from work, more than double the rate reported by the US Bureau of Labor Statistics in its national sample of hotel employer records for workplace injury. In fact, hotels have one of the highest overall rates of workplace injury among major sectors within the entire service industry: 5.9% vs. 4.2%.

Among the contributing factors the widening use of new luxury beds and other amenities, coupled with reduced staffing, by the hotel companies. A new analysis using the "Lumbar Motion Monitor" demonstrates that the housekeeping job – including the bedmaking task -- has a 75% probability of yielding a high injury rate. This result is worse than that for any of the 20 manufacturing jobs which were also studied. Likewise, a new analysis of the bedmaking task on a luxury bed showed that bedmaking alone (apart from other room-cleaning tasks) exceeded the safe lifting limit recommended by the US National Institute of Occupational Safety and Health. During the same period (1999 - 2003), hotel companies have reduced by 45% the number of key employees ("housemen") assigned to housekeeping tasks.

For further information, contact: Eric Frumin, 212-352-4720; efrumin@unitehere.org

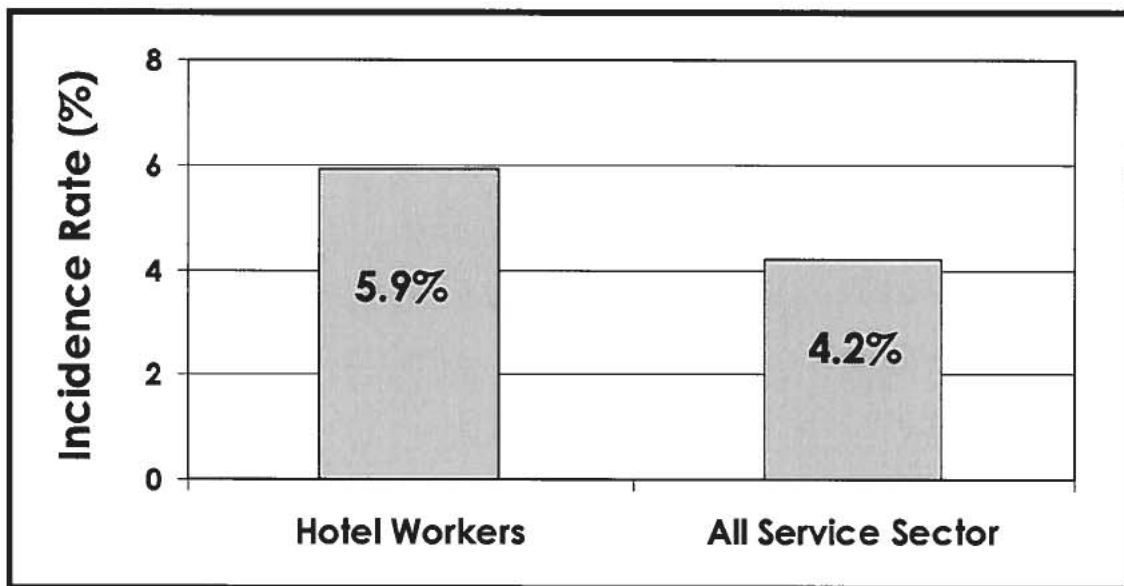
Hotel Housekeeper Characteristics

Population:

- 1.3M hotel employees in U.S., 23% hotel housekeepers (Source: BLS)
- Hotel Housekeepers are overwhelmingly female
- Hotel Housekeepers are predominantly women of color and largely immigrant
- Hotel housekeeping work is low-wage work
2004 annual earnings = \$17,340 (below the poverty line)
(Source: BLS)

Hotel Worker Injury Rates:

**Injury/Illness Incidence Rates,
Hotel Workers vs. Service Sector, 2004**



BLS, 2005

- Worker injury/illness incidence rate is 40% higher than the rate for all service workers

Trends in Work Organization

Work organization: Quota System and Discipline

Recent trends with adverse impact on hotel housekeepers:

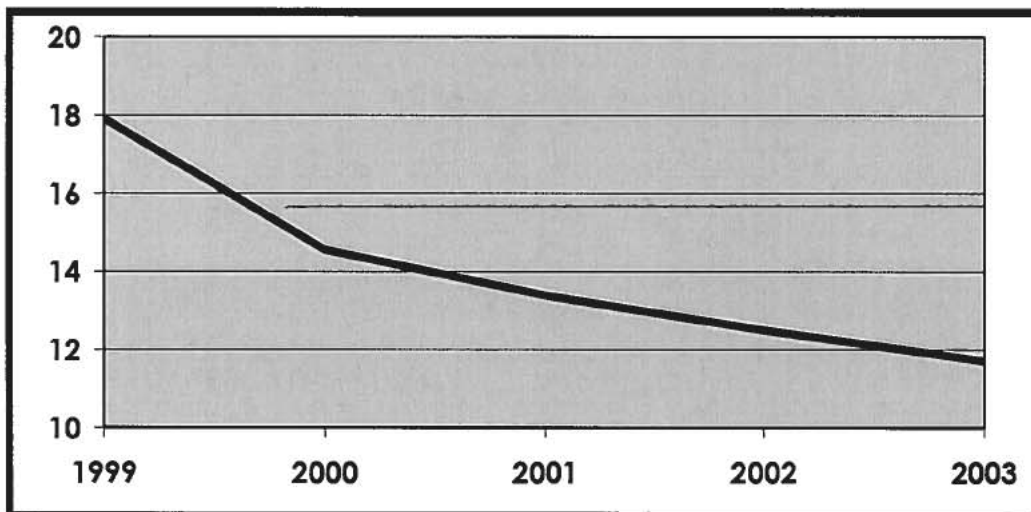
1. Understaffing
2. Increase in room amenities

Trend #1:

Understaffing: Housemen cuts mean housekeepers do more

Hotel housemen are critical to the work housekeepers do. They keep housekeepers supplied with clean linen and help with other heavy tasks. Yet, the number of housemen has been reduced significantly in recent years. Hotel managers have reassigned housemen's work to housekeepers *in addition to* their normal duties.

Housemen per 100 housekeepers, 1999 to 2003



- Between 1999 and 2003, the number of housemen has been cut by 33%.

Data Coverage and Sources: Analysis based on data from 9 unionized hotels with average annual total employment of 6,600.

Trends in Work Organization (Continued)

Trend #2: New and upgraded room amenities

Hotels have upgraded existing and added new amenities like coffeepots, robes, slippers and other items. Most prominent among these changes are the **introduction of luxury beds**, with heavy mattresses, thick duvets, triple sheeting and extra pillows.

Luxury beds exceed NIOSH's safe lifting index:

NIOSH JOB ANALYSIS WORKSHEET											
Department	Housekeeping				Job Description						
Job Title	Housekeeper				Making a king bed						
Analyst	G. Orr										
Date	11/11/2004										
STEP 1. Measure and record task variables											
Object Weight (lbs)		Hand Location (in)				Vertical Distance (in)	Asymmetric Angle (deg)		Freq. Rate (Lifts/Min)	Duration (hours)	Object Coupling
		Origin		Destination			Origin	Destination			
L(AVG)	L(MAX)	H	V	H	V	D	A	A	F	C	
32	35	14	15	14	18	3	0	0	0.2	8	poor
STEP 2. Multipliers – Recommended Weight Limits											
RNL		=	LC x	HM x	VM x	DM x	AM x	FM x	CM		
ORIGIN	RNL (lbs)	=	51	0.71	0.89	1.00	1.00	0.85	0.90	⇒	24.73
DESTINATION	RNL (lbs)	=	51	0.71	0.91	1.00	1.00	0.85	0.90	⇒	25.36
STEP 3. LIFTING INDEX (L.I.)											
ORIGIN	L.I.	=	Object Weight (L)		=	32	=		1.29		
			RNL		=	24.73					
DESTINATION	L.I.	=	Object Weight (L)		=	32	=		1.26		
			RNL		=	25.36					

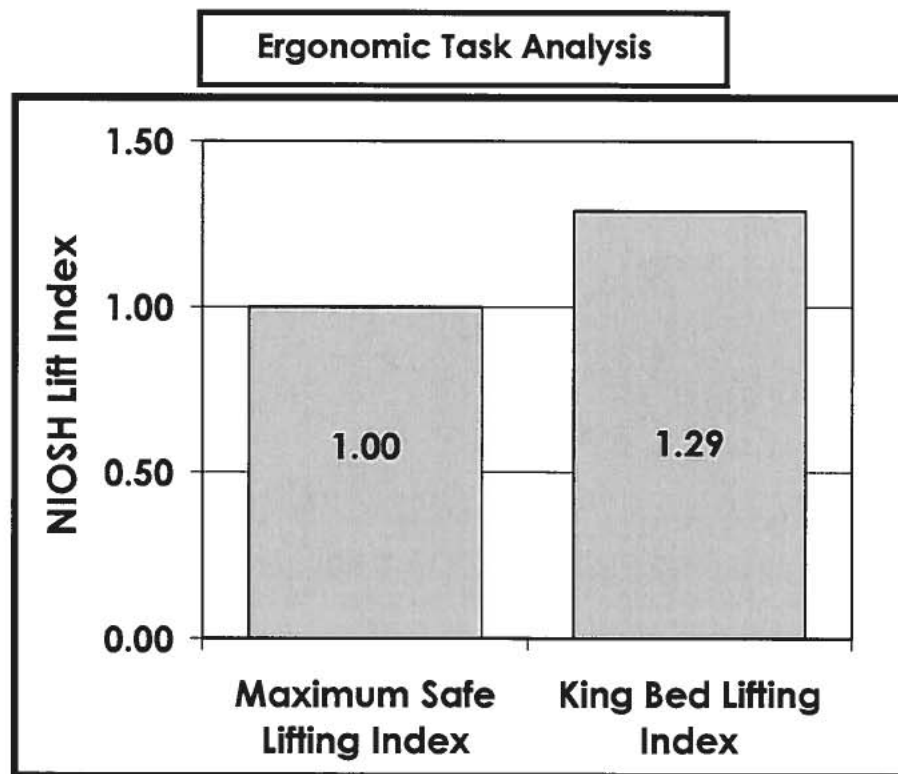
[Summary of findings on next page]

Trends in Work Organization (Continued)

Trend #2 (continued): New and upgraded room amenities

Findings:

- Making a king bed scored 1.29 on the NIOSH lifting index, indicating increased risk for back injuries. A value of 1.0 or less on the index indicates a job that is safe for about 90% of the population.



- The two leading factors contributed the most to the ergonomic risk factors were the weight of the king mattress and the low position of the mattress, 14 inches off the ground.

Data coverage and sources: This ergonomic task analysis was performed by Gary Orr, a certified ergonomist, after observing housekeepers perform the bedmaking task. See reference #4.

Employer Records Analysis #1: Hotel Housekeeper Injury Incidence Rates

Injury Incidence Rates = proportion of hotel housekeepers that suffer a documented workplace injury

Hotel housekeeper employment and injuries, 1999-2005			
	Avg. annual employment ¹	Avg. annual injuries ²	Avg. injury rate
	(No.)	(No.)	(%)
All hotel employees	40,130	2,582	6.4%
Hotel housekeepers	7,149	742	10.4%
Non-housekeepers	32,981	1,840	5.6%

¹ Average annual employment calculated assuming bargaining unit members compose 80% of total hotel employment in unionized establishments.

² Not all hotels provided OSHA logs for each year of the 7-year period; logs were provided, on average, for 5.7 years. Therefore, average annual injuries are computed by dividing the total number of injuries by 5.7.

Findings:

- On average, hotel workers experienced a documented injury rate of 6.4 per 100 workers.
- Hotel housekeepers faced a significantly greater injury rate of 10.4%, which is over 86% higher than the injury rate experienced by non-housekeepers (5.6%).

Data Coverage and Sources: Analysis based on data from 87 unionized hotels operated by Hilton, Hyatt, Intercontinental, Marriott and Starwood with average annual bargaining unit employment of 32,104 and calculated average annual total employment of 40,130. Injury data from OSHA-required employer logs that record worker-reported workplace injuries and illnesses. Employment data from employer-responses to union information requests, quarterly reports and other employer-provided documents.

Employer Records Analysis #2: Hotel Housekeeper Proportional Morbidity Ratio

Proportional Morbidity Ratio (PMR) = Percent by which injury risk is greater for hotel housekeepers than all hotel workers

Proportions of hotel housekeeping employment and injuries, 1999-2005				
	Proportion of hotel employment	Proportion of injuries		
		1999-2005	1999-2001	2002-2005
Hotel housekeepers	17.8%	28.7%	26.2%	30.4%
Non-housekeepers	82.2%	71.3%	73.8%	69.6%
Percent by which injury risk is greater for hotel housekeepers than all hotel employees ^a		61.4%	47.1%	70.8%

^a "Percent by which injury risk is greater for hotel housekeepers than all hotel workers" is computed:

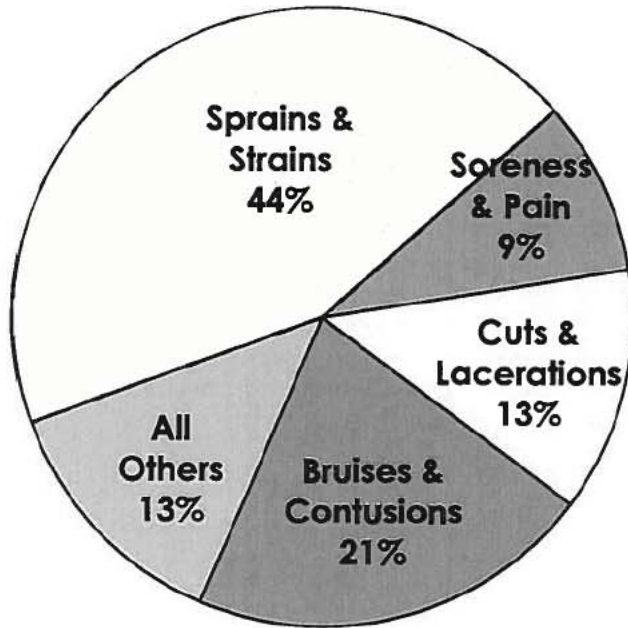
$$\frac{[\% \text{ injuries experienced by housekeepers} - \% \text{ housekeepers of total employment}]}{[\% \text{ housekeepers of total employment}]}$$

Findings:

- Between 1999 and 2005, housekeepers composed less than one fifth of hotel employment (17.8%), yet suffered over one quarter (28.7%) of all injuries.
- The PMR for the 1999-2005 period = 61.4%; Housekeepers faced a 61.4% higher risk of injury compared to all hotel workers.
- Hotel rooms have become more hazardous places to work in recent years; the PMR is 50% greater in the 2002-2005 period (70.8%) than in the 1999-2001 period (47.1%).

Data Coverage and Sources: Same as Analysis #1 on previous page.

Employer Records Analysis #3: Injury Distribution



Nature of Injury

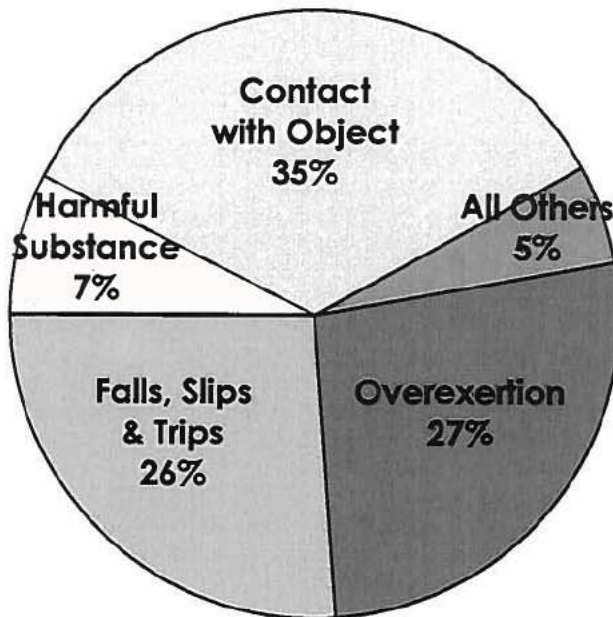
Sprains & strains are the most common types of hotel housekeeper injuries, accounting for 44%.

N=3,272

Event/Exposure

Contact with objects (35%) and **overexertion** (27%) are the most common causes of hotel housekeeping injuries.

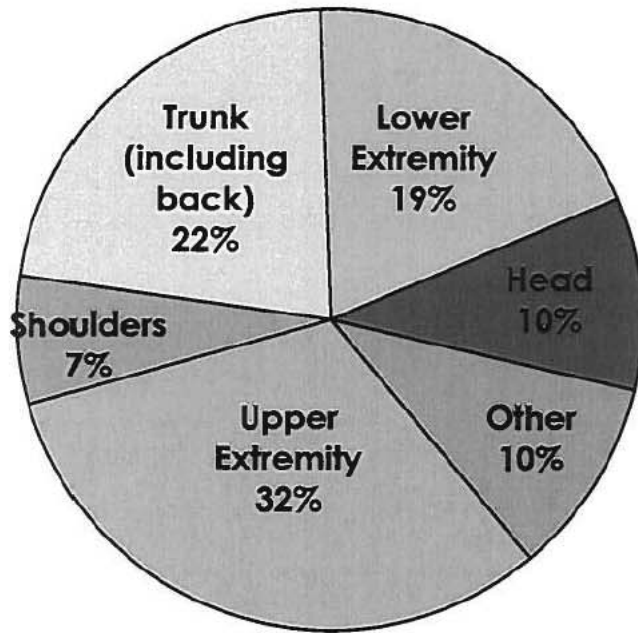
N=1,605



Data Coverage and Sources:

Analyses based on 3,716 employee-reported hotel housekeeper injury cases in the 2000-2004 period from 102 union hotels operated by Hilton, Hyatt, Intercontinental, Marriott and Starwood.

Employer Records Analysis #3 (continued): Injury Distribution



Injured Body Part

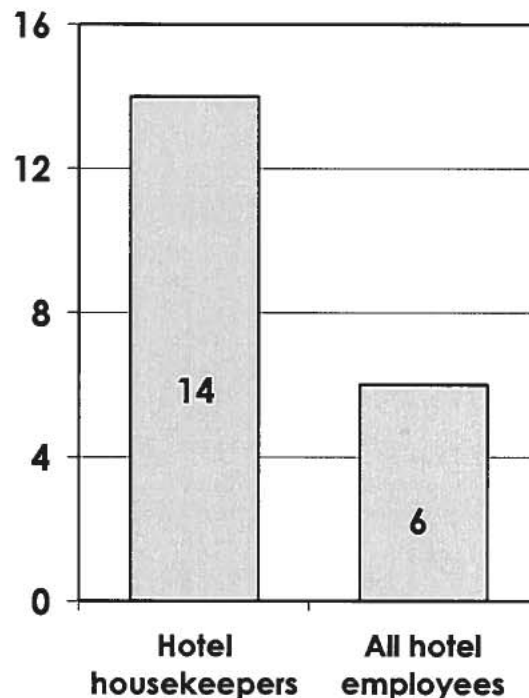
Workplace injuries of the **upper extremities** (32%) and the **trunk (including back)** (22%) are the most common among hotel housekeepers.

N=3,564

Median Days Away from Work

Of the hotel housekeeper lost time cases, the median number of days away from work is 14, **twice the median for all hotel employees nationally**. (BLS, 2004)

Housekeepers: N=1,395 (38% of the total cases are lost time cases) in 2002-2004 period.



Pain Prevalence

Surveys of hotel housekeepers reveal high proportions suffer severe workplace pain.

Pain Survey Results, UNITE HERE and Published Studies			
	UNITE HERE	Krause ('05) & Scherzer ('05)	Lee ('02)
	Boston, L.A. & Toronto	Las Vegas	San Francisco
Number of respondents	622	941	258
Have work-related pain	91%	78%	77%
Take pain medication	66%*	84%	n.a.
Visit doctor for pain	67%	62%	73%
Did not report injury to supervisor	55%**	67%	50%
Body parts most commonly affected:	lower back, shoulders	lower & upper back	n.a.

n.a. Not included in Krause's San Francisco study
 * The survey administered in L.A. did not include this question; N = 459
 ** Toronto responses excluded due to differences in workers compensation systems between the US and Ontario, Canada; N = 357

Findings:

- A high percentage of hotel housekeepers experience workplace pain, ranging from 77% to 91%.
- Workplace pain is so severe that over 65% of hotel housekeepers who reported workplace pain took pain medication and over 60% visited a doctor.
- More than 50% of hotel housekeepers who reported workplace pain DID NOT report their injury to supervisors, indicating significant underestimation.
- The areas of the body where the pain is most common is consistent with the ergonomic hazards related to hotel housekeeping tasks and with recognized musculoskeletal injuries associated with such tasks.

Data coverage and sources: Hotel housekeepers were surveyed as part of two studies (see references) and by UNITE HERE locals in North America. The above results are from worker interviews performed in English, Chinese and Spanish. The housekeepers were initially asked if they had any pain or discomfort associated with their work. If yes, they answered a series of questions about their pain, job tasks, and whether they reported their injury to management. See references #1, #2 & #5.

Workers Compensation Costs

Hotel housekeeper injuries create substantial "direct" costs for hotel employers.

Total cost of all injury claims = \$4,735,000 (cost thru 12/31/05)

Avg. Cost per claim = \$6,280

Data Coverage and Sources: Analysis based on 754 Workers Compensation cases (2002-2004) from employer records of 14 unionized hotels with total employment of over 9,000 workers.

Lumbar Motion Monitor: Analysis of Hotel Housekeeping Tasks

Methodology:

- This Lumbar Motion Monitor (LMM) analysis identifies jobs with high and low incidence of low back injuries and assesses the probability that a job will be in the "high" risk group. "High" risk is defined as 12 or more new low back injuries per 200,000 hours of exposure.
- The LMM is a lightweight exoskeleton of the spine and measures the position, velocity, and acceleration in all three planes of the body.
- The LMM results are expressed as a percentage, e.g. a score of 50% means that the job has a 50% chance of being in the high risk category of low back disorders.

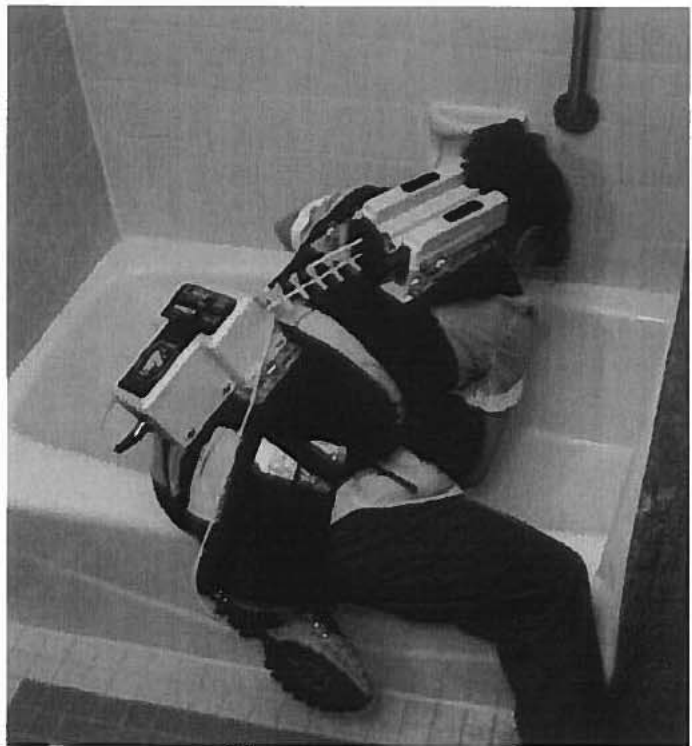


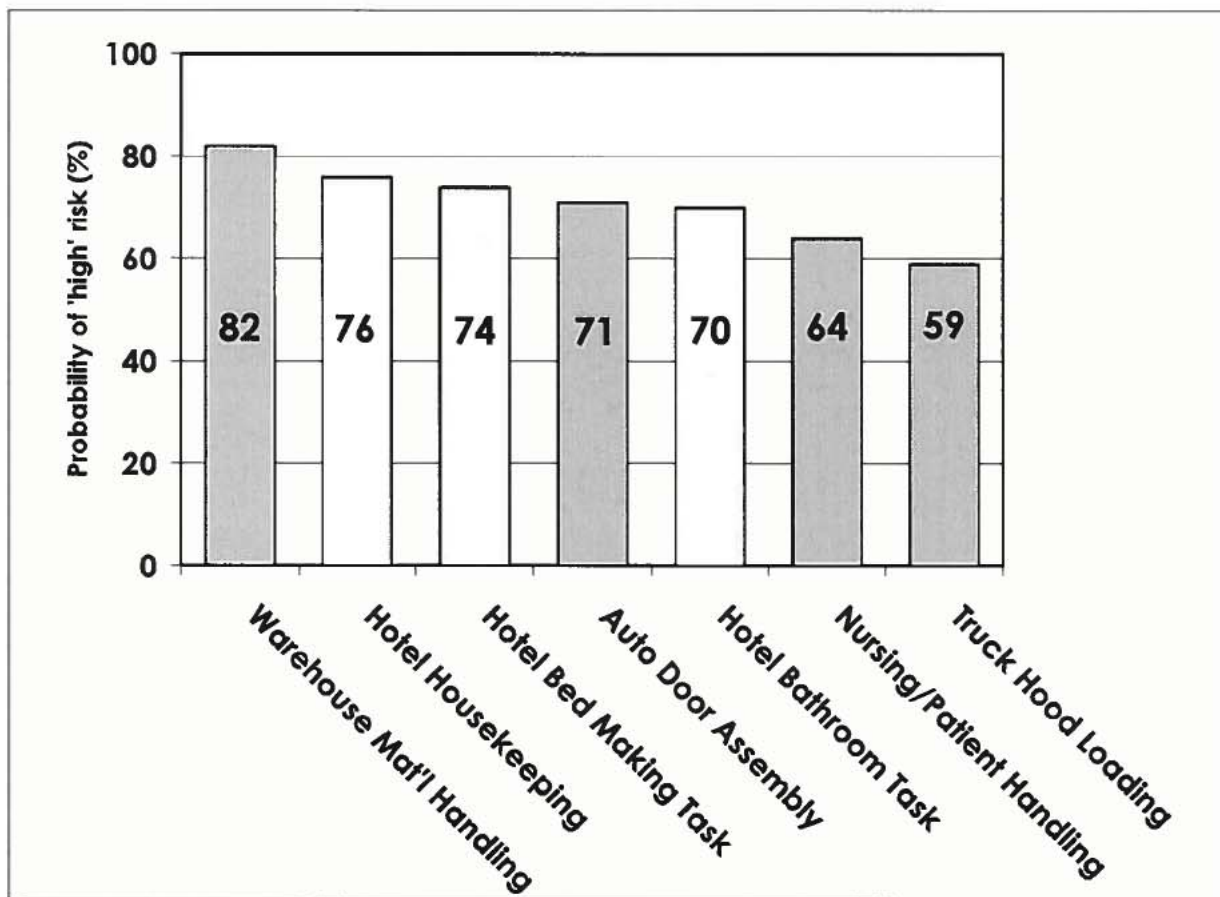
Photo: Earl Dotter

Lumbar Motion Monitor (Continued)

Findings:

- The overall hotel housekeeping job has a very high likelihood (76%) of high risk of low back injuries. This exceeds the risks associated with all 20 manufacturing jobs previously studied as well as nursing/patient handling. Only some warehousing jobs had a higher risk.

**Probability of High Risk of Lower Back Disorders:
Hotel Housekeeping vs. Selected Other Occupations**



- Certain tasks of the housekeeper's job are associated with particularly high risk:
 - Bed making (74%)
 - Bathroom Cleaning (70%)

Data coverage and sources: The LMM analyses were performed by researchers at the Institute for Ergonomics at Ohio State University (OSU) under the direction of Dr. William Marras, who developed and patented the methodology.

Recommendations

Hotel employers must improve the organization of hotel housekeeping work:

- Humane workloads & reasonable quotas
- Comprehensive re-design (i.e. beds, carts)
- Ergonomically designed tools (i.e. long handles)
- Increased staffing
- Enforced break time
- Joint labor/management health & safety training for supervisors and employees

Increased support for studies on hotel housekeeper hazards and interventions, by NIOSH, industry and academia is needed.

References

1. Krause N, Scherzer T, Rugulies R. Physical workload, work intensification and prevalence of pain in low wage workers: Results from a participatory research project with hotel room cleaners in Las Vegas. *American Journal of Industrial Medicine*. 2005; 48: 326-37.
2. Lee PT, Krause N. The impact of a worker health study on working conditions. *Journal of Public Health Policy*. 2002; 23 (3): 268-85.
3. Marras, WS. Field applications of the lumbar motion monitor. 2006. Biodynamics Laboratory, Department of Industrial and Systems Engineering, Ohio State University. Available at: <http://biodynamics.osu.edu/research.html#tools>; downloaded April 2, 2006
4. Orr G. Ergonomic task analysis for hotel housekeeping. Personal communication to UNITE HERE. November 11, 2004.
5. Scherzer, T, Rugulies, R, Krause, N. Work-related pain and injury and barriers to workers' compensation among Las Vegas hotel room cleaners. *American Journal of Public Health*. 2005; 95 (3): 483-488.
6. US Department of Labor, Bureau of Labor Statistics. "Incidence rates of nonfatal occupational injuries and illnesses by industry and case types, 2004" *Annual Survey of Occupational Injuries and Illnesses*. 2005. Washington, DC.

Contact: Eric Frumin, 212.352.4720/efrumin@unitehere.org

Ergonomic Task Analysis for Hotel Housekeeping

This is a summary of the ergonomic review of a hotel housekeeper's job. The ergonomic review is based on observing two housekeepers. One observation was made while the housekeeper made a double bed (Westin Chicago) without changing the bed sheets (tightening up), and the other was making a king bed (Westin Washington DC) where the bed linen and duvet cover were replaced.

As indicated in the Summary, the severity of the ergonomic-related hazards observed in this review clearly indicate the need for revised workloads or task assignments to prevent further predictable injury among housekeepers. This need is all the more urgent because of the recent trend to install heavier beds with more numerous and heavier linen. Without accounting for these changes by reducing workloads and assignments, it is likely that the number of injuries will increase, as will the costs to both employers and housekeepers alike.

OBSERVATIONS

The National Institute for Occupational Safety and Health (NIOSH) lift equation and Rapid Entire Body Assessments for both observations are attached. The NIOSH lift equation is an internationally recognized ergonomic assessment tool for lifting tasks. The horizontal, vertical, and travel distances are combined with the lifting frequency, twisting and coupling to develop a recommended weight limit (RWL) for the task conditions (Waters 1993). The ratio of the actual weight lifted to the RWL is used to determine the lift index. A lift index of 1 or less indicates a job that is safe for about 90% of the population. The lift index for the double bed was less than 1, however the lift index exceeded 1 for the king bed. An average lift index for king and double beds is slightly greater than 1 and indicates an elevated risk for back injuries. These findings are consistent with the research by Milburn (1999).

The Rapid Entire Body Assessment (REBA) was developed by Hignett and McAtammney as a mean to assess posture for ergonomic risk factors that lead to musculoskeletal disorders. The REBA method was chosen by the US Occupational Safety and Health Administration (OSHA) when it adopted its new ergonomics standard in 2000.

The REBA score is converted into an Action level between 0-4

- 0 No action required
- 1 Action may be necessary
- 2 Action is necessary
- 3 Action is necessary soon
- 4 Action is necessary now

The REBA analysis resulted in an action level of 2 indicating that action is necessary to reduce the ergonomic risk factors. Back flexion (> 60 °) caused by bending to tuck the

sheet under the mattress contributed the most to the REBA score. The weight of the king bed (32 lbs at the corner) also contributed to the score.

In both the NIOSH and REBA analyses, only bedmaking tasks were evaluated. None of the many other common housekeeping tasks – such as picking up trash, scrubbing bathtubs and mirrors, etc. -- were included, even though these can involve substantial effort. The task of replacing duvet covers was also excluded from this analysis, even though the observation (in Washington DC) revealed that this task required as much time as all other tasks included. This exclusion was performed because duvet covers are not necessarily included in every bed making operation (depending on the condition of the cover and whether or not the guest is checking out).

Injuries

Injuries and workers' compensation costs in the hotel industry indicate that working conditions expose workers to ergonomic risk factors. US Bureau of Labor Statistics (BLS) reports that in 2002 nearly 18,000 maids and housemen were injured on the job and required days away from work. "Overexertion" was the most frequent cause of these disabling injuries. Hotel workers overall annually faced a 7.2% risk of on-the-job injury or illness in 2001. (By contrast, the risk for coal miners in 2001 was 6.9%.) The rate for hotel workers is 25% higher than the risk faced by private sector workers generally and 40% higher than the risk in the nation's service jobs. These injuries are costing hotel chains millions of dollars (Q1 2004 Starwood Hotels & Resorts Earnings Conference Call – Final, Fair Disclosure Wire 04-22-2004).

Task Analysis

Task analysis is commonly used by ergonomists to identify and evaluate ergonomic risk factors. Task analysis is a process that breaks a task into steps to define the actions needed to accomplish the work. The task of making a bed requires a series of actions including lifting the mattress to tuck in sheets, changing king size duvet covers and other steps with ergonomic risk (see appendix C). In addition to making the bed other physically demanding tasks include, pushing a cart full of linen, moving furniture for general cleaning, and changing shower liners.

Many hotels have begun to use heavier mattresses that are lower to the floor. This trend exacerbates an already difficult task. Making the bed requires 10 or more trips from side to side around the bed. Since the bed is below knuckle height (even for the observed 4'11" employee), most housekeepers must maintain a stooped posture while making the bed. The housekeeper needed 12 minutes to make the king bed in this task analysis. Most of the time she had her back bent forward 20 to 45 degrees, with more than 60 degrees of forward bending needed to tuck the linen under the mattress. Prolonged forward bending is known to contribute to low back disorders.

About 20% of the total room-cleaning time was spent replacing the cover on the duvet. A king size duvet weighs 14 pounds and the housekeeper shook it 8 times to get the duvet to spread out in the cover and to align the duvet with the mattress. To shake out the duvet the housekeeper would hold the fabric in both hand and quickly raise her arms above her

head and down again to get air under the duvet, so that it would spread out evenly. Repeated forceful exertion on the rotator cuff is known to cause shoulder injuries.

Work load

Housekeepers are required to clean a room in 30 minutes. The time only includes regular cleaning. General cleaning activities such as vacuuming behind night stands and dusting behind televisions were performed when work was slow. But that was in the past; now hotels are adding general cleaning tasks to the list of regular cleaning activities. When room occupancy is low hotel management requires workers with the most seniority to continue with their regular quota of rooms, while sending less senior housekeepers home, instead of allowing housekeepers to do general cleaning activities when they have fewer rooms to clean.

The workload has also increased as hotels place more pillows and sheets on the beds. The beds that were observed each had two regular size pillows, two large pillows and a duvet pillow. In addition each bed had three sheets, a blanket and a duvet. The additional bedding not only increases the time to make a bed, but also increases the amount of dirty linen that is moved by the housekeeper. Tasks such as removing bundles of dirty linen and replacing shower liners had been performed by housemen in the past. The housekeepers commented that the hotels are staffed with fewer housemen, so more physically demanding work is performed by the housekeeper.

A room with one or two guests and relatively minor use can be cleaned in 30 minutes. However, rooms with 4 or more people, a roll away bed, excessive trash, or a duvet that needs to be recovered can easily exceed 45 minutes to clean. Housekeepers do not know how many rooms will require extra work, so they clean as fast as they can to ensure there is enough time in the day to clean up to 16 rooms. To extend the amount of time they have to clean, housekeepers do the following:

- Stock their carts before they clock in;
- Work through breaks; and
- Clock out for lunch and continue to work, then clock back in and continue to work.

The housekeepers are working through breaks and reducing recovery time to avoid reprimands for not completing their quota of rooms in 8 hours (Washington Post September 20, 2004).

Workload (including intensified workload) and lack of rest contributes to musculoskeletal disorders (NIOSH Musculoskeletal Disorders and Workplace Factors 1997). Excessive work demand increases muscle tension and speeds up fatigue. The increasing workload creates anxiety that housekeepers will not complete their quota of rooms and they will be disciplined or fired, so they work through breaks and lunch, which prolongs fatigue and delays recovery of strained muscles during the work shift.

Recommendations

Both a static analysis using the NIOSH lift analysis and a Rapid Entire Body Assessment show that changes are necessary to the housekeeping job to reduce ergonomic risk factors

associated with musculoskeletal disorders. While static analyses of lifting tasks are relatively easy to perform and unobtrusive to the worker they are known to underestimate the true risk (McGill 1985, Marras 1993). The true risk of injury is even more than the 1.29 lift index of the NIOSH equation and it is clear that the bedmaking task alone, using the king-size bed, poses a hazard.

In addition to the physical workload, the work stress caused by uncertainty and an expanding workload results in muscle tension, faster work pace and workers skipping breaks; all significant contributors to the musculoskeletal disorders suffered by hotel housekeepers. The findings, observations and interviews with housekeepers all indicate that ergonomic risk factors contribute to work-related musculoskeletal disorders among housekeepers.

This report identified several ergonomic risk factors associated with making a bed. Hotel management needs to work with employees and UNITE-HERE to develop a participatory ergonomics process to remedy them. Involving management, employees and the union in a partnership is a proven effective way (Moore 1996) to identify and resolve ergonomic risk factors that seriously injure hotel employees, while reducing workers' compensation costs.

Based on the analysis, three factors had the greatest contribution to the ergonomic risk factors; (1) the weight of the king mattress, (2) the low position of the mattress (14" off the ground) and (3) the anxiety induced stress from the workload. In view of the documented excessive risks described above, I recommend that hotel managers take one or more of the following actions to reduce the ergonomic risk factors inherent in the workloads currently imposed on housekeepers who handle large mattresses:

- Develop mattresses that address the needs of the business that are lighter and can be raised 10" or more.
- Reduce quotas for the number of rooms cleaned per day, depending on the various tasks that contribute to total room-cleaning workload (including assignment to multiple floors).
- Reduce the specific tasks routinely assigned to housekeepers which exacerbate musculoskeletal disorders (e.g. changing duvet covers on beds, collecting trash, carrying trash and dirty linen to disposal, loading carts with linen, replacing shower linen, etc.). These tasks could be assigned to other workers (such as housemen).
- Incorporate consideration of ergonomic risk factors into decisions about design or purchase of guest room components, including linen, furniture and bathroom fixtures.

Decisions regarding these actions should be made in conjunction with employees as part of a broader joint labor-management effort to identify frequent injuries or high-risk tasks, train employees and supervisors about these hazards, and develop appropriate preventive solutions.

References:

Bernard, B (ed) (1997). *Musculoskeletal Disorders and Workplace Factors: A Critical Review of Epidemiologic Evidence for Work-Related Musculoskeletal Disorders of the Neck, Upper Extremity, and Low Back*. Cincinnati, OH: National Institute for Occupational Safety and Health.

Hignett, S and L. McAtamney, (2000), "Rapid entire body assessment (REBA)"; *Applied Ergonomics*. 31:201-205.

Irwin, N, (2004), "Housekeeper Advocates For Changes", *Washington Post* Monday, September 20, 2004; Page E01

Marras, W.S., S.A Lavender, S.E. Leurgens, S.L. Rajulu, W. G. Allread, F.A. Fathallah, (1993). The role of dynamic three-dimensional trunk motion in occupationally-related low back disorders. *Spine* 18(5): 617-628.

McGill, S.M., R.W. Norman, (1985). Statically and dynamically determined low back moments during lifting. *J. Biomech.*, 18: 877-885.

Milburn. P.D, R.S. Barrett, (1999) "Lumbosacral loads in bedmaking"; *Applied Ergonomics* 30: 263-273

Moore, J.S., A. Garg, (1996). "Use of participatory ergonomic team to address musculoskeletal hazard in the red meat packing industry", *American Journal of Industrial Medicine* 29: 402-408.

Waters, TR, V Putz-Anderson, A Garg and L.J. Fine (1993), "Revised NIOSH Equation for the design and evaluation of manual lifting tasks."; *Ergonomics* 36:749-776

Appendix A – NIOSH Lift Equation

Making 2 double beds every 30 minutes

NIOSH JOB ANALYSIS WORKSHEET											
Department		Housekeeping				Job Description					
Job Title		Housekeeper				Tighten up a double bed					
Analyst		G. Orr									
Date		11/8/2004									
STEP 1. Measure and record task variables											
Object Weight (lbs)		Hand Location (in)				Vertical Distance (in)	Asymmetric Angle (deg)		Freq. Rate (Lifts/Min)	Duration (hours)	Object Coupling
		Origin		Destination			Origin	Destination			
L(AVG)	L(MAX)	H	V	H	V	D	A	A	F	C	
18	18	14	14	14	17	3	0	0	0.5	8	poor
STEP 2. Multipliers – Recommended Weight Limits											
RWL		=	LC x	HM x	VM x	DM x	AM x	FM x	CM		
ORIGIN	RWL (lbs)	=	51	0.71	0.88	1.00	1.00	0.81	0.90	=>	23.37
DESTINATION	RWL (lbs)	=	51	0.71	0.90	1.00	1.00	0.81	0.90	=>	23.97
STEP 3. LIFTING INDEX (L.I.)											
ORIGIN	L.I.	=	Object Weight (L)			=	18	=			0.77
			RWL			=	23.37				
DESTINATION	L.I.	=	Object Weight (L)			=	18	=			0.75
			RWL			=	23.97				
NOTES:											

Making one king bed every 30 minutes

NIOSH JOB ANALYSIS WORKSHEET											
Department		Housekeeping				Job Description					
Job Title		Housekeeper				Making a king bed					
Analyst		G. Orr									
Date		11/11/2004									
STEP 1. Measure and record task variables											
Object Weight (lbs)		Hand Location (in)				Vertical Distance (in)	Asymmetric Angle (deg)		Freq. Rate (Lifts/Min)	Duration (hours)	Object Coupling
		Origin		Destination			Origin	Destination			
L(AVG)	L(MAX)	H	V	H	V	D	A	A	F	C	
32	35	14	15	14	18	3	0	0	0.2	8	poor
STEP 2. Multipliers – Recommended Weight Limits											
RWL		=	LC x	HM x	VM x	DM x	AM x	FM x	CM		
ORIGIN	RWL (lbs)	=	51	0.71	0.89	1.00	1.00	0.85	0.90	=>	24.73
DESTINATION	RWL (lbs)	=	51	0.71	0.91	1.00	1.00	0.85	0.90	=>	25.36
STEP 3. LIFTING INDEX (L.I.)											
ORIGIN	L.I.	=	Object Weight (L)			=	32	=			1.29
			RWL			=	24.73				
DESTINATION	L.I.	=	Object Weight (L)			=	32	=			1.26
			RWL			=	25.36				
NOTES:											

Appendix B – REBA for housekeeping

Group A			Group B		
Posture/Range	Score	Total	Posture/Range	Score	Total: Left and Right
Trunk			Upper Arms (Shoulders)		L R
Upright	1	If back is twisted or tilted to side: +1	Flexion: 0-20° Extension: 0-20°	1	Arm Abducted / Rotated: +1 Shoulder Raised: +1 Arm Supported: -1
Flexion: 0-20° Extension: 0-20°	2		Flexion: 20-45° Extension: >20°	2	
Flexion: 20-60° Extension: >20°	3		Flexion: 45-90°	3	
Flexion: >60°	4		Flexion: >90°	4	
Neck			Lower Arms (Elbows)		L R
Flexion: 0-20°	1	If neck is twisted or tilted to side: +1	Flexion: 60-100°	1	No Adjustments
Flexion: >20° Extension: >20°	2		Flexion: <60° Flexion: >100°	2	
Legs			Wrists		L R
Bilateral Wt Bearing; Walk; Sit	1	Knee(s) Flexion 30-60°: +1	Flexion: 0-15° Extension: 0-15°	1	Wrist Deviated / Twisted: +1
Unilateral Wt Bearing; Unstable	2	Knee(s) Flexion >60°: +2	Flexion: >15° Extension: >15°	2	
Score from Table A			Score from Table B		L R
Load / Force			Coupling		L R
< 5 kg < 11 lb	0	Shock or Rapid Buildup: -1	Good	0	No Adjustments
5 - 10 kg 11 - 22 lb	1		Fair	1	
> 10 kg > 22 lb	2		Poor	2	
Score A [Table A + Load/Force Score]			Unacceptable	3	
					Left Right
Activity			Score B [Table B + Coupling Score]		L R
One or more body parts are static for longer than 1 minute	+1		Score C (from Table C)		L R
Repeat small range motions, more than 4 per minute	+1		Activity Score		L R
Rapid large changes in posture or unstable base	+1		REBA Score [Score C + Activity Score]		L R



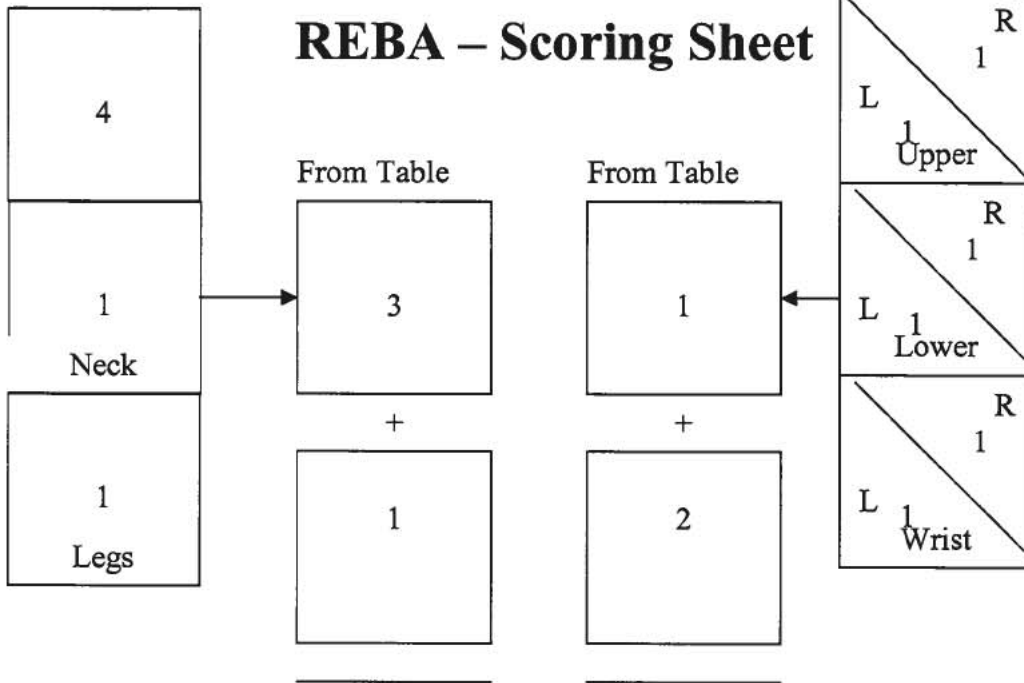
Picture 1



Picture 2

Making 2 double beds every 30 minutes

REBA – Scoring Sheet



Score A

4

Score B

3

Score C

4

+

Activity Score

1

REBA Score

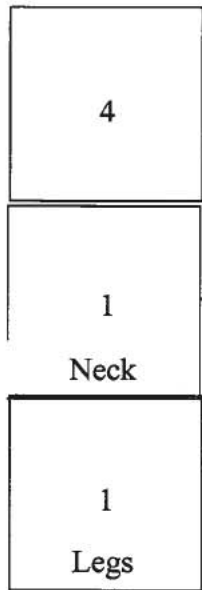
5
Action level 2
Action necessary



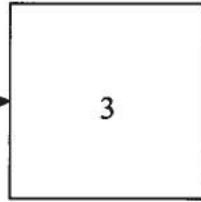
Picture 3

Making a king bed every 30 minutes

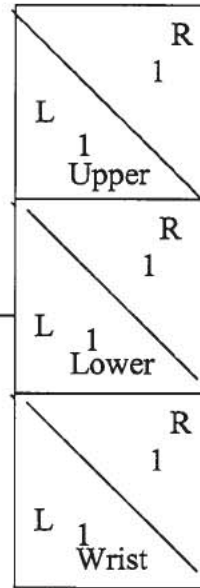
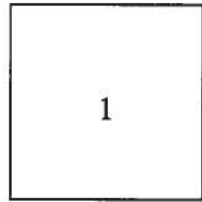
REBA – Scoring Sheet



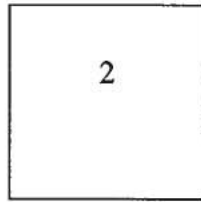
From Table



From Table



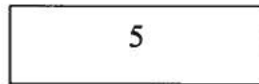
+



+



Score A



Score B

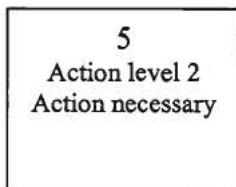
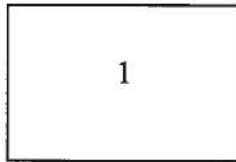


Score C



+

Activity Score



REBA Score

Appendix C

The following task analysis is based on observing two housekeepers.

Tasks needed to clean a room (regular not general) with a king size bed

Time allowed: 30 minutes

1. Remove the pillows, blanket, duvet and linens from the bed
2. Make the bed (see below for more details)
3. Carry used linens and towels to the cart
4. Inspect and replace towels
5. Replace any toiletries that have been used
6. Clean the tub and toilet
7. Clean the sink, mirror and dust lights
8. Clean the coffee maker, glasses, and replace any used items
9. Empty the trash
10. Wipe down the floor
11. Dust and arrange the television and desk
12. Check and clean the ice bucket, clean any used glasses
13. Arrange magazines
14. Check the closet and replace hangers, iron, ironing board and robes
15. Vacuum the room

Task - Making a king size bed, changing duvet cover (12 minutes repeated 15 times a day)

Step	Time	Ergonomic risk factors
1. adjust the mattress over on the bed	1:08	
2. obtain a sheet and align with the mattress and tuck edges		Neck bent forward unfolding the sheet Hands above head height to shake out the folds Back flexion: 45° flattening sheet 80° tucking corners
3, obtain sheet (different size from first sheet) align with mattress	0:37	Neck bent forward unfolding the sheet Hands above head height to shake out the folds Back flexion 20° flattening sheet
4. obtain blanket and align with mattress	0:21	Hands above head height to shake out the blanket Back flexion 20° aligning blanket

5. obtain third sheet align and tuck in mattress	0:49	Neck bent forward unfolding the sheet Hands above head height to shake out the folds Back flexion: 45° flattening sheet 80° tucking corners
6. obtain duvet cover and align with mattress	0:28	Hands above head height to shake out the cover Back flexion 45° straightening cover
7. remove duvet from old cover, place in clean cover and align with mattress (duvet weighs 14 pounds)	5:57	Arm flexion 90° with abduction 60° finding corners Repeated hand motions to tie corners Hands at above head height to aligning the duvet with mattress (8 times). Forceful exertions to shake the duvet
8. turn down covers and tuck edges	0:10	Back flexion 80° to tuck edges
9. replace pillow covers, position pillows and straighten the duvet	2:35	Forceful exertions to push pillows into pillow case (4)

Additional considerations for cleaning a room with two double beds.

1. Two beds must be made
2. The space between the bed and wall is about 28" and constraints the employee's posture when bending

Occupational Injury Disparities in the US Hotel Industry[†]

Susan Buchanan, MD, MPH,^{1*} Pamela Vossen, MPH,² Niklas Krause, MD, PhD,³
Joan Moriarty, MS,⁴ Eric Frumin, MA,⁴ Jo Anna M. Shimek, MS,⁵
Franklin Mirer, PhD, CIH,⁶ Peter Orris, MD, MPH,⁷ and Laura Punnett, ScD⁸

Background Hotel employees have higher rates of occupational injury and sustain more severe injuries than most other service workers.

Method OSHA log incidents from five unionized hotel companies for a three-year period were analyzed to estimate injury rates by job, company, and demographic characteristics. Room cleaning work, known to be physically hazardous, was of particular concern.

Results A total of 2,865 injuries were reported during 55,327 worker-years of observation. The overall injury rate was 5.2 injuries per 100 worker-years. The rate was highest for housekeepers (7.9), Hispanic housekeepers (10.6), and about double in three companies versus two others. Acute trauma rates were highest in kitchen workers (4.0/100) and housekeepers (3.9/100); housekeepers also had the highest rate of musculoskeletal disorders (3.2/100). Age, being female or Hispanic, job title, and company were all independently associated with injury risk.

Conclusion Sex- and ethnicity-based disparities in injury rates were only partially due to the type of job held and the company in which the work was performed. *Am. J. Ind. Med.* 2009. © 2009 Wiley-Liss, Inc.

KEY WORDS: occupational injury; hotel workers; housekeepers; musculoskeletal disorders; health disparities

BACKGROUND

Health disparities between the sexes and between racial/ethnic groups have been documented for a wide spectrum of diseases [Satcher and Higginbotham, 2008] but research on disparities in the rates of injuries and diseases occurring in the workplace is still emerging. Recent studies have shown that Hispanic workers have the highest rate of fatal and non-fatal OSHA-reported injuries in the US, followed by black non-Hispanic workers [Richardson et al., 2003; USBLS, 2007a]. Among agricultural and hospital workers, a disproportionate burden of occupational injury is carried by women, African Americans, and Latinos [McGwin et al., 2000; Simpson and Severson, 2000; McCurdy et al., 2003]. Elevated risks among these groups are partially explained by disproportionate employment in high-risk industries and occupations, but there may also be disparities within the same industry or job classification, perhaps resulting from sex, racial, or ethnic discrimination and other factors.

¹Division of Environmental and Occupational Health Sciences, University of Illinois at Chicago School of Public Health, Chicago, Illinois

²Occupational Safety and Health Program, UNITE HERE, New York, New York

³Division of Occupational and Environmental Medicine, University of California San Francisco, San Francisco, California

⁴Workers United/SEIU, New York, New York

⁵Division of Environmental and Occupational Health Sciences, University of Illinois at Chicago School of Public Health, Chicago, Illinois

⁶Environmental and Occupational Health Sciences, Urban Public Health Program, Hunter College School of Health Sciences, New York, New York

⁷Department of Occupational and Environmental Medicine, University of Illinois at Chicago Medical Center, Chicago, Illinois

⁸Department of Work Environment, University of Massachusetts Lowell, Lowell, Massachusetts

[†]Work conducted while Joan Moriarty and Eric Frumin were at UNITE HERE.

Contract grant sponsor: UNITE HERE.

*Correspondence to: Susan Buchanan, MD, MPH, 835 S. Wolcott, MC-684, Chicago, IL 60612. E-mail: sbucha3@uic.edu

Accepted 22 May 2009

DOI 10.1002/ajim.20724. Published online in Wiley InterScience (www.interscience.wiley.com)

Within the US hospitality industry, hotels, and motels employ 1.8 million workers [USBLS, 2007b]. In the United States, hotel workers are nearly 40% more likely to be injured on the job than all other service sector workers. Hotel workers also sustain more severe injuries resulting in more days off work, more job transfers, and more medically restricted work compared to other employees in the hospitality industry [USBLS, 2005].

Approximately 25% of hotel workers are employed in housekeeping departments [USBLS, 2007b]. Housekeepers constitute the single largest occupational group in the hotel industry and include room cleaners (maids or room attendants) and housemen. Many room attendants are immigrant or minority women, with a majority being either Asian, Latin American, or African American [Wial and Rickert, 2002]. Thus, they belong to several groups that have been repeatedly identified as having excessive occupational risks: women [Stellman, 1999; NIOSH, 2002; Kauppinen et al., 2003; Messing, 2004; Treaster and Burr, 2004], immigrants [Improving Health and Safety Conditions for California's Immigrant Workers, 2002], ethnic/racial minorities [Frumkin et al., 1999], and low-wage workers [Frumkin and Pransky, 1999]. However, very little is known about occupational injuries among hotel housekeepers; the US Bureau of Labor Statistics (BLS) does not provide rates of occupational injury and illness for single occupations. Among Las Vegas hotel room cleaners, the prevalence of self-reported pain associated with work was 75% during the previous year [Scherzer et al., 2005]; 63% had had severe or very severe low back pain just in the prior month [Krause et al., 2005].

In 1996, the first National Institute for Occupational Safety and Health (NIOSH) research agenda ("NORA") called for innovative occupational health research to determine the extent and severity of disease and injury among special worker populations [NIOSH, 1996]. Ten years later, the revised NORA research agenda targeted the service sector, which accounts for 80% of the US workforce. Hotel workers have been repeatedly identified as an under-researched population with significant problems such as musculoskeletal injuries; even less is known about dishwashers, cooks, and other food service workers.

This study analyzes the rates of OSHA-reported injury within the hotel industry for four leading hotel job categories (hotel housekeepers, cooks/kitchen workers, stewards/dishwashers, and banquet servers), and examines disparities in injury risk by race/ethnicity and sex.

METHODS

Study Population

Institutional Review Board approval was obtained from the University of Illinois at Chicago under the "exempt" classification. The study population consisted of non-

supervisory hotel workers employed for a minimum of 2 weeks in at least 1 year during the study period of 2003–2005, at full-service hotels operated by the five largest hotel companies in the United States. For this study, full-service hotels are defined as properties with at least 100 guest rooms and with a minimum of 10,000 square feet of conference space. These criteria were intended to increase the likelihood that job classifications and workplace exposures to ergonomic and safety hazards would be similar. Luxury chains were excluded because the design and pace of work varies significantly at these properties.

The five companies operate several hotel chains that together make up over 70% of the full-service hotel rooms nationwide, with each company establishing its own standards of service. According to information found on the companies' public websites in February 2007, these companies operate 964 hotel properties in the US that meet the study's definition of full-service hotels. UNITE HERE, the largest hospitality workers union in North America, represents workers at many of these hotels.

Hotel Sampling

Upon request from the union, 71 of the hotels with collectively bargained contracts provided data, which could be utilized for this study. The two largest companies represented an unbalanced proportion of the sample, so a random number generator [Research Randomizer, 1997–2008] was used to select 12 hotels from each of these two. All hotels from the three other companies were included in the data analysis. This produced a sample of 50 hotels with sufficient data from 2003 to 2004 and 45 from 2005 (Table I). Study hotels were dispersed across the country with concentrations in large urban areas including New York City, Chicago, San Francisco, Los Angeles, and Honolulu.

Job Classifications

Job titles are numerous within hotel departments and vary from employer to employer. The authors in collaboration with

TABLE I. Hotel Company Distributions of US Full-Service Hotels and Hotels in the Study Sample

Company	Full-service hotels		Study sample	
	No.	%	No.	%
Company 1	334	35	12	24
Company 2	95	10	12	24
Company 3	10	1	5	10
Company 4	319	33	9	18
Company 5	206	21	12	24
Totals	964	100	50	100

experienced union field staff familiar with the specific job titles, grouped the jobs that share similar tasks and exposures to workplace hazards (e.g., “dishwasher” and “pot washer,” “housekeeping attendant” and “room attendant”). Five key job categories were created—housekeepers, banquet servers, stewards/dishwashers, cooks/kitchen workers, and “other.” Housekeepers perform guest room cleaning including making beds, vacuuming floors, cleaning shower walls and bathroom fixtures, dusting furniture, and pushing carts. Banquet servers provide food service such as carrying plated food from the kitchens to the customers, dispensing drinks, and supplying food to cafeteria and buffet services. Stewards retrieve, sort, load/lift, unload, and return dishes, glasses, pots, utensils and silverware, and provide these items by pushing carts to cafeteria and buffet lines. In addition, stewards maintain cleanliness in food preparation areas. Cooks lift, weigh, measure, mix, cut and grind food ingredients; they cook these ingredients and compose salads and other food for serving [USBLS Occupational Outlook Handbook, 2008–2009]. All remaining jobs were categorized as “other.” Jobs classified as “other” were those that did not share similar job tasks or exposures with the other four key job categories. These included lobby attendant, cashier, door person, host/hostess, among others.

Database Creation

Employee rosters and OSHA 300 log data were provided to the union by the five hotel companies for the period 2003–2005. The employee rosters provided employee name, department, job title, date of birth, date of hire, termination date, sex, and race/ethnicity. Race/ethnicity was defined by the employer based on employee self-report as one of the following five mutually exclusive categories: American Indian, Asian, Black, Hispanic, and White.

The OSHA 300 logs included employee name, department name or location where injury event occurred, job title, date of injury, injury description, days away from work, and days on restricted duty. These data were matched to the employee rosters using employee name and date of birth. The final dataset included a single record for each employee. Up to three injury or illness incidents during the 3-year study period were abstracted for each individual. Employee names were removed from all datasets before data analysis began. A record number was assigned to each injury incident and was subsequently used in all data analyses.

Injury Coding

Nature of injury data was constructed from the injury description section of OSHA log entries and were grouped by the authors into four categories: musculoskeletal disorders (MSDs), acute trauma injuries, other, and not classifiable. MSDs were coded according to the US BLS definition: “an

injury or disorder of the muscles, nerves, tendons, joints, cartilage, or spinal discs. MSDs do not include disorders caused by slips, trips, falls, motor vehicle accidents, or similar accidents” [USBLS, 2007c]. Back pain or pain at other body locations and strain or sprain injuries were coded as MSDs unless the entry referenced stairs or ladders, or the employer-reported description of the injury referenced a slip or fall. “Acute trauma” cases included contusions, fractures, lacerations, heat burns, and sprain or strain injuries with evidence of an injury mechanism that involves acute contact with outside objects (e.g., hit by, struck against) that were not otherwise categorized as an MSD. “Other” incidents included chemical exposures, foreign bodies in the eye, and all other cases. “Not classifiable” injuries had insufficient information to determine the nature of injury.

Statistical Analysis

All data were analyzed using SAS (SAS v. 9.1, 2007. SAS Institute, Cary, NC) and Excel (Microsoft Office 2003, Seattle, Washington). Injury rates and risk ratios were calculated to compare the injury experience of hotel workers by sex, race/ethnicity, and job title for the entire study population and by company. The denominator for all calculations was calculated from the number of workers who met the inclusion criterion of employment for a minimum of 2 weeks during each year of study. As individual employees may be counted in more than one study year, the denominators represent total worker-years of observation. The available data did not provide information on part-time/full-time status. The race and ethnicity characterization was left blank on the employee rosters for <1% of the sample. Therefore, this race/ethnicity “not classified” group was excluded from all data analyses.

Age was computed by subtracting birth date from the last day of the year being analyzed (e.g., in 2003, Age = 12/31/2003 – birth date) divided by 365.25. Only employees aged 18–70 years were included in the analysis. A job tenure variable was similarly created by subtracting termination date from hiring date.

Risk ratios were calculated using the following referent groups: males, whites, and “other” job title. For analyses by hotel company, Company 1 was chosen as the referent group on the basis of the level of union presence at its hotels, thereby a measure of labor and management’s negotiation of working conditions.

Because we had injury count data and repeated measures (multiple years per subject), we performed multivariable Poisson regression modeling (Loomis et al. 2005) with generalized estimating equations (GEE) using SAS Proc Genmod with a Poisson distribution, unstructured correlations and log link to estimate relative risk. Regression models included age (18–27 years, 28–37 years, 48–57 years, 58–70 years), sex, race/ethnicity, job title, job tenure (0–10

TABLE II. Demographic Breakdown of Hotel Workers* Employed 2003–2005 in 50 Unionized Full-Service Hotels (n = 55,327)

	Total		Housekeeper		Banquet server		Steward/dishwasher		Cook/kitchen worker		Other jobs	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Male	31,135	56.4	269	2.3	3,406	66.8	2,948	85.1	3,269	72.0	20,280	69.2
Female	24,048	43.6	11,320	97.7	1,693	33.2	518	14.9	1,271	28.0	9,008	30.8
White	11,187	20.3	982	8.4	2,137	36.8	286	8.1	882	19.3	6,898	23.3
Asian	13,352	24.2	3,109	26.7	909	15.6	594	16.9	1,202	26.3	7,538	25.4
Black	12,252	22.2	3,439	29.5	712	12.3	962	27.3	872	19.0	6,267	21.1
Hispanic	18,392	33.3	4,118	35.3	2,047	35.3	1,678	47.7	1,622	35.4	8,927	30.1
American Indian	144	<1	12	<1	32	<1	7	<1	10	<1	83	<1
Total (%) ^a	55,327	100.0	11,660	21.1	5,837	10.5	3,527	6.4	4,588	8.3	29,713	53.7

*Total person-years observed, not total employees.

^aTotal excludes race "not specified" (<1% of total).

years, 11–20 years, 21–30 years, 31–40 years, 41–52 years), and hotel company as independent variables. In addition, cross tabulation and regression modeling were performed within the subset of female housekeepers. Similar analyses were not conducted within other subsets of other job classifications; female housekeepers were a particularly large subset.

RESULTS

There were a total of 55,327 worker-years of observation in the sample. Fifty-six percent of the sample was male and 44% female (Table II). By job title, 21% of the employees were housekeepers, 11% were banquet servers, 6% were stewards/dishwashers, 8% were cooks/kitchen workers, and 54% had other jobs. Most of the workers were non-white (Black, Asian, Hispanic), comprising 80% of the sample. American Indians and male housekeepers were very few in number. Hispanics comprised the largest proportion of three job titles: housekeepers, stewards, and cooks. The mean age of the study population was 44.5 years (SD 13.5). The mean job tenure was 9.61 years (SD 8.8).

There were 2,865 injuries recorded on the OSHA 300 logs in 2003–2005 (Table III), for an injury rate of 5.2 injuries per 100 worker-years. Acute trauma accounted for 52% of the injuries, 39% were musculoskeletal injuries, and 9% were "other" or "not classifiable." Women workers had a higher overall injury rate (6.3) than men (4.3).

Housekeepers had the highest overall injury rate and the highest rate of MSDs, at 7.9 and 3.2 per 100 workers, respectively. Acute trauma rates were highest in cooks/kitchen workers and housekeepers. Banquet servers had the lowest injury rates. Excluding the six injuries among American Indians, among housekeepers (Table IV), Hispanic workers had the highest overall injury rate at 10.6, the highest rate of MSDs (4.4), and the highest rate of acute traumas

(4.9). Among cooks (not shown), Asians had the highest rate: 8.4% for all injuries, with 7.9% among males and 10.1% among females.

In each job title of interest (housekeepers, etc.), injuries of the upper extremity were the most common, followed by back injuries and lower extremity injuries. By nature of injury, over 40% of MSDs involved the back, 22% distal upper extremities, and 13% the shoulder. In contrast, 44% of acute traumatic incidents were to the upper extremity, especially the hand.

Women workers overall and Asian and Hispanic men were about 1.5 times more likely to have been injured than their referent groups (Table V). Female American Indians fared the worst, although the number of injuries were so few that the confidence intervals are relatively wide. Hispanic women had almost double the risk of injury than their white female counterparts. Within job categories, non-white female cooks/kitchen workers fared poorly compared to their white counterparts as did non-white male banquet servers. Female housekeepers had about three times the risk of injury than male housekeepers, and Hispanic housekeepers were 70% more likely to be injured than white female housekeepers.

When analyzed by hotel company, the overall injury rates differed markedly by company, with companies 2, 3, and 4 in particular having almost twice the rate of Company 1 (Table VI). Company 2 had the highest rate of injury for housekeepers (10.4). This overall effect was consistent in analysis by injury type, with the lowest rates for both MSDs and acute trauma injuries in Company 1. These same patterns by company were also evident for key demographic groups within the four key jobs. Of the 15 job/race/sex groups with sufficient cases for comparison, Companies 2 and 3 had the highest injury rates for five of them and Company 4 had almost as many. Company 1 had only one such group, and Company 5 had none.

TABLE III. Injury Incidence and Rates* for the Hotel Worker Study Population, by Sex and Job Title, 2003–2005

	Total		Male		Female		Housekeeper		Banquet server		Steward/dishwasher		Cook/kitchen worker		Other jobs ^a	
	Inj no.	Rate	Inj no.	Rate	Inj no.	Rate	Inj no.	Rate	Inj no.	Rate	Inj no.	Rate	Inj no.	Rate	Inj no.	Rate
MSDs	1,117	2.02	525	1.68	592	2.46	368	3.16	63	1.08	70	1.99	80	1.74	536	1.82
Acute trauma	1,497	2.71	709	2.28	788	3.28	456	3.91	94	1.62	116	3.30	182	3.98	649	2.19
Other injuries	251	0.45	110	0.35	141	0.59	93	0.80	7	0.12	24	0.68	12	0.26	115	3.88
Total injuries	2,865	5.19	1,344	4.32	1,521	6.32	917	7.87	164	2.82	210	5.97	274	5.99	1,300	4.92

*Injury rate is number of cases per 100 person-years.

^aInjuries that were "not classifiable" were collapsed into "other" jobs.

The regression analyses of all hotel workers (Table VII) confirmed the higher injury risk for housekeepers and Hispanic workers, and the lower risk in Company 1, after adjusting for demographic characteristics. Comparison of univariable and multivariable models showed that some of the apparent excess risk in Black, Hispanic, and Asian workers was reduced after adjustment for job title and hotel company. This was consistent with the fact that Blacks were most likely (30%), and Whites least likely (8%), to be employed as housekeepers rather than in other jobs, and that Company 1 had fewer Black and Asian employees. Job tenure had a slight inverted-U effect (risk was highest for 21–30 years of seniority and then decreased) but it was dropped from the multivariable models because the coefficient was very small, the confidence intervals wide, and the type 3 (GEE) score statistics indicated that the variable did not contribute any explanatory power. Among female housekeepers, the predictors of injury were quite similar to those for all hotel workers, with increased risk for being Hispanic or employment at Companies 2, 3, and 4.

DISCUSSION

Several studies have shown that cleaning tasks in various industries demand a high level of physical effort, including high aerobic strain and repetitive movements [Hagner and Hagberg, 1989]; high static muscular loads [Milburn and Barrett, 1999]; high frequency of unsatisfactory postures such as stooping and crouching [Woods et al., 1999]; and subjective experience of strenuous work [Sogaard et al., 1996; Seifert and Messing, 2006]. In hotel workers specifically, guest room cleaning work is marked by time pressure, low job control, low wages, increasing use of contingent employees without job security, and few opportunities for career advancement [Parker, 1999; Lee and Krause, 2002; Wial and Rickert, 2002; Bernhardt et al., 2003; Krause et al., 2005]. The present study is one of the first to quantify the incidence, rates, and risk of injury among hotel workers.

We found that women were more often injured than men and that housekeepers in general suffered the highest injury rate among the four job titles of interest. Moreover, our results show an alarming injury rate among housekeepers in general and Hispanic housekeepers in particular. While close to half of the total workers here are women, they were heavily grouped in the housekeeping category, a set of jobs with very high physical demands. This study strengthens the evidence that job gender stereotyping within the American economy remains a potent defining factor for the workforce and potentially a substantial risk factor for injury [Mergler, 1995; Messing et al., 1998, 2003; Punnett and Herbert, 2000].

Socioeconomic status (SES) in general, and income inequality, education, and job-specific occupational hazards in particular, have all been proposed as possible explanations for racial/ethnic as well as gender health disparities. There is

TABLE IV. Injury Incidence and Rates* for Housekeepers by Race/Ethnicity, 2003–2005

	All injuries		MSDs		Acute trauma		Other/not classifiable	
	Inj no.	Rate	Inj no.	Rate	Inj no.	Rate	Inj no.	Rate
Asian	228	7.33	102	3.28	106	3.41	20	0.64
Black	189	5.50	58	1.69	113	3.29	18	0.52
Hispanic	435	10.56	183	4.44	203	4.93	49	1.19
White	62	6.31	24	2.44	32	3.26	6	0.61
American Indian	6	50.00	1	8.33	5	41.67	None	
Total ^a	920	7.89	368	3.16	459	3.94	93	0.80

*Injury rate is number of cases per 100 person-years.

^aTotal excludes race "not specified" (<1% of total).

consistent epidemiologic evidence that low status jobs are associated with a high burden of disease, injury, and disability [Robinson, 1989; Krause et al., 1997, 2001; Amick et al., 1998; Borg and Kristensen, 2000; Pransky et al., 2000; Berkman and Kawachi, 2002; d'Errico et al., 2007]. This burden falls disproportionately on workers who are multiply disadvantaged in society and who have been under-represented and under-served in occupational health research. Female immigrant cleaners are a typical example of a minority population at the low end of the well-established SES gradient.

As yet, there has been no evaluation of the causes of differential injury rates by race/ethnicity within job title in this industry. One must question whether discrimination in the treatment of such workers—in the form of disproportionate assignment to high-risk jobs, refusal to fix unsafe conditions, or workers' disempowerment—resulting in unwillingness to speak up about such conditions, is at fault. As Murray [2003] noted, previous studies have observed informal systems of work assignments to non-white workers resulting in greater exposures to the hazards therein. Moreover, US BLS has already found that disproportionate employment of Hispanics in specific jobs is not associated with increased risk of injury after controlling for such employment patterns [Richardson et al., 2003]. In essence, race/ethnicity itself is not an indicator of increased risk.

The injury rate for the workers in this sample was 5.19 per 100 workers. For 2004, the US BLS reported a rate of 5.8 per 100 FTEs in hotel workers and 4.2 per 100 FTEs in the service sector overall. The lower overall injury rate reported in our sample may be due to the inability to identify the proportion of part time workers in this sample or that unionized employees work under conditions defined by collective bargaining agreements, which are intended to improve workplace safety. The study sample included only unionized workers, whereas the majority of US hotel employees do not belong to unions. Since unions function as the bargaining agent between the employer and the employee, it is likely that non-unionized hotels, in which

workers do not have a formal means to gain better working conditions, would have even higher injury rates than those reported in this study. Further, it is possible that hotels not providing data were those at which workplace safety is less of a priority and which have higher injury rates than those reported here.

These results also need to be seen in the context of the tendency of many workers not to report their injuries, especially if they are non-unionized, immigrants, or otherwise politically vulnerable [Azaroff et al., 2002, 2004; Brown et al., 2002; Scherzer et al., 2005]. Non-reporting of injuries may be due to language barriers, fear of retaliation, or lack of understanding of legal rights under Workers Compensation laws and OSHA standards. Although our data represent unionized workers who reported their injuries, the results may still represent an under-estimation of the true injury risk.

Other possible limitations to this study include quality of the data, coding, and job grouping errors. Injury data obtained from OSHA 300 logs may have contained inaccuracies. The individual responsible for completing these logs varies by workplace and is not always well trained in correct recording procedures. There may well be systematic differential approaches to OSHA 300 log completion by different hotel companies. Nevertheless, we saw no evidence of frequent recording errors or systemic bias in recording through regular quality control checks as well as consultations with experts on the coding and grouping criteria. Although the high rate of acute injuries in housekeepers may suggest coding errors, the OSHA logs frequently included event/exposure data such as contact with furniture, tripping over sheets, slips in bathtubs, etc. Furthermore, coding error is possible since some acute injuries in housekeeping may have been MSDs. However, the patterns of injury we found are also seen in US BLS data.

The hotels in this study sample were included based on number of rooms and size of meeting space in order to ensure similarity in job task burden among workers in the sample. Working conditions in full-service hotels are determined and standardized in major part by corporate-level policies such as

TABLE V. Injury Rate Ratios* for the Hotel Worker Study Population by Job Title, Sex, and Race/Ethnicity, 2003–2005

Job title	Males					Females				
	All females RR (95% CI)	American Indian RR (95% CI)	Asian RR (95% CI)	Black RR (95% CI)	Hispanic RR (95% CI)	American Indian RR (95% CI)	Asian RR (95% CI)	Black RR (95% CI)	Hispanic RR (95% CI)	
All hotel workers	1.46 (1.35–1.57)	0.41 (0.06–2.87)	1.52 (1.28–1.82)	1.07 (0.87–1.32)	1.54 (1.30–1.82)	2.19 (1.08–4.46)	1.39 (1.15–1.67)	1.14 (0.94–1.38)	1.91 (1.6–2.27)	
Housekeepers	3.19 (1.53–6.64)	n.a.	n.a.	n.a.	n.a.	4.00 (1.65–9.67)	1.19 (0.87–1.62)	0.87 (0.63–1.20)	1.70 (1.26–2.29)	
Banquet servers	1.38 (1.00–1.89)	n.a.	1.65 (n.a.)	1.87 (n.a.)	2.02 (n.a.)	n.a.	0.66 (n.a.)	1.20 (n.a.)	1.14 (n.a.)	
Stewards/ dishwasher	1.42 (1.00–1.97)	n.a.	1.29 (n.a.)	1.46 (n.a.)	1.78 (n.a.)	n.a.	n.a.	0.42 (n.a.)	0.45 (n.a.)	
Cook/kitchen worker	1.34 (1.04–1.72)	n.a.	1.42 (n.a.)	0.51 (n.a.)	0.89 (n.a.)	n.a.	2.77 (n.a.)	2.20 (n.a.)	1.94 (n.a.)	
Other workers	1.05 (0.93–1.19)	0.75 (0.11–5.21)	1.39 (1.12–1.73)	0.95 (0.74–1.22)	1.48 (1.21–1.81)	1.88 (0.70–5.09)	1.11 (0.82–1.50)	1.00 (0.73–1.37)	1.44 (1.08–1.93)	

n.a., insufficient data.

*Referent groups: Males are referent group for females; white males are referent group for American Indian, Asian, Black, and Hispanic males; white females are the referent group for American Indian, Asian, Black, and Hispanic females. Statistically significant results are shown in bold.

TABLE VI. Injury Incidence Rate*, and Rate Ratio for the Hotel Worker Study Population, by Job Title and Hotel Company, 2003–2005

Job titles	Company 1*			Company 2			Company 3			Company 4			Company 5		
	# Inj	Rate	RR (95% CI)	# Inj	Rate	RR (95% CI)	# Inj	Rate	RR (95% CI)	# Inj	Rate	RR (95% CI)	# Inj	Rate	RR (95% CI)
Housekeeper	211	5.47		276	10.36	1.83 (1.59–2.34)	86	9.67	1.78 (1.37–2.32)	211	9.44	1.74 (1.41–2.13)	135	6.18	1.13 (0.89–1.43)
Banquet Server	5	n.a.		56	3.69	n.a.	14	3.97	n.a.	69	4.33	n.a.	20	4.25	n.a.
Steward/ dishwasher	51	4.63		60	7.15	1.85 (1.04–2.31)	32	11.19	2.48 (1.48–4.14)	45	9.15	1.89 (1.29–3.08)	22	2.60	0.56 (0.34–.93)
Cook/kitchen worker	47	3.90		88	7.48	1.84 (1.35–2.79)	26	12.32	3.28 (2.01–5.40)	59	6.54	1.68 (1.15–2.46)	56	4.94	1.27 (0.86–1.89)
Other workers	258	2.72		317	5.72	2.10 (1.77–2.50)	140	6.23	2.31 (1.84–2.89)	354	5.54	2.04 (1.72–2.42)	232	3.72	1.37 (1.13–1.65)
All jobs	572	3.26		797	6.79	2.10 (1.87–2.36)	298	7.48	2.33 (1.99–2.72)	738	6.36	1.95 (1.74–2.20)	465	4.28	1.31 (1.15–1.49)

n.a., insufficient data.

*Injury rate is the number of injuries per 100 person-years.

*Company 1 is the referent group for all other companies.

Statistically significant results are shown in bold.

TABLE VII. Regression Models of Injuries Per Year* to US Unionized Hotel workers, 2003–2005: Risk Ratios and 95% Confidence Intervals

	Unadjusted models (all hotel workers)		Multivariable model (all hotel workers)		Multivariable model (all hotel workers)		Multivariable model (female housekeepers)	
	Odds ratio	95% CI	Odds ratio	95% CI	Odds ratio	95% CI	Odds ratio	95% CI
Age	1.07	1.04–1.09	1.08	1.05–1.11	1.09	1.06–1.12	1.10	1.03–1.18
Job tenure	1.08	1.04–1.12						
Female	1.46	1.35–1.58	1.24	1.12–1.37	1.21	1.09–1.34		
American Indian	1.35	0.67–2.72	1.33	0.68–2.61	1.15	0.60–2.22	2.54	1.05–6.13
Asian	1.46	1.29–1.67	1.25	1.10–1.42	1.11	0.97–1.26	0.97	0.71–1.33
Black	1.15	1.00–1.32	0.97	0.84–1.11	0.85	0.74–0.98	0.75	0.54–1.03
Hispanic	1.70	1.50–1.92	1.50	1.33–1.70	1.42	1.26–1.61	1.50	1.11–2.02
Housekeeper	1.80	1.65–1.97	1.50	1.34–1.68	1.52	1.36–1.70		
Banquet server	0.64	0.54–0.77	0.60	0.50–0.72	0.56	0.47–0.67		
Steward/ dishwasher	1.37	1.17–1.61	1.30	1.11–1.53	1.31	1.12–1.54		
Cook/kitchen worker	1.38	1.20–1.58	1.34	1.17–1.54	1.31	1.15–1.51		
Company 2	2.10	1.87–2.36			2.17	1.94–2.44	1.94	1.59–2.35
Company 3	2.33	1.99–2.72			2.41	2.07–2.81	1.84	1.41–2.39
Company 4	1.95	1.74–2.20			2.06	1.83–2.32	1.74	1.41–2.14
Company 5	1.31	1.15–1.50			1.37	1.20–1.56	1.19	0.94–1.50

Male is the referent group for female; White is the referent group for Black, Hispanic, Asian, and American Indian; "Other jobs" is the referent group for housekeeper, banquet server, steward, and cook/kitchen worker; Company 1 is the referent group.

*Up to three injuries per year per employee; denominators = 55,311 person-years of observation for all hotel workers and 11,375 person-years for female housekeepers.

job task lists and the use of branded products such as luxury beds. Hotels with fewer than 100 rooms would be less likely to have standardized room quotas, which might affect workload pressure and therefore injury risk among housekeepers. Thus, we believe that the inter- and intra-hotel variations in work tasks among job title groups are likely to be minimal in our sample of properties.

There were substantial and consistent differences in injury rates among the five companies. These differences persisted for all injuries, for injuries by job title, and by demographic groups. As this study sought to standardize job tasks between companies, this differential suggests the influence of management policies and practices, meaning that workplace intervention has a significant ability to modify the risks identified in this study. These marked differences between companies demonstrate the potential for sharp improvement by individual companies in injury rates. They also underscore the need for companies with high rates to investigate whether discriminatory workplace practices contribute to these disparities—in order to remedy the discrimination and reduce the injury risk accordingly.

CONCLUSION

Injury rates for hotel workers are higher than those in the service sector as a whole. Characteristics that increased the

injury risk among the workers in our study included female sex, Hispanic ethnicity, housekeeper job title, and hotel company. Hispanic banquet servers had the highest risk amongst men, and American Indian housekeepers had the highest risk among women. Hispanic female housekeepers suffered more injuries than other female room cleaners. Immediate action is needed with respect to the control of hazards to housekeepers, especially those stressing the upper extremities, and to food service workers with respect to acute trauma. The ethnic, gender, and employer differentials deserve further exploration to adequately understand the interaction of social forces with ergonomic and safety hazards in the workplace. Large differences of injury rates between employers indicate a substantial potential for injury prevention in the hotel sector.

ACKNOWLEDGMENTS

Financial support for the data analysis was provided by UNITE HERE. The following individuals contributed to this study: Christopher E. Mason, PhD, employee hiring list data preparation; Emily Perry, BA, research on full service hotel sector; and John M. Halpin, MD, MPH, housekeeper injury analysis of earlier version of dataset. We are grateful to Rebecca Gore, PhD for statistical advice.

REFERENCES

- Amick BC III, Kawachi I, Coakley EH, Lerner D, Levine S, Colditz GA. 1998. Relationship of job strain and iso-strain to health status in a cohort of women in the United States. *Scand J Work Environ Health* 24(1): 54-61.
- Azaroff L, Levenstein C, Wegman DH. 2002. Occupational injury and illness surveillance: Conceptual filters explain underreporting. *Am J Public Health* 92:1421-1429.
- Azaroff LS, Lax MB, Levenstein C, Wegman DH. 2004. Wounding the messenger: The new economy makes occupational health indicators too good to be true. *Int J Health Serv* 2004. 34:271-303.
- Berkman SF, Kawachi I, editors. 2002. *Social epidemiology*. New York: Oxford University Press.
- Bernhardt A, Dresser L, Hatton E. 2003. The coffee pot wars: Unions and firm restructuring in the hotel industry. In: Appelbaum E, Bernhardt A, Murnane RJ, editors. *Low-wage America: How employers are reshaping opportunity in the workplace*. New York: Russell Sage Foundation, p 33-76.
- Borg V, Kristensen TS. 2000. Social class and self-rated health: Can the gradient be explained by differences in life style or work environment? *Soc Sci Med* 51(7):1019-1030.
- Brown MP, Domenzain A, Villoria-Siegert N. 2002. California's immigrant workers speak up about health and safety in the workplace. Los Angeles, California: University of California Los Angeles Labor Occupational Safety and Health Program Health and Safety Policy Brief.
- d'Errico A, Punnett L, Cifuentes M, Boyer J, Tessler J, Gore R, Scollin P, Slatin C. 2007. Hospital injury rates in relation to socioeconomic status and working conditions. *Occup Environ Med* 64(5):325-333.
- Frumkin H, Pransky G. 1999. Special populations in occupational health. *Occup Med* 14(3):479-484.
- Frumkin H, Walker ED, Friedman-Jimenez G. 1999. Minority workers and communities. *Occup Med* 14(3):495-517.
- Hagner IM, Hagberg M. 1989. Evaluation of two floor-mopping work methods by measurement of load. *Ergonomics* 32(4):401-408.
- Improving Health and Safety Conditions for California's Immigrant Workers. Report and Recommendations of the California Working Immigrant Safety and Health Coalition. November 2002. Berkeley, California.
- Kauppinen K, Kumpulainen R, Copsey S. 2003. Gender issues in safety and health at work—A review. Finland: European Agency for Safety and Health at Work.
- Krause N, Lynch J, Kaplan GA, Cohen RD, Goldberg DE, Salonen JT. 1997. Predictors of disability retirement. *Scand J Work Environ Health* 23:403-413.
- Krause N, Frank JW, Dasinger LK, Sullivan TJ, Sinclair SJ. 2001. Determinants of duration of disability and return-to-work after work-related injury and illness: Challenges for future research. *Am J Ind Med* 40(4):464-484.
- Krause N, Scherzer T, Rugulies R. 2005. Physical workload, work intensification, and prevalence of pain in low wage workers: Results from a participatory research project with hotel room cleaners in Las Vegas. *Am J Ind Med* 48:326-337.
- Lee PT, Krause N. 2002. The impact of a worker health study on working conditions. *J Public Health Policy* 23(3):268-285.
- Loomis D, Richardson DB, Elliott L. 2005. Poisson regression analysis of ungrouped data. *Occup Environ Med* 62:325-329.
- McCurdy SA, Samuels SJ, Carroll DJ, Beaumont JJ, Morrin LA. 2003. Agricultural injury in California migrant Hispanic farm workers. *Am J Ind Med* 44(3):225-235.
- McGwin G, Jr., Enochs R, Roseman JM. 2000. Increased risk of agricultural injury among African-American farm workers from Alabama and Mississippi. *Am J Epidemiol* 152(7):640-650.
- Mergler D. 1995. Adjusting for gender differences in occupational health studies. In: Messing K, Neis B, Dumais L, editors. *Invisible: Issues in women's occupational health/La santé des travailleuses*. Charlottetown, P.E.I., Canada: Gynergy Books. p 236-251.
- Messing K. 2004. Physical exposures in work commonly done by women. *Can J Appl Physiol* 29(5):639-656.
- Messing K, Tissot F, Saurel-Cubizolles M, Kaminski M, Bourguine M. 1998. Sex as a variable can be a surrogate for some working conditions. *J Occup Environ Med* 40:250-260.
- Messing K, Punnett L, Bond MA, Alexanderson K, Pyle JL, Stock SR, Wegman DH, Zahm S, Stock SR, de Grosbois S. 2003. Be the fairest of them all: Challenges and recommendations for the treatment of gender in occupational health research. *Am J Ind Med* 43:618-629.
- Milburn PD, Barrett RS. 1999. Lumbosacral loads in bedmaking. *Appl Ergon* 30(3):263-273.
- Murray LR. 2003. Sick and tired of being sick and tired: Scientific evidence, methods, and research implications for racial and ethnic disparities in occupational health. *Am J Public Health* 93:221-226.
- National Institute for Occupational Safety and Health. 1996. *National Occupational Research Agenda: Special Populations at Risk*. Cincinnati, OH: DHHS (NIOSH) Publication No. 96-115.
- National Institute for Occupational Safety and Health. 2002. *The changing organization of work and the safety and health of working people*. Cincinnati, OH: DHHS (NIOSH) Publication No. 2002-116.
- Parker E. 1999. *Job quality in the hospitality industry: Findings from the San Francisco housekeeping study*. Report to the Rockefeller Foundation. University of Wisconsin-Madison and University of California-Berkeley: Madison, Wisconsin, and Berkeley, California. p 23.
- Pransky G, Benjamin K, Hill-Fotouhi C, Fletcher KE, Himmelstein J, Karz J. 2000. Work-related outcomes in occupational low back pain: A multidimensional analysis. *Am J Ind Med* 37(4):400-409.
- Punnett L, Herbert R. 2000. Work-related musculoskeletal disorders: Is there a gender differential, and if so, what does it mean? In: Goldman MB, Hatch MC, editors. *Women and health*. San Diego, CA: Academic Press. p 474-492.
- Research Randomizer. Social Psychology Network. Copyright © 1997-2008 by Geoffrey C. Urbaniak and Scott Plous. <http://www.randomizer.org/form.htm>. Accessed April 10, 2007.
- Richardson S, Ruser J, Suarez P. 2003. Hispanic workers in the United States: An analysis of employment distributions, fatal occupational injuries, and non-fatal occupational injuries and illnesses in Safety is Seguridad. National Research Council of the National Academies, Washington, DC.
- Robinson JC. 1989. Exposure to occupational hazards among Hispanics, blacks and non-Hispanic whites in California. *Am J Public Health* 79(5):629-630.
- Satcher D, Higginbotham EJ. 2008. The public health approach to eliminating disparities in health. *Am J Public Health* 98(9 Suppl): S8-S11.
- Scherzer T, Rugulies R, Krause N. 2005. Work-related pain, injury, and barriers to workers' compensation among Las Vegas hotel room cleaners. *Am J Public Health* 95(3):478-488.

Seifert AM, Messing K. 2006. Cleaning up after globalization: An ergonomic analysis of work activity of hotel cleaners. *Antipode* 38:557-578.

Simpson CL, Severson RK. 2000. Risk of injury in African American hospital workers. *J Occup Environ Med* 42(10):1035-1040.

Sogaard K, Fallentin N, Nielsen J. 1996. Work load during floor cleaning. The effect of cleaning methods and work technique. *Eur J Appl Physiol Occup Physiol* 73(1-2):73-81.

Stellman JM. 1999. Women workers: The social construction of a special population. *Occup Med* 14(3):559-580.

Treaster DE, Burr D. 2004. Gender differences in prevalence of upper extremity musculoskeletal disorders. *Ergonomics* 47(5):495-526.

Wial H, Rickert J. 2002. U.S. Hotels and their workers: Room for improvement, in the state of U.S. Industries. AFL-CIO Working for America Institute.

Woods V, Buckle P, Haisman M. 1999. Musculoskeletal Health of Cleaners. Robens Centre for Health Ergonomics, European Institute for Health and Medical Sciences, University of Surrey, England: p 1-12.

**Draft of Chicago Full Service Hotel
Lumbar Motion Monitor (LMM)
Risk Assessment**

Sue A. Ferguson, Ph.D.
W. Gary Allread, Ph.D.
Greg Knapik, MS.
William S. Marras, Ph.D.

Hotel Room Styles

- Rooms Collected
 - King Checkout
 - Double Checkout
- Additional Styles
 - King Stay Over
 - Double Stay Over
 - Suites

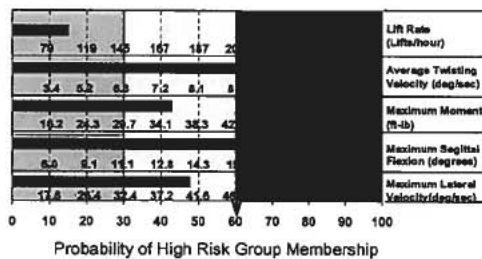


Understanding the Lumbar Motion Monitor Risk Model

Development of LMM Risk Assessment Model

- Cross-sectional study of over 400 jobs in 48 manufacturing facilities
- Jobs were classified into low, medium and high risk
- The best five workplace and trunk motion parameters were selected based on distinguishing between the low and high risk job

Example of Lumbar Motion Monitor (LMM) Risk Assessment



How the model works

- The risk model indicates the probability of high risk group membership
 - High risk (red zone)
 - Medium risk (yellow zone)
 - Low risk (green zone)
- Each of the five parameters contribute equally to the model
- The overall probability of high risk group membership is the average of the five parameters

How the model works

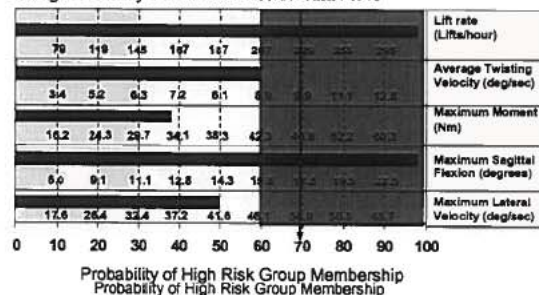
- The risk due to the job can be further evaluated by examining the risk due to subtasks of the job.
- By examining subtasks of the job, we can determine which components of the job could be changed in order to reduce the overall risk due to the job.

Lift Rate for Hotel Risk Assessment

- Lift rate = exertions/hour
- Average # of exertions king room = 455.6
- Average # of exertions double room = 601.6
- Generally workers clean 15 rooms/day
- To minimize exertion/hr all king rooms figures will be used
- Exertions/hr = $(455 \cdot 15) / 8 = 855$ exertion/hr
- The exertion rate is for the job and therefore will be the same for all subtasks.

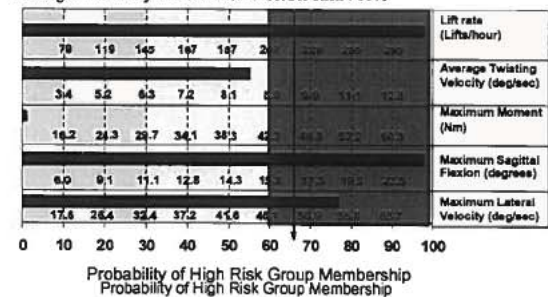
Overall Bed Task Risk

Average Probability of Low Back Disorder Risk : 69%



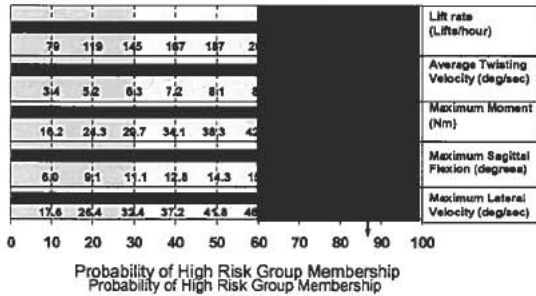
Overall Bathroom Task Risk

Average Probability of Low Back Disorder Risk : 66%

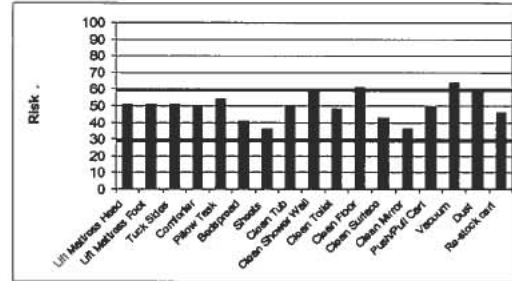


Overall Job Risk

Average Probability of Low Back Disorder Risk : 86%



Summary of Task Risks





March 7, 2010

Pamela Vossen, MPH
Workplace Safety & Health Coordinator
Staff Epidemiologist
UNITE HERE! International Union
Strategic Affairs Department
275 Seventh Avenue, 11th Floor
New York, NY 10001

RE: OSHA Inspection #315148270, Hyatt Regency O'Hare, Rosemont, IL

Dear Ms. Vossen:

We would like to request that you forward all future questions and requests regarding the inspection referenced above to the attention of either myself or Angie Loftus, at this office. Since the compliance officer is often engaged in field activities, we want to ensure that we respond to your requests for information in an expeditious manner. You can contact us at the phone number listed on the letterhead or use our e-mail addresses.

Diane M. Turek, Area Director

Ex 7c

Angie Loftus, Assistant Area Director

Ex 7c

We appreciate your assistance and cooperation in this matter.

Sincerely,

Diane M. Turek
Area Director

Ex 5

Ex 5

Ex 5

Ex 5

Ex 5

Ex 5

Ex 5

Ex 5

From: Loftus, Angie - OSHA
Sent: Thursday, June 16, 2011 2:00 PM
To: 'Pamela Vossen' <pvossen@osha-slc.dhs.gov>
Subject: RE: Hyatt O'Hare
Importance: High

If you put in a request for the Hyatt inspection case file now, the only documents that would be given to you will be the citations (which we have already sent to your office). At this time, since the citations issued to Hyatt are still within the appeal/contest period, no other documents from the inspection file can be released under the Freedom of Information Act (FOIA). When the case file is closed, more documents can be released to any requester. However, if

0799

the employer contests the OSHA citations, then the case would not be open to FOIA requests until the litigation is concluded.

Just let me know the best date/time to speak with you and Vinay. We will be able to speak to you at a mutually convenient time, after the conclusion of the Hyatt informal conference scheduled for 9:00 am on June 22, 2011.

Angie Loftus
USDOL/OSHA
Chicago North Area Office
701 Lee Street, Suite 950
Des Plaines, Illinois 60016
(847) 803-4800
(847) 390-8220 Fax
loftus.angie@dol.gov

From: Pamela Vossenas [REDACTED] **Ex 7c**
Sent: Thursday, June 16, 2011 10:52 AM
To: Loftus, Angie - OSHA
Subject: RE: Hyatt O'Hare

Hi Angie,

I am still confirming a time to talk with Vinay.

Am I able to now request the inspection file for the Hyatt O'Hare?

Pamela

From: Loftus, Angie - OSHA [REDACTED] **Ex 7c**
Sent: Tuesday, June 14, 2011 3:32 PM
To: Pamela Vossenas
Subject: Hyatt O'Hare
Importance: High

I left you a voice message yesterday regarding the Hyatt O'Hare informal conference scheduled for June 22, 2011. At your earliest convenience, would you please call me so we can discuss the employer's request for separate informal conferences? We can schedule a telephone informal conference with you and Vinay Ravi for June 22 after the employer's informal conference, at a mutually agreeable time.

Angie Loftus

USDOL/OSHA

Chicago North Area Office

701 Lee Street, Suite 950

Des Plaines, Illinois 60016

(847) 803-4800

(847) 390-8220 Fax

Ex 7c

Ex 5

Ex 5

Ex 5

Ex 5

0801

Ex 5

From: Pamela Vossenas **Ex 7c**
Sent: Wednesday, May 25, 2011 5:55 PM
To: **Ex 7c** - OSHA
Cc: 'Vinay Ravi'; Loftus, Angie - OSHA; Turek, Diane - OSHA
Subject: RE: Scheduling Closing Conference - CalOSHA Information Memo

Attachments: Andaz_Citation Packet_May 2011.pdf

Thank you **Ex 7c**. I am attaching the Information Memo issued by CalOSHA on May 20, 2011 related to housekeeping hotels hazards which includes several practical recommendations for reducing bedmaking and cleaning injuries. I am ccing Angie and Diane so that you all have it.

Pamela Vossenas, MPH
Workplace Safety & Health Coordinator/
Staff Epidemiologist
UNITE HERE! International Union
Strategic Affairs Department
275 Seventh Avenue, 11flr
New York, NY 10001
212-332-9318 direct line
Ex 7c cell
212-489-0598 fax

-----Original Message-----

From: **Ex 7c** - OSHA **Ex 7c**
Sent: Wednesday, May 25, 2011 11:59 AM
To: Pamela Vossenas
Cc: Vinay Ravi
Subject: RE: Scheduling Closing Conference

Hello Pamela,

There is no paperwork that will be needed for the closing conference. Attached is the link to "Employer Rights Following an OSHA inspection": <http://www.osha.gov/Publications/osha3000.html> which is discussed at the closing conference.

Any correspondence that is sent to the employer after the closing conference will also be sent to the union.

Ex 7c

-----Original Message-----

From: Pamela Vossenas [Ex 7c]

Sent: Wednesday, May 25, 2011 9:02 AM

To: [Ex 7c] - OSHA; Vinay Ravi

Subject: Re: Scheduling Closing Conference

Hello [Ex 7c]

Can you please send electronically the paperwork for the closing conference. I am on travel and appreciate you sending it.

Thank you.

Pamela Vossenas

On Wed, 25 May 2011 08:51:59 -0400

[Ex 7c] - OSHA" [Ex 7c] wrote:

> Below is the conference call information for Thursday May 26, 2011 at
> 4 pm (Central Time).

>

> Call in number: 888-942-9692

> Passcode: 45531

>

>

>

> [Ex 7c]

>

> [Ex 7c]

[Redacted]

> USDOL/OSHA

> Chicago North Area Office

> 701 Lee St. Ste, 950

> Des Plaines IL, 60016

> 847-803-4800

> 847-390-8220

>

>

>

>

>

>

> From: Vinay Ravi [Ex 7c]

> Sent: Tuesday, May 24, 2011 11:56 AM

> To: [Ex 7c] - OSHA

> Subject: Re: Scheduling Closing Conference

>

>

> [Ex 7c]

> myself and Pamela are available Thursday at 4pm cst.

> Does that work for

> you?

>

> Thanks,

> Vinay

>

>

> On Tue, May 24, 2011 at 9:24 AM, [Ex 7c] - OSHA

0804

> **Ex 7c** wrote:

>

>

> Vinay,

>

> I wanted to schedule a closing conference for Hyatt Regency
O'Hare.

>I am available Thursday afternoon or Friday morning. We can look at
>other days if either of those days do not work for you. Please call or

>contact me via email.

>

> Thanks,

>

> **Ex 7c**

>

>

> **Ex 7c**

>

> USDOL/OSHA
> Chicago North Area Office
> 701 Lee St. Ste, 950
> Des Plaines IL, 60016
> 847-803-4800
> 847-390-8220

>

>

>

>

>

NOTICE:

This e-mail message and any attachments to it may contain confidential information. The information contained in this transmission is intended solely for the use of the individual(s) or entities to which the e-mail is addressed. If you are not the intended recipient, or an employee or agent responsible for delivering this message to the intended recipient, you are hereby notified that you are prohibited from reviewing, retransmitting, converting to hard copy, copying, disseminating, or otherwise using in any manner this e-mail or any attachments to it. If you have received this message in error, please notify the sender by replying to this message and delete it from your computer.

Ex 5

Ex 5

Ex 5

0805

Ex 5

Ex 5

Ex 5

Ex 5

Ex 7c

From: Eric Myers
Sent: Thursday, May 12, 2011 12:49 PM
To: Fairfax, Richard - OSHA; Connors, Michael - OSHA; Barab, Jordan - OSHA; Michaels, David - OSHA; Anderson, Gary - OSHA; Funke, Jeff - OSHA; Turek, Diane - OSHA; Root, Dana - OSHA; Besser, Brett - OSHA
Cc: Pamela Vossen
Subject: Memorandum on Hyatt Corporation recognition of bedmaking hazards

Attachments: Cover memo federal OSHA.pdf; Hyatt Memo Recognition of Housekeeping Hazards.pdf; Memo Exhibits 1-12.pdf

Dear OSHA Officers:

Please find enclosed a copy of a memorandum concerning Hyatt Hotel Corporation's recognition of the hazards of bedmaking and other hotel housekeeping tasks that I recently submitted to Cal-OSHA at the request of that agency. It is being submitted on behalf of my client UNITE HERE, the complaining party at the Chicago Regency, the Chicago O'Hare and the Chicago Park Hyatt, and on behalf of my individual clients at the Hyatt Grand San Antonio and the Hyatt Regency San Antonio. I am submitting these documents by email to all staff who may have an interest in the material, and will send a hard copy to your respective office locations. Please contact me or Pamela Vossen of UNITE HERE if you have any questions. Thank you for your attention.

Eric B. Myers

Davis, Cowell & Bowe, LLP

595 Market St., Suite 1400

San Francisco CA 94105

(415) 597-7200 (tel)

0806

(312) 617-0495 direct

(312) 986-3950 fax

Ex 5

Ex 5

Ex 5

Ex 5

Ex 5

Ex 5

Ex 5

Ex 5

From: Loftus, Angie - OSHA
Sent: Monday, April 04, 2011 9:33 AM
To: 'Pamela Vossen'as'
Subject: RE: update call with UNITE HERE on Ohare Inspection

I will call you at 9am tomorrow morning.

-----Original Message-----

From: Pamela Vossen'as' **Ex 7c**
Sent: Monday, April 04, 2011 8:47 AM
To: Loftus, Angie - OSHA

0814

Subject: Re: update call with UNITE HERE on Ohare Inspection

I was out sick when you called. Regret I couldnt get back to you sooner. Tomorrow Tues would be good for an update. I can do 9am CST til 10am CST.

or

1pm CST thru 4pm CST is open as well.

I'd like to know who was interviewed at the Ohare, what rooms were observed and an update on the recordkeeping investigation including going thru the list of names I sent that were deemed nonrecordables.

On Mon, 4 Apr 2011 09:44:16 -0400

"Loftus, Angie - OSHA" **Ex 7c**

>

> Pamela, I left a voice message at your office on Tuesday, March 29, 2011. Let me know when the best time to call you would be.

>

> Angie Loftus

> USDOL/OSHA

> Chicago North Area Office

> 701 Lee Street, Suite 950

> Des Plaines, Illinois 60016

> (847) 803-4800

> loftus.angie@dol.gov

>

>

> -----Original Message-----

> From: Pamela Vossenas **Ex 7c**

> Sent: Friday, March 25, 2011 4:04 PM

> To: Turek, Diane - OSHA

> Cc: Loftus, Angie - OSHA; **Ex 7c** - OSHA; Sciolaro, Lisa - OSHA;

> Connors, Michael - OSHA; **Ex 7c**

> Subject: RE: update call with UNITE HERE on Ohare Inspection

>

> Thank you.

>

> Pamela Vossenas, MPH

> Workplace Safety & Health Coordinator/ Staff Epidemiologist UNITE

> HERE! International Union Strategic Affairs Department

> 275 Seventh Avenue, 11flr

> New York, NY 10001

> 212-332-9318 direct line

> **Ex 7c** cell

> 212-489-0598 fax

>

>

>

> -----Original Message-----

> From: Turek, Diane - OSHA **Ex 7c**

> Sent: Friday, March 25, 2011 4:59 PM

> To: Pamela Vossenas

> Cc: Loftus, Angie - OSHA; **Ex 7c** - OSHA; Sciolaro, Lisa - OSHA;

> Connors, Michael - OSHA; **Ex 7c**

> Subject: RE: update call with UNITE HERE on Ohare Inspection

>

0815

> I will Angie call you.

>

>

>

> NOTICE:

> This e-mail message and any attachments to it may contain confidential
> information. The information contained in this transmission is intended
> solely for the use of the individual(s) or entities to which the e-mail
> is addressed. If you are not the intended recipient, or an employee or
> agent responsible for delivering this message to the intended
> recipient, you are hereby notified that you are prohibited from
> reviewing, retransmitting, converting to hard copy, copying,
> disseminating, or otherwise using in any manner this e-mail or any
> attachments to it. If you have received this message in error, please
> notify the sender by replying to this message and delete it from your
> computer.

From: Loftus, Angie - OSHA
Sent: Monday, April 04, 2011 8:44 AM
To: 'Pamela Vossenas'
Subject: RE: update call with UNITE HERE on Ohare Inspection

Pamela, I left a voice message at your office on Tuesday, March 29, 2011. Let me know when the best time to call you would be.

Angie Loftus
USDOL/OSHA
Chicago North Area Office
701 Lee Street, Suite 950
Des Plaines, Illinois 60016
(847) 803-4800
loftus.angie@dol.gov

-----Original Message-----

From: Pamela Vossenas [REDACTED] **Ex 7c**
Sent: Friday, March 25, 2011 4:04 PM
To: Turek, Diane - OSHA
Cc: Loftus, Angie - OSHA; [REDACTED] **Ex 7c** - OSHA; Sciolaro, Lisa - OSHA; Connors, Michael - OSHA;
[REDACTED] **Ex 7c**
Subject: RE: update call with UNITE HERE on Ohare Inspection

Thank you.

Pamela Vossenas, MPH
Workplace Safety & Health Coordinator/
Staff Epidemiologist
UNITE HERE! International Union
Strategic Affairs Department
275 Seventh Avenue, 11flr
New York, NY 10001
212-332-9318 direct line
[REDACTED] **Ex 7c** cell
212-489-0598 fax

0816

-----Original Message-----

From: Turek, Diane - OSHA [Ex 7c]
Sent: Friday, March 25, 2011 4:59 PM
To: Pamela Vossenas
Cc: Loftus, Angie - OSHA; [Ex 7c] OSHA; Sciolaro, Lisa - OSHA; Connors, Michael - OSHA; vinay.r.ravi@gmail.com
Subject: RE: update call with UNITE HERE on Ohare Inspection

I will Angie call you.

[Ex 5]

[Ex 5] [Ex 5]

[Ex 5]

[Ex 5]

>
[Ex 5]

>
[Ex 5]

>
[Ex 5]

>
[Ex 5]

>
[Ex 5]

Ex 5

Ex 5

Ex 5

Ex 5

From: Pamela Vossenas [Ex 7c]
Sent: Friday, March 25, 2011 4:04 PM
To: Turek, Diane - OSHA
Cc: Loftus, Angie - OSHA; [Ex 7c] - OSHA; Sciolaro, Lisa - OSHA; Connors, Michael - OSHA; [Ex 7c]
Subject: RE: update call with UNITE HERE on Ohare Inspection

Thank you.

Pamela Vossenas, MPH
Workplace Safety & Health Coordinator/
Staff Epidemiologist
UNITE HERE! International Union
Strategic Affairs Department
275 Seventh Avenue, 11flr
New York, NY 10001
212-332-9318 direct line
[Ex 7c] cell
212-489-0598 fax

-----Original Message-----

From: Turek, Diane - OSHA [Ex 7c]
Sent: Friday, March 25, 2011 4:59 PM
To: Pamela Vossenas
Cc: Loftus, Angie - OSHA; [Ex 7c] - OSHA; Sciolaro, Lisa - OSHA; Connors, Michael - OSHA; [Ex 7c]
Subject: RE: update call with UNITE HERE on Ohare Inspection

I will Angie call you.

-----Original Message-----

From: Pamela Vossenas [Ex 7c]
Sent: Friday, March 25, 2011 3:55 PM
To: Turek, Diane - OSHA
Cc: Loftus, Angie - OSHA; [Ex 7c] - OSHA; Sciolaro, Lisa - OSHA; Connors, Michael - OSHA; [Ex 7c]
Subject: RE: update call with UNITE HERE on Ohare Inspection

0819

Then can someone else give me an update in the meantime, early next week, please?

-----Original Message-----

From: Turek, Diane - OSHA [REDACTED] **Ex 7c**
Sent: Friday, March 25, 2011 1:42 PM
To: Pamela Vossenas
Cc: Loftus, Angie - OSHA; [REDACTED] **Ex 7c** - OSHA; Sciolaro, Lisa - OSHA; Connors, Michael - OSHA; [REDACTED] **Ex 7c**
Subject: RE: update call with UNITE HERE on Ohare Inspection

Pamela, I am not available all next week. The following week would be fine for a call.

-----Original Message-----

From: Pamela Vossenas [REDACTED] **Ex 7c**
Sent: Thursday, March 24, 2011 4:45 PM
To: 'Pamela Vossenas'; Turek, Diane - OSHA
Cc: Loftus, Angie - OSHA; [REDACTED] **Ex 7c** OSHA; Sciolaro, Lisa - OSHA; Connors, Michael - OSHA; [REDACTED] **Ex 7c**
Subject: RE: update call with UNITE HERE on Ohare Inspection

Diane,
actually Vinay will be calling you directly to give you the names of those to be interviewed before we set up a call and he will arrange with you how they can take place.

Pamela Vossenas, MPH
Workplace Safety & Health Coordinator/
Staff Epidemiologist
UNITE HERE! International Union
Strategic Affairs Department
275 Seventh Avenue, 11flr
New York, NY 10001
212-332-9318 direct line
[REDACTED] **Ex 7c** cell
212-489-0598 fax

-----Original Message-----

From: Pamela Vossenas [REDACTED] **Ex 7c**
Sent: Thursday, March 24, 2011 4:10 PM
To: 'Turek, Diane - OSHA'
Cc: 'Loftus, Angie - OSHA'; [REDACTED] **Ex 7c** - OSHA'; 'Sciolaro, Lisa - OSHA'; 'Connors, Michael - OSHA'; [REDACTED] **Ex 7c**
Subject: update call with UNITE HERE on Ohare Inspection

Hi Diane,
Vinay and I would like to set up a call to get an update on OHare inspection & ergo evaluation and in particular what housekeepers on our list did not get interviewed last week.

We also want to review the process for union contacts at the hotel and

0820

for Local 1 and Local 450.

Please let us know when that can happen. We prefer to do this early next week, if possible. Thank you.

Pamela

Pamela Vossenas, MPH
Workplace Safety & Health Coordinator/
Staff Epidemiologist
UNITE HERE! International Union
Strategic Affairs Department
275 Seventh Avenue, 11flr
New York, NY 10001
212-332-9318 direct line
Ex 7c cell
212-489-0598 fax

From: Turek, Diane - OSHA
Sent: Friday, March 25, 2011 3:59 PM
To: 'Pamela Vossenas'
Cc: Loftus, Angie - OSHA; Ex 7c - OSHA; Sciolaro, Lisa - OSHA; Connors, Michael - OSHA;
Ex 7c
Subject: RE: update call with UNITE HERE on Ohare Inspection

I will Angie call you.

-----Original Message-----

From: Pamela Vossenas Ex 7c
Sent: Friday, March 25, 2011 3:55 PM
To: Turek, Diane - OSHA
Cc: Loftus, Angie - OSHA; Ex 7c - OSHA; Sciolaro, Lisa - OSHA; Connors, Michael - OSHA;
Ex 7c
Subject: RE: update call with UNITE HERE on Ohare Inspection

Then can someone else give me an update in the meantime, early next week, please?

-----Original Message-----

From: Turek, Diane - OSHA Ex 7c
Sent: Friday, March 25, 2011 1:42 PM
To: Pamela Vossenas
Cc: Loftus, Angie - OSHA; Ex 7c - OSHA; Sciolaro, Lisa - OSHA; Connors, Michael - OSHA;
Ex 7c
Subject: RE: update call with UNITE HERE on Ohare Inspection

Pamela, I am not available all next week. The following week would be fine for a call.

-----Original Message-----

0821

From: Pamela Vossenas [REDACTED] **Ex 7c**
Sent: Thursday, March 24, 2011 4:45 PM
To: 'Pamela Vossenas'; Turek, Diane - OSHA
Cc: Loftus, Angie - OSHA; [REDACTED] **Ex 7c** - OSHA; Sciolaro, Lisa - OSHA; Connors, Michael - OSHA;
[REDACTED] **Ex 7c**
Subject: RE: update call with UNITE HERE on Ohare Inspection

Diane,
actually Vinay will be calling you directly to give you the names of those to be interviewed before we set up a call and he will arrange with you how they can take place.

Pamela Vossenas, MPH
Workplace Safety & Health Coordinator/
Staff Epidemiologist
UNITE HERE! International Union
Strategic Affairs Department
275 Seventh Avenue, 11flr
New York, NY 10001
212-332-9318 direct line
[REDACTED] **Ex 7c** cell
212-489-0598 fax

-----Original Message-----

From: Pamela Vossenas [REDACTED] **Ex 7c**
Sent: Thursday, March 24, 2011 4:10 PM
To: 'Turek, Diane - OSHA'
Cc: 'Loftus, Angie - OSHA'; [REDACTED] **Ex 7c** - OSHA'; 'Sciolaro, Lisa - OSHA'; 'Connors, Michael - OSHA';
[REDACTED] **Ex 7c**
Subject: update call with UNITE HERE on Ohare Inspection

Hi Diane,
Vinay and I would like to set up a call to get an update on OHare inspection & ergo evaluation and in particular what housekeepers on our list did not get interviewed last week.

We also want to review the process for union contacts at the hotel and for Local 1 and Local 450.

Please let us know when that can happen. We prefer to do this early next week, if possible. Thank you.
Pamela

Pamela Vossenas, MPH
Workplace Safety & Health Coordinator/
Staff Epidemiologist
UNITE HERE! International Union
Strategic Affairs Department
275 Seventh Avenue, 11flr
New York, NY 10001
212-332-9318 direct line
[REDACTED] **Ex 7c** cell
212-489-0598 fax

From: Pamela Vossenas [REDACTED] **Ex 7c**
Sent: Friday, March 25, 2011 3:55 PM
To: Turek, Diane - OSHA
Cc: Loftus, Angie - OSHA; [REDACTED] **Ex 7c** - OSHA; Sciolaro, Lisa - OSHA; Connors, Michael - OSHA; [REDACTED] **Ex 7c**
Subject: RE: update call with UNITE HERE on Ohare Inspection

Then can someone else give me an update in the meantime, early next week, please?

-----Original Message-----

From: Turek, Diane - OSHA [REDACTED] **Ex 7c**
Sent: Friday, March 25, 2011 1:42 PM
To: Pamela Vossenas
Cc: Loftus, Angie - OSHA; [REDACTED] **Ex 7c** - OSHA; Sciolaro, Lisa - OSHA; Connors, Michael - OSHA; [REDACTED] **Ex 7c**
Subject: RE: update call with UNITE HERE on Ohare Inspection

Pamela, I am not available all next week. The following week would be fine for a call.

-----Original Message-----

From: Pamela Vossenas [REDACTED] **Ex 7c**
Sent: Thursday, March 24, 2011 4:45 PM
To: 'Pamela Vossenas'; Turek, Diane - OSHA
Cc: Loftus, Angie - OSHA; [REDACTED] **Ex 7c** - OSHA; Sciolaro, Lisa - OSHA; Connors, Michael - OSHA; [REDACTED] **Ex 7c**
Subject: RE: update call with UNITE HERE on Ohare Inspection

Diane,
actually Vinay will be calling you directly to give you the names of those to be interviewed before we set up a call and he will arrange with you how they can take place.

Pamela Vossenas, MPH
Workplace Safety & Health Coordinator/
Staff Epidemiologist
UNITE HERE! International Union
Strategic Affairs Department
275 Seventh Avenue, 11flr
New York, NY 10001
212-332-9318 direct line
[REDACTED] **Ex 7c** cell
212-489-0598 fax

-----Original Message-----

From: Pamela Vossenas [REDACTED] **Ex 7c**
Sent: Thursday, March 24, 2011 4:10 PM
To: 'Turek, Diane - OSHA'
Cc: 'Loftus, Angie - OSHA'; [REDACTED] **Ex 7c** - OSHA; 'Sciolaro, Lisa - OSHA'; 'Connors, Michael - OSHA'; [REDACTED] **Ex 7c**

0823

Subject: update call with UNITE HERE on Ohare Inspection

Hi Diane,

Vinay and I would like to set up a call to get an update on OHare inspection & ergo evaluation and in particular what housekeepers on our list did not get interviewed last week.

We also want to review the process for union contacts at the hotel and for Local 1 and Local 450.

Please let us know when that can happen. We prefer to do this early next week, if possible. Thank you.

Pamela

Pamela Vossenias, MPH
Workplace Safety & Health Coordinator/
Staff Epidemiologist
UNITE HERE! International Union
Strategic Affairs Department
275 Seventh Avenue, 11flr
New York, NY 10001
212-332-9318 direct line
Ex 7c cell
212-489-0598 fax

From: Turek, Diane - OSHA
Sent: Friday, March 25, 2011 12:42 PM
To: 'Pamela Vossenias'
Cc: Loftus, Angie - OSHA; Ex 7c - OSHA; Sciolaro, Lisa - OSHA; Connors, Michael - OSHA;
Ex 7c
Subject: RE: update call with UNITE HERE on Ohare Inspection

Pamela, I am not available all next week. The following week would be fine for a call.

-----Original Message-----

From: Pamela Vossenias Ex 7c]
Sent: Thursday, March 24, 2011 4:45 PM
To: 'Pamela Vossenias'; Turek, Diane - OSHA
Cc: Loftus, Angie - OSHA; Ex 7c - OSHA; Sciolaro, Lisa - OSHA; Connors, Michael - OSHA;
Ex 7c
Subject: RE: update call with UNITE HERE on Ohare Inspection

Diane,
actually Vinay will be calling you directly to give you the names of those to be interviewed before we set up a call and he will arrange with you how they can take place.

Pamela Vossenias, MPH
Workplace Safety & Health Coordinator/
Staff Epidemiologist

0824

UNITE HERE! International Union
Strategic Affairs Department
275 Seventh Avenue, 11flr
New York, NY 10001
212-332-9318 direct line
Ex 7c cell
212-489-0598 fax

-----Original Message-----

From: Pamela Vossenas **Ex 7c**
Sent: Thursday, March 24, 2011 4:10 PM
To: 'Turek, Diane - OSHA'
Cc: 'Loftus, Angie - OSHA'; **Ex 7c** - OSHA'; 'Sciolaro, Lisa - OSHA'; 'Connors, Michael - OSHA';
Ex 7c
Subject: update call with UNITE HERE on Ohare Inspection

Hi Diane,
Vinay and I would like to set up a call to get an update on OHare inspection & ergo evaluation and in particular what housekeepers on our list did not get interviewed last week.

We also want to review the process for union contacts at the hotel and for Local 1 and Local 450.

Please let us know when that can happen. We prefer to do this early next week, if possible. Thank you.
Pamela

Pamela Vossenas, MPH
Workplace Safety & Health Coordinator/
Staff Epidemiologist
UNITE HERE! International Union
Strategic Affairs Department
275 Seventh Avenue, 11flr
New York, NY 10001
212-332-9318 direct line
Ex 7c cell
212-489-0598 fax

Ex 5

Ex 5

Ex 5

Ex 5

Ex 5

Ex 5

0825

Ex 5

Ex 5

Ex 5

Ex 5

Ex 5

Ex 5

Ex 7c

Ex 7c

Ex 7c

Ex 7c

Ex 7c

Ex 7c

Diane,
actually Vinay will be calling you directly to give you the names of those to be interviewed before we set up a call and he will arrange with you how they can take place.

Pamela Vossen, MPH
Workplace Safety & Health Coordinator/
Staff Epidemiologist
UNITE HERE! International Union
Strategic Affairs Department
275 Seventh Avenue, 11flr

0827

New York, NY 10001
212-332-9318 direct line
Ex 7c cell
212-489-0598 fax

-----Original Message-----

From: Pamela Vossenas **Ex 7c**
Sent: Thursday, March 24, 2011 4:10 PM
To: 'Turek, Diane - OSHA'
Cc: 'Loftus, Angie - OSHA'; **Ex 7c** - OSHA'; 'Sciolaro, Lisa - OSHA';
'Connors, Michael - OSHA'; **Ex 7c**
Subject: update call with UNITE HERE on Ohare Inspection

Hi Diane,
Vinay and I would like to set up a call to get an update on OHare inspection
& ergo evaluation and in particular what housekeepers on our list did not
get interviewed last week.

We also want to review the process for union contacts at the hotel and
for Local 1 and Local 450.

Please let us know when that can happen. We prefer to do this early next
week, if possible. Thank you.
Pamela

Pamela Vossenas, MPH
Workplace Safety & Health Coordinator/
Staff Epidemiologist
UNITE HERE! International Union
Strategic Affairs Department
275 Seventh Avenue, 11flr
New York, NY 10001
212-332-9318 direct line
Ex 7c cell
212-489-0598 fax

Ex 5

Ex 5

-----Original Message-----

From: Pamela Vossenas **Ex 7c**
Sent: Thursday, March 24, 2011 3:10 PM
To: Turek, Diane - OSHA
Cc: Loftus, Angie - OSHA; **Ex 7c** - OSHA; Sciolaro, Lisa - OSHA; Connors, Michael - OSHA;
Ex 7c
Subject: update call with UNITE HERE on Ohare Inspection

0828

Hi Diane,
Vinay and I would like to set up a call to get an update on OHare inspection & ergo evaluation and in particular what housekeepers on our list did not get interviewed last week.

We also want to review the process for union contacts at the hotel and for Local 1 and Local 450.

Please let us know when that can happen. We prefer to do this early next week, if possible. Thank you.
Pamela

Pamela Vossen, MPH
Workplace Safety & Health Coordinator/
Staff Epidemiologist
UNITE HERE! International Union
Strategic Affairs Department
275 Seventh Avenue, 11flr
New York, NY 10001
212-332-9318 direct line
Ex 7c cell
212-489-0598 fax

From: Pamela Vossen, Ex 7c
Sent: Thursday, March 24, 2011 3:10 PM
To: Turek, Diane - OSHA
Cc: Loftus, Angie - OSHA; Ex 7c - OSHA; Sciolaro, Lisa - OSHA; Connors, Michael - OSHA;
Ex 7c
Subject: update call with UNITE HERE on Ohare Inspection

Hi Diane,
Vinay and I would like to set up a call to get an update on OHare inspection & ergo evaluation and in particular what housekeepers on our list did not get interviewed last week.

We also want to review the process for union contacts at the hotel and for Local 1 and Local 450.

Please let us know when that can happen. We prefer to do this early next week, if possible. Thank you.
Pamela

Pamela Vossen, MPH
Workplace Safety & Health Coordinator/
Staff Epidemiologist
UNITE HERE! International Union
Strategic Affairs Department
275 Seventh Avenue, 11flr
New York, NY 10001
212-332-9318 direct line
Ex 7c cell
212-489-0598 fax

Ex 7c

From: pvossenas **Ex 7c**
Sent: Wednesday, March 16, 2011 12:00 PM
To: Turek, Diane - OSHA
Subject: Re: Pls confirm receipt of 6 additional names for hyatt ohare interviews including injured worker **Ex 7c**
Ex 7c who is on schedule today only

Ex 7c

Sent via BlackBerry by AT&T

-----Original Message-----

From: "Turek, Diane - OSHA" **Ex 7c**
Date: Wed, 16 Mar 2011 11:43:11
To: <pvossenas **Ex 7c**>
Subject: RE: Pls confirm receipt of 6 additional names for hyatt ohare interviews including injured worker **Ex 7c**
Ex 7c who is on schedule today only

I have receive the e-mail. Thanks

-----Original Message-----

From: pvossenas@ **Ex 7c**
Sent: Wednesday, March 16, 2011 10:11 AM
To: Turek, Diane - OSHA
Subject: Pls confirm receipt of 6 additional names for hyatt ohare interviews including injured worker **Ex 7c** who is on schedule today only

Sent via BlackBerry by AT&T

-----Original Message-----

From: "Turek, Diane - OSHA" **Ex 7c**
Date: Wed, 16 Mar 2011 08:31:26
To: <pvossenas **Ex 7c**>
Subject: RE: spanish translayors needed. At ohare. on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

Please clarify.

-----Original Message-----

From: pvossenas@ **Ex 7c**
Sent: Tuesday, March 15, 2011 4:53 PM
To: Turek, Diane - OSHA
Subject: Re: spanish translayors needed. At ohare. on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

0835

I assume you have taken care of this but just in case.
Sent via BlackBerry by AT&T

-----Original Message-----

From: "Turek, Diane - OSHA" **Ex 7c**
Date: Tue, 15 Mar 2011 16:33:21
To: Pamela Vossenas **Ex 7c**
Subject: RE: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

Great - thank you.

-----Original Message-----

From: Pamela Vossenas **Ex 7c**
Sent: Tuesday, March 15, 2011 3:22 PM
To: Turek, Diane - OSHA
Subject: RE: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

We are reminding the hotel of who the shop stewards are.

Pamela Vossenas, MPH
Workplace Safety & Health Coordinator/
Staff Epidemiologist
UNITE HERE! International Union
Strategic Affairs Department
275 Seventh Avenue, 11flr
New York, NY 10001
212-332-9318 direct line
Ex 7c cell
212-489-0598 fax

-----Original Message-----

From: Turek, Diane - OSHA **Ex 7c**
Sent: Tuesday, March 15, 2011 2:14 PM
To: pvossenas **Ex 7c**
Subject: RE: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

Ex 7c

-----Original Message-----

From: pvossenas **Ex 7c**
Sent: Tuesday, March 15, 2011 10:38 AM
To: Turek, Diane - OSHA
Subject: Re: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs

0836

mar 10

Most welcome
Sent via BlackBerry by AT&T

-----Original Message-----

From: "Turek, Diane - OSHA" [REDACTED] **Ex 7c**
Date: Tue, 15 Mar 2011 08:43:35
To: Pamela [REDACTED] **Ex 7c**
Subject: RE: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs
mar 10

Thanks Pamela.

-----Original Message-----

From: Pamela Vossen [REDACTED] **Ex 7c**
Sent: Monday, March 14, 2011 4:52 PM
To: Loftus, Angie - OSHA
Cc: Turek, Diane - OSHA; [REDACTED] **Ex 7c** - OSHA; Connors, Michael - OSHA
Subject: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs
mar 10
Importance: High

Hello,
Attached is a letter in response to our email correspondence of last week regarding interviews at Hyatt O'Hare and additional requests. The three housekeepers we identified will be on schedule and one of them, [REDACTED] **Ex 7c**

Also enclosed in the letter is information relevant to both the general duty ergonomic and the recordkeeping inspections.

I have attached the original spreadsheet of injuries deemed non-recordable by Hyatt O'Hare, labeled OHARE ALL INJURIES, sent to the union by the hotel plus a word version of it where UNITE HERE highlighted certain injuries, as described in my letter.

Thank you for your efforts.
Sincerely,
Pamela

Pamela Vossen, MPH
Workplace Safety & Health Coordinator/
Staff Epidemiologist
UNITE HERE! International Union
Strategic Affairs Department
275 Seventh Avenue, 11flr
New York, NY 10001
212-332-9318 direct line
[REDACTED] **Ex 7c** cell
212-489-0598 fax

-----Original Message-----

From: Loftus, Angie - OSHA **Ex 7c**
Sent: Wednesday, March 09, 2011 9:03 AM
To: Pamela Vossenas
Cc: Turek, Diane - OSHA; **Ex 7c** - OSHA
Subject: RE: 3 interviews onsite at Ohare thurs mar 10
Importance: High

We will be unable to return to the Hyatt Regency O'Hare this week.

We have scheduled worker interviews and work observations at the site for March 16, 17 and 18. We will be on-site full days, on the 16th and 18th; and 1/2 day on the 17th. On all three days we will begin our onsite activities early in the morning.

If the three employees you identified below are on shift on these days, we will interview them at that time. Please advise me if they will not be working at the hotel on March 16, 17 or 18 and we will make arrangements to speak to them on another date.

Thank you for identifying specific housekeeping tasks performed by the room attendants that are of concern.

If we need to return to the hotel for additional worker interviews on other days, in addition to the dates identified above, we will notify the site union representative. Please advise me if you want us to inform your office as well.

Angie Loftus, Assistant Area Director
USDOL/OSHA
701 Lee Street, Suite 950
Des Plaines, Illinois 60016
847.803.4800 x15
847.390.8220 FAX
loftus.angie@dol.gov

-----Original Message-----

From: Turek, Diane - OSHA
Sent: Wednesday, March 09, 2011 7:33 AM
To: **Ex 7c** - OSHA; **Ex 7c** - OSHA; Loftus, Angie - OSHA
Subject: FW: 3 interviews onsite at Ohare thurs mar 10

FYI

-----Original Message-----

From: pvossenas@ **Ex 7c**
Sent: Monday, March 07, 2011 2:56 PM
To: Turek, Diane - OSHA
Cc: Connors, Michael - OSHA
Subject: Re: 3 interviews onsite at Ohare thurs mar 10

0838

That should have read they clean 10 to 16 doubles as part of 16 room quota.

Sent via BlackBerry by AT&T

-----Original Message-----

From: pvossen **Ex 7c**

Date: Mon, 7 Mar 2011 20:54:23

To: Diane - OSHA Turek **Ex 7c**

Reply-To: pvossen **Ex 7c**

Cc: Michael - OSHA Connors **Ex 7c**

Subject: 3 interviews onsite at Ohare thurs mar 10

Diane,

Per my meeting with Mike Connors, we have identified the following 3 workers who will be on the schedule this Thurs. They are all Spanish speakers & will need translation. It is important to us that they are interviewed. The work 8-4:30M it is best to come in the morning to see what cleaning a double double room is like as they normally clean 10 to 16 rooms with double beds as part of their 16 room daily quota. Their names are **Ex 7c**. They are okay with being interviewed onsite. They will be there Fri as a backup to thurs. Pls call with questions.

Pamela

Ex 7c

Sent via BlackBerry by AT&T

NOTICE:

This e-mail message and any attachments to it may contain confidential information. The information contained in this transmission is intended solely for the use of the individual(s) or entities to which the e-mail is addressed. If you are not the intended recipient, or an employee or agent responsible for delivering this message to the intended recipient, you are hereby notified that you are prohibited from reviewing, retransmitting, converting to hard copy, copying, disseminating, or otherwise using in any manner this e-mail or any attachments to it. If you have received this message in error, please notify the sender by replying to this message and delete it from your computer.

NOTICE:

This e-mail message and any attachments to it may contain confidential information. The information contained in this transmission is intended solely for the use of the individual(s) or entities to which the e-mail is addressed. If you are not the intended recipient, or an employee or agent responsible for delivering this message to the intended recipient, you are hereby notified that you are prohibited from reviewing, retransmitting, converting to hard copy, copying, disseminating, or otherwise using in any manner this e-mail or any attachments to it. If you have received this message in error, please notify the sender by replying to this message and delete it from your computer.

From: pvossen **Ex 7c**

Sent: Wednesday, March 16, 2011 10:11 AM

To: Turek, Diane - OSHA

Subject: Pls confirm receipt of 6 additional names for hyatt ohare interviews including injured worker ANtonia Escudero who is on schedule today only

0839

Sent via BlackBerry by AT&T

-----Original Message-----

From: "Turek, Diane - OSHA" Ex 7c

Date: Wed, 16 Mar 2011 08:31:26

To: <pvossenas Ex 7c

Subject: RE: spanish translayors needed. At ohare. on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

Please clarify.

-----Original Message-----

From: pvossenas@ Ex 7c

Sent: Tuesday, March 15, 2011 4:53 PM

To: Turek, Diane - OSHA

Subject: Re: spanish translayors needed. At ohare. on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

I assume you have taken care of this but just in case.

Sent via BlackBerry by AT&T

-----Original Message-----

From: "Turek, Diane - OSHA" Ex 7c

Date: Tue, 15 Mar 2011 16:33:21

To: Pamela Vossenas< Ex 7c

Subject: RE: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

Great - thank you.

-----Original Message-----

From: Pamela Vossenas Ex 7c

Sent: Tuesday, March 15, 2011 3:22 PM

To: Turek, Diane - OSHA

Subject: RE: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

We are reminding the hotel of who the shop stewards are.

Pamela Vossenas, MPH

Workplace Safety & Health Coordinator/

Staff Epidemiologist

UNITE HERE! International Union

Strategic Affairs Department

275 Seventh Avenue, 11flr

New York, NY 10001

212-332-9318 direct line

Ex 7c cell

212-489-0598 fax

0840

-----Original Message-----

From: Turek, Diane - OSHA [REDACTED] **Ex 7c**
Sent: Tuesday, March 15, 2011 2:14 PM
To: pvossen [REDACTED] **Ex 7c**
Subject: RE: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

[REDACTED] **Ex 7c**

-----Original Message-----

From: pvossen [REDACTED] **Ex 7c**
Sent: Tuesday, March 15, 2011 10:38 AM
To: Turek, Diane - OSHA
Subject: Re: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

Most welcome
Sent via BlackBerry by AT&T

-----Original Message-----

From: "Turek, Diane - OSHA" [REDACTED] **Ex 7c**
Date: Tue, 15 Mar 2011 08:43:35
To: Pamela Vossen [REDACTED] **Ex 7c**
Subject: RE: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

Thanks Pamela.

-----Original Message-----

From: Pamela Vossen [REDACTED] **Ex 7c**
Sent: Monday, March 14, 2011 4:52 PM
To: Loftus, Angie - OSHA
Cc: Turek, Diane - OSHA; [REDACTED] **Ex 7c** - OSHA; Connors, Michael - OSHA
Subject: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10
Importance: High

Hello,
Attached is a letter in response to our email correspondence of last week regarding interviews at Hyatt O'Hare and additional requests. The three housekeepers we identified will be on schedule and one of them, [REDACTED] **Ex 7c**

Also enclosed in the letter is information relevant to both the general duty ergonomic and the recordkeeping inspections.

I have attached the original spreadsheet of injuries deemed non-recordable by Hyatt O'Hare, labeled OHARE ALL INJURIES, sent to the union by the hotel plus a word version of it where UNITE HERE highlighted certain injuries, as described in my letter.

Thank you for your efforts.

Sincerely,
Pamela

Pamela Vossen, MPH
Workplace Safety & Health Coordinator/
Staff Epidemiologist
UNITE HERE! International Union
Strategic Affairs Department
275 Seventh Avenue, 11 flr
New York, NY 10001
212-332-9318 direct line
Ex 7c cell
212-489-0598 fax

-----Original Message-----

From: Loftus, Angie - OSHA **Ex 7c**
Sent: Wednesday, March 09, 2011 9:03 AM
To: Pamela Vossen
Cc: Turek, Diane - OSHA; **Ex 7c** - OSHA
Subject: RE: 3 interviews onsite at Ohare thurs mar 10
Importance: High

We will be unable to return to the Hyatt Regency O'Hare this week.

We have scheduled worker interviews and work observations at the site for March 16, 17 and 18. We will be on-site full days, on the 16th and 18th; and 1/2 day on the 17th. On all three days we will begin our onsite activities early in the morning.

If the three employees you identified below are on shift on these days, we will interview them at that time. Please advise me if they will not be working at the hotel on March 16, 17 or 18 and we will make arrangements to speak to them on another date.

Thank you for identifying specific housekeeping tasks performed by the room attendants that are of concern.

If we need to return to the hotel for additional worker interviews on other days, in addition to the dates identified above, we will notify the site union representative. Please advise me if you want us to inform your office as well.

Angie Loftus, Assistant Area Director
USDOL/OSHA
701 Lee Street, Suite 950
Des Plaines, Illinois 60016

0842

847.803.4800 x15
847.390.8220 FAX

Ex 7c

-----Original Message-----

From: Turek, Diane - OSHA
Sent: Wednesday, March 09, 2011 7:33 AM
To: **Ex 7c** OSHA; **Ex 7c** - OSHA; Loftus, Angie - OSHA
Subject: FW: 3 interviews onsite at Ohare thurs mar 10

FYI

-----Original Message-----

From: pvossen@ **Ex 7c**
Sent: Monday, March 07, 2011 2:56 PM
To: Turek, Diane - OSHA
Cc: Connors, Michael - OSHA
Subject: Re: 3 interviews onsite at Ohare thurs mar 10

That should have read they clean 10 to 16 doubles as part of 16 room quota.

Sent via BlackBerry by AT&T

-----Original Message-----

From: pvossen **Ex 7c**
Date: Mon, 7 Mar 2011 20:54:23
To: Diane - OSHA Turek **Ex 7c**
Reply-To: pvossen **Ex 7c**
Cc: Michael - OSHA Connors **Ex 7c**
Subject: 3 interviews onsite at Ohare thurs mar 10

Diane,

Per my meeting with Mike Connors, we have identified the following 3 workers who will be on the schedule this Thurs. They are all Spanish speakers & will need translation. It is important to us that they are interviewed. The work 8-4:30M it is best to come in the morning to see what cleaning a double double room is like as they normally clean 10 to 16 rooms with double beds as part of their 16 room daily quota. Their names are **Ex 7c**. They are okay with being interviewed onsite. They will be there Fri as a backup to thurs. Pls call with questions.

Pamela

Ex 7c

Sent via BlackBerry by AT&T

NOTICE:

This e-mail message and any attachments to it may contain confidential information. The information contained in this transmission is intended solely for the use of the individual(s) or entities to which the e-mail is addressed. If you are not the intended recipient, or an employee or agent responsible for delivering this message to the intended recipient, you are hereby notified that you are prohibited from reviewing,

0843

retransmitting, converting to hard copy, copying, disseminating, or otherwise using in any manner this e-mail or any attachments to it. If you have received this message in error, please notify the sender by replying to this message and delete it from your computer.

From: pvossenas [REDACTED] **Ex 7c**
Sent: Wednesday, March 16, 2011 8:19 AM
To: Turek, Diane - OSHA
Subject: Re: spanish translayors needed. At ohare. on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

I believe the Ohare housekeepers will need spanish to english translation.
Sent via BlackBerry by AT&T

-----Original Message-----

From: "Turek, Diane - OSHA" [REDACTED] **Ex 7c**
Date: Wed, 16 Mar 2011 08:31:26
To: <pvossenas [REDACTED] **Ex 7c**>
Subject: RE: spanish translayors needed. At ohare. on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

Please clarify.

-----Original Message-----

From: pvossenas@[REDACTED] **Ex 7c**
Sent: Tuesday, March 15, 2011 4:53 PM
To: Turek, Diane - OSHA
Subject: Re: spanish translayors needed. At ohare. on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

I assume you have taken care of this but just in case.
Sent via BlackBerry by AT&T

-----Original Message-----

From: "Turek, Diane - OSHA" [REDACTED] **Ex 7c**
Date: Tue, 15 Mar 2011 16:33:21
To: Pamela [REDACTED] **Ex 7c**
Subject: RE: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

Great - thank you.

-----Original Message-----

From: Pamela Vossenas [REDACTED] **Ex 7c**
Sent: Tuesday, March 15, 2011 3:22 PM
To: Turek, Diane - OSHA
Subject: RE: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

We are reminding the hotel of who the shop stewards are.

0844

Pamela Vossen, MPH
Workplace Safety & Health Coordinator/
Staff Epidemiologist
UNITE HERE! International Union
Strategic Affairs Department
275 Seventh Avenue, 11flr
New York, NY 10001
212-332-9318 direct line
Ex 7c cell
212-489-0598 fax

-----Original Message-----

From: Turek, Diane - OSHA **Ex 7c**
Sent: Tuesday, March 15, 2011 2:14 PM
To: pvossen **Ex 7c**
Subject: RE: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

Ex 7c

-----Original Message-----

From: pvossen **Ex 7c**
Sent: Tuesday, March 15, 2011 10:38 AM
To: Turek, Diane - OSHA
Subject: Re: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

Most welcome
Sent via BlackBerry by AT&T

-----Original Message-----

From: "Turek, Diane - OSHA" **Ex 7c**
Date: Tue, 15 Mar 2011 08:43:35
To: Pamela Vossen **Ex 7c**
Subject: RE: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

Thanks Pamela.

-----Original Message-----

From: Pamela Vossen **Ex 7c**
Sent: Monday, March 14, 2011 4:52 PM
To: Loftus, Angie - OSHA
Cc: Turek, Diane - OSHA; **Ex 7c** - OSHA; Connors, Michael - OSHA
Subject: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

0845

Importance: High

Hello,

Attached is a letter in response to our email correspondence of last week regarding interviews at Hyatt O'Hare and additional requests. The three housekeepers we identified will be on schedule and one of them,

Ex 7c

Also enclosed in the letter is information relevant to both the general duty ergonomic and the recordkeeping inspections.

I have attached the original spreadsheet of injuries deemed non-recordable by Hyatt O'Hare, labeled OHARE ALL INJURIES, sent to the union by the hotel plus a word version of it where UNITE HERE highlighted certain injuries, as described in my letter.

Thank you for your efforts.

Sincerely,
Pamela

Pamela Vossen, MPH
Workplace Safety & Health Coordinator/
Staff Epidemiologist
UNITE HERE! International Union
Strategic Affairs Department
275 Seventh Avenue, 11flr
New York, NY 10001
212-332-9318 direct line
Ex 7c cell
212-489-0598 fax

-----Original Message-----

From: Loftus, Angie - OSHA **Ex 7c**]
Sent: Wednesday, March 09, 2011 9:03 AM
To: Pamela Vossen
Cc: Turek, Diane - OSHA; **Ex 7c** - OSHA
Subject: RE: 3 interviews onsite at Ohare thurs mar 10
Importance: High

We will be unable to return to the Hyatt Regency O'Hare this week.

We have scheduled worker interviews and work observations at the site for March 16, 17 and 18. We will be on-site full days, on the 16th and 18th; and 1/2 day on the 17th. On all three days we will begin our onsite activities early in the morning.

If the three employees you identified below are on shift on these days, we will interview them at that time. Please advise me if they will not be working at the hotel on March 16, 17 or 18 and we will make arrangements to speak to them on another date.

Thank you for identifying specific housekeeping tasks performed by the

0846

room attendants that are of concern.

If we need to return to the hotel for additional worker interviews on other days, in addition to the dates identified above, we will notify the site union representative. Please advise me if you want us to inform your office as well.

Angie Loftus, Assistant Area Director
USDOL/OSHA
701 Lee Street, Suite 950
Des Plaines, Illinois 60016
847.803.4800 x15
847.390.8220 FAX
loftus.angie@dol.gov

-----Original Message-----

From: Turek, Diane - OSHA
Sent: Wednesday, March 09, 2011 7:33 AM
To: **Ex 7c** - OSHA; **Ex 7c** - OSHA; Loftus, Angie - OSHA
Subject: FW: 3 interviews onsite at Ohare thurs mar 10

FYI

-----Original Message-----

From: pvossenas@ **Ex 7c**
Sent: Monday, March 07, 2011 2:56 PM
To: Turek, Diane - OSHA
Cc: Connors, Michael - OSHA
Subject: Re: 3 interviews onsite at Ohare thurs mar 10

That should have read they clean 10 to 16 doubles as part of 16 room quota.

Sent via BlackBerry by AT&T

-----Original Message-----

From: pvossenas **Ex 7c**
Date: Mon, 7 Mar 2011 20:54:23
To: Diane - OSHA Turek < **Ex 7c** >
Reply-To: pvossenas **Ex 7c** < **Ex 7c** >
Cc: Michael - OSHA Connors < **Ex 7c** >
Subject: 3 interviews onsite at Ohare thurs mar 10

Diane,

Per my meeting with Mike Connors, we have identified the following 3 workers who will be on the schedule this Thurs. They are all Spanish speakers & will need translation. It is important to us that they are interviewed. The work 8-4:30M it is best to come in the morning to see what cleaning a double double room is like as they normally clean 10 to 16 rooms with double beds as part of their 16 room daily quota. Their names are **Ex 7c**. They are okay with being interviewed onsite. They will be there Fri as a backup to thurs. Pls call with questions.

Pamela

0847

Ex 7c

Sent via BlackBerry by AT&T

NOTICE:

This e-mail message and any attachments to it may contain confidential information. The information contained in this transmission is intended solely for the use of the individual(s) or entities to which the e-mail is addressed. If you are not the intended recipient, or an employee or agent responsible for delivering this message to the intended recipient, you are hereby notified that you are prohibited from reviewing, retransmitting, converting to hard copy, copying, disseminating, or otherwise using in any manner this e-mail or any attachments to it. If you have received this message in error, please notify the sender by replying to this message and delete it from your computer.

From: Pamela Vossenas **Ex 7c**
Sent: Wednesday, March 16, 2011 7:16 AM
To: Turek, Diane - OSHA
Cc: Connors, Michael - OSHA; **Ex 7c** Root, Dana - OSHA
Subject: additional Hyatt O'hare housekeepers to be interviewed & work practices of concern

Attachments: Turek March1516032011_00000.pdf

Diane,
Attached is our letter containing the same information as the email I sent last night.

Pamela
From: Pamela Vossenas **Ex 7c**
Sent: Tuesday, March 15, 2011 9:03 PM
To: Turek, Diane - OSHA
Cc: Connors, Michael - OSHA; Root, Dana - OSHA; **Ex 7c**; **Ex 7c**
Subject: FOR WED -- additional Hyatt Ohare housekeepers & work practices of concern at Hyatt OHare

Importance: High

Diane Turek
cc: Angie Softus
Dana Root
Mike Connors

Re: Additional housekeeper request interviews & Work Practices of Concern at Hyatt O'Hare Hotel

Dear Diane Turek,

Six additional housekeepers (bolded) are requesting to speak with your staff tomorrow thru Friday at the Hyatt O'Hare. Those working only tomorrow are in caps includes housekeeper from the 2008 OSHA log.

The list to date includes:

0848

After speaking to Hyatt Regency O'Hare Hotel housekeepers today, I would like to bring to your attention certain work practices of concern that currently exist at the hotel. These are work practices that relate to some of the remedies identified in our OSHA complaint of November 2010.

1. Using a rag to clean the bathroom floor by being on your hands and knees. Many housekeepers get down on their hands and knees and clean the bathroom floor with a rag. Mops exist and as you are aware, are in use at the Parc Hyatt and other hotels. Housekeepers should be provided with mops to do the job required of them to clean the bathroom floor in a less hazardous manner.

2. Using a rag to clean the bathroom floor by using your leg to pass the rag over the floor.

Another version of cleaning the floor without a mop is for the housekeeper to use their leg as a makeshift mop handle, moving the rag across the floor. Mops exist and as you are aware, are in use at the Parc Hyatt and other hotels. Housekeepers should be provided with mops to do the job required of them to clean the bathroom floor in a less hazardous manner.

3. Tying a towel to a broom to clean the bathroom floor as a makeshift mop. Some of the housekeepers whose knees are injured from having cleaned bathrooms for years on their hands and knees now create a makeshift mop with a towel and broom. Invariably, there are problems with makeshift fixes. Mops exist and as you are aware, are in use at the Parc Hyatt and other hotels. Housekeepers should be provided with mops to do the job required of them to clean the bathroom floor.

4. Climbing up on the tub to clean shower walls in the bathroom because the sponge does not reach up high.

Many housekeepers climb up on the tub and experience slips and falls because they are not provided long handled scrub brushes to clean up high on the shower walls as required. Housekeepers' feet should not leave the floor. They should be provided with long handled scrub brushes to do the job.

5. Tucking in sheets all around the bed.

<http://www.ohare.hyatt.com/hyatt/hotels/gallery/index.jsp?roomId=980&tabType=photo&start=2>

Housekeepers report that they have to tuck in three sheets plus blankets very tightly around the bed as this picture shows of a Hyatt O'Hare guest room with two double beds from their website.

Therefore, UNITE HERE requests that the above work practices be observed as part of the evaluation of a check out room with two double beds and as part of the evaluation of a stayover room with two double beds. This will give an accurate picture of these hazards of room cleaning. As we already discussed, observing the rooms being cleaned in the morning is a more accurate picture of the fast pace of room cleaning and associated hazards. I understand you will be arriving at the hotel early and appreciate this facilitating this request.

Thank you and your staff.

Sincerely,

Pamela

Pamela Vossen, MPH
Workplace Safety & Health Coordinator/ Staff Epidemiologist
UNITE HERE! International Union
Strategic Affairs Department
275 Seventh Avenue, 11flr
New York, NY 10001
212-332-9318 direct line
Ex 7c cell
212-765-3463fax

Ex 5

Ex 5

Ex 5

Ex 5

Ex 5

Ex 5

0850

Ex 5

Ex 5

Ex 5

Ex 5

Ex 5

The information contained in this communication is confidential and intended only for the use of the recipient named above, and may be legally privileged and exempt from disclosure under applicable law. If the reader of this message is not the intended recipient, you are hereby notified that any dissemination, distribution or copying of this communication is strictly prohibited. If you have received this communication in error, please resend it to the sender and delete the original message and copy of it from your computer system. Opinions, conclusions and other information in this message that do not relate to our official business should be understood as neither given nor endorsed by the company.

From: pvossenas **Ex 7c**
Sent: Tuesday, March 15, 2011 4:53 PM
To: Turek, Diane - OSHA
Subject: Re: spanish translayors needed. At ohare. on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

I assume you have taken care of this but just in case.
Sent via BlackBerry by AT&T

-----Original Message-----

From: "Turek, Diane - OSHA" **Ex 7c**
Date: Tue, 15 Mar 2011 16:33:21
To: Pamela Vossenas **Ex 7c**
Subject: RE: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

Great - thank you.

0851

-----Original Message-----

From: Pamela Vossenas **Ex 7c**
Sent: Tuesday, March 15, 2011 3:22 PM
To: Turek, Diane - OSHA
Subject: RE: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

We are reminding the hotel of who the shop stewards are.

Pamela Vossenas, MPH
Workplace Safety & Health Coordinator/
Staff Epidemiologist
UNITE HERE! International Union
Strategic Affairs Department
275 Seventh Avenue, 11flr
New York, NY 10001
212-332-9318 direct line
Ex 7c cell
212-489-0598 fax

-----Original Message-----

From: Turek, Diane - OSHA **Ex 7c**
Sent: Tuesday, March 15, 2011 2:14 PM
To: pvossenas@unitehere.org
Subject: RE: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

Ex 7c

-----Original Message-----

From: pvossenas **Ex 7c**
Sent: Tuesday, March 15, 2011 10:38 AM
To: Turek, Diane - OSHA
Subject: Re: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

Most welcome
Sent via BlackBerry by AT&T

-----Original Message-----

From: "Turek, Diane - OSHA" **Ex 7c**
Date: Tue, 15 Mar 2011 08:43:35
To: Pamela Vossenas **Ex 7c**
Subject: RE: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

Thanks Pamela.

0852

-----Original Message-----

From: Pamela Vossenas [redacted] **Ex 7c**
Sent: Monday, March 14, 2011 4:52 PM
To: Loftus, Angie - OSHA
Cc: Turek, Diane - OSHA; [redacted] **Ex 7c** OSHA; Connors, Michael - OSHA
Subject: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10
Importance: High

Hello,
Attached is a letter in response to our email correspondence of last week regarding interviews at Hyatt O'Hare and additional requests. The three housekeepers we identified will be on schedule and one of them,

[redacted] **Ex 7c**

Also enclosed in the letter is information relevant to both the general duty ergonomic and the recordkeeping inspections.

I have attached the original spreadsheet of injuries deemed non-recordable by Hyatt O'Hare, labeled OHARE ALL INJURIES, sent to the union by the hotel plus a word version of it where UNITE HERE highlighted certain injuries, as described in my letter.

Thank you for your efforts.

Sincerely,
Pamela

Pamela Vossenas, MPH
Workplace Safety & Health Coordinator/
Staff Epidemiologist
UNITE HERE! International Union
Strategic Affairs Department
275 Seventh Avenue, 11 flr
New York, NY 10001
212-332-9318 direct line
[redacted] **Ex 7c** cell
212-489-0598 fax

-----Original Message-----

From: Loftus, Angie - OSHA [redacted] **Ex 7c**
Sent: Wednesday, March 09, 2011 9:03 AM
To: Pamela Vossenas
Cc: Turek, Diane - OSHA; [redacted] **Ex 7c** - OSHA
Subject: RE: 3 interviews onsite at Ohare thurs mar 10
Importance: High

We will be unable to return to the Hyatt Regency O'Hare this week.

We have scheduled worker interviews and work observations at the site for March 16, 17 and 18. We will be on-site full days, on the 16th and

0853

18th; and 1/2 day on the 17th. On all three days we will begin our onsite activities early in the morning.

If the three employees you identified below are on shift on these days, we will interview them at that time. Please advise me if they will not be working at the hotel on March 16, 17 or 18 and we will make arrangements to speak to them on another date.

Thank you for identifying specific housekeeping tasks performed by the room attendants that are of concern.

If we need to return to the hotel for additional worker interviews on other days, in addition to the dates identified above, we will notify the site union representative. Please advise me if you want us to inform your office as well.

Angie Loftus, Assistant Area Director
USDOL/OSHA
701 Lee Street, Suite 950
Des Plaines, Illinois 60016
847.803.4800 x15
847.390.8220 FAX
loftus.angie@dol.gov

-----Original Message-----

From: Turek, Diane - OSHA
Sent: Wednesday, March 09, 2011 7:33 AM
To: **Ex 7c** - OSHA; **Ex 7c** - OSHA; Loftus, Angie - OSHA
Subject: FW: 3 interviews onsite at Ohare thurs mar 10

FYI

-----Original Message-----

From: pvossen@**Ex 7c**
Sent: Monday, March 07, 2011 2:56 PM
To: Turek, Diane - OSHA
Cc: Connors, Michael - OSHA
Subject: Re: 3 interviews onsite at Ohare thurs mar 10

That should have read they clean 10 to 16 doubles as part of 16 room quota.

Sent via BlackBerry by AT&T

-----Original Message-----

From: pvossen@unitehere.org
Date: Mon, 7 Mar 2011 20:54:23
To: Diane - OSHA Turek **Ex 7c**
Reply-To: pvossen@**Ex 7c**
Cc: Michael - OSHA Connors **Ex 7c**
Subject: 3 interviews onsite at Ohare thurs mar 10

Diane,
Per my meeting with Mike Connors, we have identified the following 3

0854

workers who will be on the schedule this Thurs. They are all Spanish speakers & will need translation. It is important to us that they are interviewed. The work 8-4:30M it is best to come in the morning to see what cleaning a double double room is like as they normally clean 10 to 11 rooms with double beds as part of their 16 room daily quota. Their names are [REDACTED] **Ex7c**. They are okay with being interviewed onsite. They will be there Fri as a backup to thurs. Pls call with questions.

Pamela

Ex 7c

Sent via BlackBerry by AT&T

NOTICE:

This e-mail message and any attachments to it may contain confidential information. The information contained in this transmission is intended solely for the use of the individual(s) or entities to which the e-mail is addressed. If you are not the intended recipient, or an employee or agent responsible for delivering this message to the intended recipient, you are hereby notified that you are prohibited from reviewing, retransmitting, converting to hard copy, copying, disseminating, or otherwise using in any manner this e-mail or any attachments to it. If you have received this message in error, please notify the sender by replying to this message and delete it from your computer.

From: Pamela Vossenas [REDACTED] **Ex 7c**
Sent: Tuesday, March 15, 2011 4:19 PM
To: Turek, Diane - OSHA
Subject: RE: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

We have communicated with Ohare who the shop stewards are.

Pamela Vossenas, MPH
Workplace Safety & Health Coordinator/
Staff Epidemiologist
UNITE HERE! International Union
Strategic Affairs Department
275 Seventh Avenue, 11flr
New York, NY 10001
212-332-9318 direct line
Ex 7c cell
212-489-0598 fax

-----Original Message-----

From: Turek, Diane - OSHA [REDACTED] **Ex 7c**
Sent: Tuesday, March 15, 2011 4:33 PM
To: Pamela Vossenas
Subject: RE: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

0855

Great - thank you.

-----Original Message-----

From: Pamela Vossenas [REDACTED] **Ex 7c**
Sent: Tuesday, March 15, 2011 3:22 PM
To: Turek, Diane - OSHA
Subject: RE: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

We are reminding the hotel of who the shop stewards are.

Pamela Vossenas, MPH
Workplace Safety & Health Coordinator/
Staff Epidemiologist
UNITE HERE! International Union
Strategic Affairs Department
275 Seventh Avenue, 11flr
New York, NY 10001
212-332-9318 direct line
[REDACTED] **Ex 7c** cell
212-489-0598 fax

-----Original Message-----

From: Turek, Diane - OSHA [REDACTED] **Ex 7c**
Sent: Tuesday, March 15, 2011 2:14 PM
To: pvossenas@unitehere.org
Subject: RE: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

[REDACTED] **Ex 7c**

-----Original Message-----

From: pvossenas@unitehere.org [REDACTED] **Ex 7c**
Sent: Tuesday, March 15, 2011 10:38 AM
To: Turek, Diane - OSHA
Subject: Re: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

Most welcome
Sent via BlackBerry by AT&T

-----Original Message-----

From: "Turek, Diane - OSHA" [REDACTED] **Ex 7c**
Date: Tue, 15 Mar 2011 08:43:35
To: Pamela Vossenas [REDACTED] **Ex 7c**
Subject: RE: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs

0856

mar 10

Thanks Pamela.

-----Original Message-----

From: Pamela Vossenas [redacted] **Ex 7c**
Sent: Monday, March 14, 2011 4:52 PM
To: Loftus, Angie - OSHA
Cc: Turek, Diane - OSHA; [redacted] **Ex 7c** - OSHA; Connors, Michael - OSHA
Subject: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10
Importance: High

Hello,

Attached is a letter in response to our email correspondence of last week regarding interviews at Hyatt O'Hare and additional requests. The three housekeepers we identified will be on schedule and one of them, [redacted] **Ex 7c**

Also enclosed in the letter is information relevant to both the general duty ergonomic and the recordkeeping inspections.

I have attached the original spreadsheet of injuries deemed non-recordable by Hyatt O'Hare, labeled OHARE ALL INJURIES, sent to the union by the hotel plus a word version of it where UNITE HERE highlighted certain injuries, as described in my letter.

Thank you for your efforts.

Sincerely,
Pamela

Pamela Vossenas, MPH
Workplace Safety & Health Coordinator/
Staff Epidemiologist
UNITE HERE! International Union
Strategic Affairs Department
275 Seventh Avenue, 11flr
New York, NY 10001
212-332-9318 direct line
[redacted] **Ex 7c** cell
212-489-0598 fax

-----Original Message-----

From: Loftus, Angie - OSHA [redacted] **Ex 7c**
Sent: Wednesday, March 09, 2011 9:03 AM
To: Pamela Vossenas
Cc: Turek, Diane - OSHA; [redacted] **Ex 7c** - OSHA
Subject: RE: 3 interviews onsite at Ohare thurs mar 10
Importance: High

We will be unable to return to the Hyatt Regency O'Hare this week.

0857

We have scheduled worker interviews and work observations at the site for March 16, 17 and 18. We will be on-site full days, on the 16th and 18th; and 1/2 day on the 17th. On all three days we will begin our onsite activities early in the morning.

If the three employees you identified below are on shift on these days, we will interview them at that time. Please advise me if they will not be working at the hotel on March 16, 17 or 18 and we will make arrangements to speak to them on another date.

Thank you for identifying specific housekeeping tasks performed by the room attendants that are of concern.

If we need to return to the hotel for additional worker interviews on other days, in addition to the dates identified above, we will notify the site union representative. Please advise me if you want us to inform your office as well.

Angie Loftus, Assistant Area Director
USDOL/OSHA
701 Lee Street, Suite 950
Des Plaines, Illinois 60016
847.803.4800 x15
847.390.8220 FAX
loftus.angie@dol.gov

-----Original Message-----

From: Turek, Diane - OSHA
Sent: Wednesday, March 09, 2011 7:33 AM
To: **Ex 7c** - OSHA; **Ex 7c** - OSHA; Loftus, Angie - OSHA
Subject: FW: 3 interviews onsite at Ohare thurs mar 10

FYI

-----Original Message-----

From: pvossen@ **Ex 7c**
Sent: Monday, March 07, 2011 2:56 PM
To: Turek, Diane - OSHA
Cc: Connors, Michael - OSHA
Subject: Re: 3 interviews onsite at Ohare thurs mar 10

That should have read they clean 10 to 16 doubles as part of 16 room quota.

Sent via BlackBerry by AT&T

-----Original Message-----

From: pvossen **Ex 7c**
Date: Mon, 7 Mar 2011 20:54:23
To: Diane - OSHA Turek **Ex 7c**
Reply-To: pvossen@unitehere.org
Cc: Michael - OSHA Connors **Ex 7c**
Subject: 3 interviews onsite at Ohare thurs mar 10

0858

Diane,
Per my meeting with Mike Connors, we have identified the following 3 workers who will be on the schedule this Thurs. They are all Spanish speakers & will need translation. It is important to us that they are interviewed. The work 8-4:30M it is best to come in the morning to see what cleaning a double double room is like as they normally clean 10 to 16 rooms with double beds as part of their 16 room daily quota. Their names are [REDACTED] **Ex 7c**. They are okay with being interviewed onsite. They will be there Fri as a backup to Thurs. Pls call with questions.

Pamela

[REDACTED] **Ex 7c**

Sent via BlackBerry by AT&T

NOTICE:

This e-mail message and any attachments to it may contain confidential information. The information contained in this transmission is intended solely for the use of the individual(s) or entities to which the e-mail is addressed. If you are not the intended recipient, or an employee or agent responsible for delivering this message to the intended recipient, you are hereby notified that you are prohibited from reviewing, retransmitting, converting to hard copy, copying, disseminating, or otherwise using in any manner this e-mail or any attachments to it. If you have received this message in error, please notify the sender by replying to this message and delete it from your computer.

From: Pamela Vossenas [REDACTED] **Ex 7c**

Sent: Tuesday, March 15, 2011 3:46 PM

To: Turek, Diane - OSHA

Subject: RE: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

Whenever you have time, I'd like to discuss that list of non-recordables. But I think you may be busy already with this week's visit and I can wait for your earliest convenience.

Pamela Vossenas, MPH
Workplace Safety & Health Coordinator/
Staff Epidemiologist
UNITE HERE! International Union
Strategic Affairs Department
275 Seventh Avenue, 11 flr
New York, NY 10001
212-332-9318 direct line
[REDACTED] **Ex 7c** cell
212-489-0598 fax

-----Original Message-----

From: Turek, Diane - OSHA **Ex 7c**

Sent: Tuesday, March 15, 2011 4:33 PM

To: Pamela Vossen

Subject: RE: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

Great - thank you.

-----Original Message-----

From: Pamela Vossen **Ex 7c**

Sent: Tuesday, March 15, 2011 3:22 PM

To: Turek, Diane - OSHA

Subject: RE: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

We are reminding the hotel of who the shop stewards are.

Pamela Vossen, MPH
Workplace Safety & Health Coordinator/
Staff Epidemiologist
UNITE HERE! International Union
Strategic Affairs Department
275 Seventh Avenue, 11flr
New York, NY 10001
212-332-9318 direct line
Ex 7c cell
212-489-0598 fax

-----Original Message-----

From: Turek, Diane - OSHA **Ex 7c**

Sent: Tuesday, March 15, 2011 2:14 PM

To: pvossen **Ex 7c**

Subject: RE: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

Ex 7c

-----Original Message-----

From: pvossen **Ex 7c**

Sent: Tuesday, March 15, 2011 10:38 AM

To: Turek, Diane - OSHA

Subject: Re: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

Most welcome

Sent via BlackBerry by AT&T

0860

-----Original Message-----

From: "Turek, Diane - OSHA" [REDACTED] **Ex 7c**

Date: Tue, 15 Mar 2011 08:43:35

To: Pamela [REDACTED] **Ex 7c**

Subject: RE: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

Thanks Pamela.

-----Original Message-----

From: Pamela Vossen [REDACTED] **Ex 7c**

Sent: Monday, March 14, 2011 4:52 PM

To: Loftus, Angie - OSHA

Cc: Turek, Diane - OSHA; [REDACTED] **Ex 7c** - OSHA; Connors, Michael - OSHA

Subject: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

Importance: High

Hello,

Attached is a letter in response to our email correspondence of last week regarding interviews at Hyatt O'Hare and additional requests. The three housekeepers we identified will be on schedule and one of them,

[REDACTED] **Ex 7c**

Also enclosed in the letter is information relevant to both the general duty ergonomic and the recordkeeping inspections.

I have attached the original spreadsheet of injuries deemed non-recordable by Hyatt O'Hare, labeled OHARE ALL INJURIES, sent to the union by the hotel plus a word version of it where UNITE HERE highlighted certain injuries, as described in my letter.

Thank you for your efforts.

Sincerely,

Pamela

Pamela Vossen, MPH
Workplace Safety & Health Coordinator/
Staff Epidemiologist
UNITE HERE! International Union
Strategic Affairs Department
275 Seventh Avenue, 11flr
New York, NY 10001
212-332-9318 direct line
[REDACTED] **Ex 7c** cell
212-489-0598 fax

-----Original Message-----

From: Loftus, Angie - OSHA [REDACTED] **Ex 7c**

0861

Sent: Wednesday, March 09, 2011 9:03 AM
To: Pamela Vossen
Cc: Turek, Diane - OSHA; **Ex 7c** - OSHA
Subject: RE: 3 interviews onsite at Ohare thurs mar 10
Importance: High

We will be unable to return to the Hyatt Regency O'Hare this week.

We have scheduled worker interviews and work observations at the site for March 16, 17 and 18. We will be on-site full days, on the 16th and 18th; and 1/2 day on the 17th. On all three days we will begin our onsite activities early in the morning.

If the three employees you identified below are on shift on these days, we will interview them at that time. Please advise me if they will not be working at the hotel on March 16, 17 or 18 and we will make arrangements to speak to them on another date.

Thank you for identifying specific housekeeping tasks performed by the room attendants that are of concern.

If we need to return to the hotel for additional worker interviews on other days, in addition to the dates identified above, we will notify the site union representative. Please advise me if you want us to inform your office as well.

Angie Loftus, Assistant Area Director
USDOL/OSHA
701 Lee Street, Suite 950
Des Plaines, Illinois 60016
847.803.4800 x15
847.390.8220 FAX
loftus.angie@dol.gov

-----Original Message-----

From: Turek, Diane - OSHA
Sent: Wednesday, March 09, 2011 7:33 AM
To: **Ex 7c** - OSHA; **Ex 7c** - OSHA; Loftus, Angie - OSHA
Subject: FW: 3 interviews onsite at Ohare thurs mar 10

FYI

-----Original Message-----

From: pvossenas@ **Ex 7c**
Sent: Monday, March 07, 2011 2:56 PM
To: Turek, Diane - OSHA
Cc: Connors, Michael - OSHA
Subject: Re: 3 interviews onsite at Ohare thurs mar 10

That should have read they clean 10 to 16 doubles as part of 16 room quota.

Sent via BlackBerry by AT&T

-----Original Message-----

From: pvossenas [REDACTED] **Ex 7c**
Date: Mon, 7 Mar 2011 20:54:23
To: Diane - OSHA Turek <[REDACTED]> **Ex 7c**
Reply-To: pvossenas@unitehere.org
Cc: Michael - OSHA Connors <[REDACTED]> **Ex 7c**
Subject: 3 interviews onsite at Ohare thurs mar 10

Diane,
Per my meeting with Mike Connors, we have identified the following 3 workers who will be on the schedule this Thurs. They are all Spanish speakers & will need translation. It is important to us that they are interviewed. The work 8-4:30M it is best to come in the morning to see what cleaning a double double room is like as they normally clean 10 to 11 rooms with double beds as part of their 16 room daily quota. Their names are [REDACTED] **Ex 7c**. They are okay with being interviewed onsite. They will be there Fri as a backup to thurs. Pls call with questions.

Pamela
[REDACTED] **Ex 7c**
Sent via BlackBerry by AT&T

NOTICE:

This e-mail message and any attachments to it may contain confidential information. The information contained in this transmission is intended solely for the use of the individual(s) or entities to which the e-mail is addressed. If you are not the intended recipient, or an employee or agent responsible for delivering this message to the intended recipient, you are hereby notified that you are prohibited from reviewing, retransmitting, converting to hard copy, copying, disseminating, or otherwise using in any manner this e-mail or any attachments to it. If you have received this message in error, please notify the sender by replying to this message and delete it from your computer.

From: Pamela Vossenas [REDACTED] **Ex 7c**
Sent: Tuesday, March 15, 2011 3:22 PM
To: Turek, Diane - OSHA
Subject: RE: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

We are reminding the hotel of who the shop stewards are.

Pamela Vossenas, MPH
Workplace Safety & Health Coordinator/
Staff Epidemiologist
UNITE HERE! International Union
Strategic Affairs Department
275 Seventh Avenue, 11flr
New York, NY 10001
212-332-9318 direct line

0863

Ex 7c cell
212-489-0598 fax

-----Original Message-----

From: Turek, Diane - OSHA **Ex 7c**
Sent: Tuesday, March 15, 2011 2:14 PM
To: pvossenas **Ex 7c**
Subject: RE: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

Ex 7c

-----Original Message-----

From: pvossenas **Ex 7c**
Sent: Tuesday, March 15, 2011 10:38 AM
To: Turek, Diane - OSHA
Subject: Re: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

Most welcome
Sent via BlackBerry by AT&T

-----Original Message-----

From: "Turek, Diane - OSHA" **Ex 7c**
Date: Tue, 15 Mar 2011 08:43:35
To: Pamela Vossenas **Ex 7c**
Subject: RE: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

Thanks Pamela.

-----Original Message-----

From: Pamela Vossenas **Ex 7c**
Sent: Monday, March 14, 2011 4:52 PM
To: Loftus, Angie - OSHA
Cc: Turek, Diane - OSHA; **Ex 7c** - OSHA; Connors, Michael - OSHA
Subject: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10
Importance: High

Hello,
Attached is a letter in response to our email correspondence of last week regarding interviews at Hyatt O'Hare and additional requests. The three housekeepers we identified will be on schedule and one of them, Matilde Lagunas, is a shop steward.

Also enclosed in the letter is information relevant to both the general

0864

duty ergonomic and the recordkeeping inspections.

I have attached the original spreadsheet of injuries deemed non-recordable by Hyatt O'Hare, labeled OHARE ALL INJURIES, sent to the union by the hotel plus a word version of it where UNITE HERE highlighted certain injuries, as described in my letter.

Thank you for your efforts.

Sincerely,

Pamela

Pamela Vossen, MPH
Workplace Safety & Health Coordinator/
Staff Epidemiologist
UNITE HERE! International Union
Strategic Affairs Department
275 Seventh Avenue, 11 flr
New York, NY 10001
212-332-9318 direct line
Ex 7c cell
212-489-0598 fax

-----Original Message-----

From: Loftus, Angie - OSHA **Ex 7c**
Sent: Wednesday, March 09, 2011 9:03 AM
To: Pamela Vossen
Cc: Turek, Diane - OSHA; **Ex 7c** - OSHA
Subject: RE: 3 interviews onsite at Ohare thurs mar 10
Importance: High

We will be unable to return to the Hyatt Regency O'Hare this week.

We have scheduled worker interviews and work observations at the site for March 16, 17 and 18. We will be on-site full days, on the 16th and 18th; and 1/2 day on the 17th. On all three days we will begin our onsite activities early in the morning.

If the three employees you identified below are on shift on these days, we will interview them at that time. Please advise me if they will not be working at the hotel on March 16, 17 or 18 and we will make arrangements to speak to them on another date.

Thank you for identifying specific housekeeping tasks performed by the room attendants that are of concern.

If we need to return to the hotel for additional worker interviews on other days, in addition to the dates identified above, we will notify the site union representative. Please advise me if you want us to inform your office as well.

Angie Loftus, Assistant Area Director
USDOL/OSHA

0865

701 Lee Street, Suite 950
Des Plaines, Illinois 60016
847.803.4800 x15
847.390.8220 FAX
loftus.angie@dol.gov

-----Original Message-----

From: Turek, Diane - OSHA
Sent: Wednesday, March 09, 2011 7:33 AM
To: **Ex 7c** - OSHA; **Ex 7c** - OSHA; Loftus, Angie - OSHA
Subject: FW: 3 interviews onsite at Ohare thurs mar 10

FYI

-----Original Message-----

From: pvossen@ **Ex 7c**
Sent: Monday, March 07, 2011 2:56 PM
To: Turek, Diane - OSHA
Cc: Connors, Michael - OSHA
Subject: Re: 3 interviews onsite at Ohare thurs mar 10

That should have read they clean 10 to 16 doubles as part of 16 room quota.

Sent via BlackBerry by AT&T

-----Original Message-----

From: pvossen@ **Ex 7c**
Date: Mon, 7 Mar 2011 20:54:23
To: Diane - OSHA Turek < **Ex 7c** >
Reply-To: pvossen@ **Ex 7c**
Cc: Michael - OSHA Connors **Ex 7c**
Subject: 3 interviews onsite at Ohare thurs mar 10

Diane,

Per my meeting with Mike Connors, we have identified the following 3 workers who will be on the schedule this Thurs. They are all Spanish speakers & will need translation. It is important to us that they are interviewed. The work 8-4:30M it is best to come in the morning to see what cleaning a double double room is like as they normally clean 10 to 16 rooms with double beds as part of their 16 room daily quota. Their names are **Ex 7c**. They are okay with being interviewed onsite. They will be there Fri as a backup on thurs. Pls call with questions.

Pamela

6463057304

Sent via BlackBerry by AT&T

NOTICE:

This e-mail message and any attachments to it may contain confidential information. The information contained in this transmission is intended solely for the use of the individual(s) or entities to which the e-mail is addressed. If you are not the intended recipient, or an employee or agent

0866

responsible for delivering this message to the intended recipient, you are hereby notified that you are prohibited from reviewing, retransmitting, converting to hard copy, copying, disseminating, or otherwise using in any manner this e-mail or any attachments to it. If you have received this message in error, please notify the sender by replying to this message and delete it from your computer.

From: Pamela Vossenas [REDACTED] **Ex 7c**
Sent: Tuesday, March 15, 2011 1:16 PM
To: Turek, Diane - OSHA
Subject: RE: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

Yes, that is my understanding.

Pamela Vossenas, MPH
Workplace Safety & Health Coordinator/
Staff Epidemiologist
UNITE HERE! International Union
Strategic Affairs Department
275 Seventh Avenue, 11flr
New York, NY 10001
212-332-9318 direct line
[REDACTED] **Ex 7c** cell
212-489-0598 fax

-----Original Message-----

From: Turek, Diane - OSHA [REDACTED] **Ex 7c**
Sent: Tuesday, March 15, 2011 2:14 PM
To: pvossenas [REDACTED] **Ex 7c**
Subject: RE: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

[REDACTED] **Ex 7c**

-----Original Message-----

From: pvossenas [REDACTED] **Ex 7c**
Sent: Tuesday, March 15, 2011 10:38 AM
To: Turek, Diane - OSHA
Subject: Re: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

Most welcome
Sent via BlackBerry by AT&T

-----Original Message-----

From: "Turek, Diane - OSHA" [REDACTED] **Ex 7c**
Date: Tue, 15 Mar 2011 08:43:35
To: Pamela Vossenas<[REDACTED]> **Ex 7c**

0867

Subject: RE: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

Thanks Pamela.

-----Original Message-----

From: Pamela Vossenas [REDACTED] **Ex 7c**
Sent: Monday, March 14, 2011 4:52 PM
To: Loftus, Angie - OSHA
Cc: Turek, Diane - OSHA; [REDACTED] **Ex 7c** - OSHA; Connors, Michael - OSHA
Subject: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10
Importance: High

Hello,

Attached is a letter in response to our email correspondence of last week regarding interviews at Hyatt O'Hare and additional requests. The three housekeepers we identified will be on schedule and one of them,

[REDACTED] **Ex 7c**.

Also enclosed in the letter is information relevant to both the general duty ergonomic and the recordkeeping inspections.

I have attached the original spreadsheet of injuries deemed non-recordable by Hyatt O'Hare, labeled OHARE ALL INJURIES, sent to the union by the hotel plus a word version of it where UNITE HERE highlighted certain injuries, as described in my letter.

Thank you for your efforts.

Sincerely,
Pamela

Pamela Vossenas, MPH
Workplace Safety & Health Coordinator/
Staff Epidemiologist
UNITE HERE! International Union
Strategic Affairs Department
275 Seventh Avenue, 11flr
New York, NY 10001
212-332-9318 direct line
[REDACTED] **Ex 7c** cell
212-489-0598 fax

-----Original Message-----

From: Loftus, Angie - OSHA [REDACTED] **Ex 7c**
Sent: Wednesday, March 09, 2011 9:03 AM
To: Pamela Vossenas
Cc: Turek, Diane - OSHA; [REDACTED] **Ex 7c** - OSHA
Subject: RE: 3 interviews onsite at Ohare thurs mar 10
Importance: High

0868

We will be unable to return to the Hyatt Regency O'Hare this week.

We have scheduled worker interviews and work observations at the site for March 16, 17 and 18. We will be on-site full days, on the 16th and 18th; and 1/2 day on the 17th. On all three days we will begin our onsite activities early in the morning.

If the three employees you identified below are on shift on these days, we will interview them at that time. Please advise me if they will not be working at the hotel on March 16, 17 or 18 and we will make arrangements to speak to them on another date.

Thank you for identifying specific housekeeping tasks performed by the room attendants that are of concern.

If we need to return to the hotel for additional worker interviews on other days, in addition to the dates identified above, we will notify the site union representative. Please advise me if you want us to inform your office as well.

Angie Loftus, Assistant Area Director
USDOL/OSHA
701 Lee Street, Suite 950
Des Plaines, Illinois 60016
847.803.4800 x15
847.390.8220 FAX
loftus.angie@dol.gov

-----Original Message-----

From: Turek, Diane - OSHA
Sent: Wednesday, March 09, 2011 7:33 AM
To: **Ex 7c** - OSHA; **Ex 7c** - OSHA; Loftus, Angie - OSHA
Subject: FW: 3 interviews onsite at Ohare thurs mar 10

FYI

-----Original Message-----

From: pvossen@ **Ex 7c**
Sent: Monday, March 07, 2011 2:56 PM
To: Turek, Diane - OSHA
Cc: Connors, Michael - OSHA
Subject: Re: 3 interviews onsite at Ohare thurs mar 10

That should have read they clean 10 to 16 doubles as part of 16 room quota.

Sent via BlackBerry by AT&T

-----Original Message-----

From: pvossen@ **Ex 7c**
Date: Mon, 7 Mar 2011 20:54:23
To: Diane - OSHA Turek **Ex 7c**
Reply-To: pvossen@ **Ex 7c**

0869

Cc: Michael - OSHA Connors **Ex 7c**
Subject: 3 interviews onsite at Ohare thurs mar 10

Diane,
Per my meeting with Mike Connors, we have identified the following 3 workers who will be on the schedule this Thurs. They are all Spanish speakers & will need translation. It is important to us that they are interviewed. The work 8-4:30M it is best to come in the morning to see what cleaning a double double room is like as they normally clean 10 to 11 rooms with double beds as part of their 16 room daily quota. Their names are **Ex 7c** They are okay with being interviewed onsite. They will be there Fri as a backup to thurs. Pls call with questions.

Pamela
Ex 7c
Sent via BlackBerry by AT&T

NOTICE:

This e-mail message and any attachments to it may contain confidential information. The information contained in this transmission is intended solely for the use of the individual(s) or entities to which the e-mail is addressed. If you are not the intended recipient, or an employee or agent responsible for delivering this message to the intended recipient, you are hereby notified that you are prohibited from reviewing, retransmitting, converting to hard copy, copying, disseminating, or otherwise using in any manner this e-mail or any attachments to it. If you have received this message in error, please notify the sender by replying to this message and delete it from your computer.

From: pvossenas **Ex 7c**
Sent: Tuesday, March 15, 2011 10:38 AM
To: Turek, Diane - OSHA
Subject: Re: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

Most welcome
Sent via BlackBerry by AT&T

-----Original Message-----

From: "Turek, Diane - OSHA" **Ex 7c**
Date: Tue, 15 Mar 2011 08:43:35
To: Pamela Vossenas <**Ex 7c**>
Subject: RE: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

Thanks Pamela.

-----Original Message-----

From: Pamela Vossenas **Ex 7c**
Sent: Monday, March 14, 2011 4:52 PM
To: Loftus, Angie - OSHA
Cc: Turek, Diane - OSHA; **Ex 7c** - OSHA; Connors, Michael - OSHA

0870

Subject: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

Importance: High

Hello,

Attached is a letter in response to our email correspondence of last week regarding interviews at Hyatt O'Hare and additional requests. The three housekeepers we identified will be on schedule and one of them, Matilde Lagunas, is a shop steward.

Also enclosed in the letter is information relevant to both the general duty ergonomic and the recordkeeping inspections.

I have attached the original spreadsheet of injuries deemed non-recordable by Hyatt O'Hare, labeled OHARE ALL INJURIES, sent to the union by the hotel plus a word version of it where UNITE HERE highlighted certain injuries, as described in my letter.

Thank you for your efforts.

Sincerely,
Pamela

Pamela Vossenias, MPH
Workplace Safety & Health Coordinator/
Staff Epidemiologist
UNITE HERE! International Union
Strategic Affairs Department
275 Seventh Avenue, 11flr
New York, NY 10001
212-332-9318 direct line
Ex 7c cell
212-489-0598 fax

-----Original Message-----

From: Loftus, Angie - OSHA **Ex 7c**
Sent: Wednesday, March 09, 2011 9:03 AM
To: Pamela Vossenias
Cc: Turek, Diane - OSHA; **Ex 7c** - OSHA
Subject: RE: 3 interviews onsite at Ohare thurs mar 10
Importance: High

We will be unable to return to the Hyatt Regency O'Hare this week.

We have scheduled worker interviews and work observations at the site for March 16, 17 and 18. We will be on-site full days, on the 16th and 18th; and 1/2 day on the 17th. On all three days we will begin our onsite activities early in the morning.

If the three employees you identified below are on shift on these days, we will interview them at that time. Please advise me if they will not be working at the hotel on March 16, 17 or 18 and we will make

0871

arrangements to speak to them on another date.

Thank you for identifying specific housekeeping tasks performed by the room attendants that are of concern.

If we need to return to the hotel for additional worker interviews on other days, in addition to the dates identified above, we will notify the site union representative. Please advise me if you want us to inform your office as well.

Angie Loftus, Assistant Area Director
USDOL/OSHA
701 Lee Street, Suite 950
Des Plaines, Illinois 60016
847.803.4800 x15
847.390.8220 FAX
loftus.angie@dol.gov

-----Original Message-----

From: Turek, Diane - OSHA
Sent: Wednesday, March 09, 2011 7:33 AM
To: **Ex 7c** - OSHA; **Ex 7c** - OSHA; Loftus, Angie - OSHA
Subject: FW: 3 interviews onsite at Ohare thurs mar 10

FYI

-----Original Message-----

From: pvossen@**Ex 7c**
Sent: Monday, March 07, 2011 2:56 PM
To: Turek, Diane - OSHA
Cc: Connors, Michael - OSHA
Subject: Re: 3 interviews onsite at Ohare thurs mar 10

That should have read they clean 10 to 16 doubles as part of 16 room quota.

Sent via BlackBerry by AT&T

-----Original Message-----

From: pvossen@**Ex 7c**
Date: Mon, 7 Mar 2011 20:54:23
To: Diane - OSHA Turek<**Ex 7c**
Reply-To: pvossen@**Ex 7c**
Cc: Michael - OSHA Connors **Ex 7c**
Subject: 3 interviews onsite at Ohare thurs mar 10

Diane,

Per my meeting with Mike Connors, we have identified the following 3 workers who will be on the schedule this Thurs. They are all Spanish speakers & will need translation. It is important to us that they are interviewed. The work 8-4:30M it is best to come in the morning to see what cleaning a double double room is like as they normally clean 10 to 16 rooms with double beds as part of their 16 room daily quota. Their names are **Ex 7c**. They are okay

0872

with being interviewed onsite. They will be there Fri as a backup to thurs. Pls call with questions.

Pamela

Ex 7c

Sent via BlackBerry by AT&T

From: Pamela Vossenas **Ex 7c**

Sent: Monday, March 14, 2011 4:52 PM

To: Loftus, Angie - OSHA

Cc: Turek, Diane - OSHA; **Ex 7c** - OSHA; Connors, Michael - OSHA

Subject: confirmation of housekeepers on schedule March 16, 17, 18 & additional requests, information RE: 3 interviews onsite at Ohare thurs mar 10

Importance: High

Attachments: Unite Here Letter 3_14_11 Turek.pdf; not recordables per hyatt ohare.doc; OHARE ALL INJURIES.xls

Hello,

Attached is a letter in response to our email correspondence of last week regarding interviews at Hyatt O'Hare and additional requests. The three housekeepers we identified will be on schedule and one of them, **Ex 7c**

Also enclosed in the letter is information relevant to both the general duty ergonomic and the recordkeeping inspections.

I have attached the original spreadsheet of injuries deemed non-recordable by Hyatt O'Hare, labeled OHARE ALL INJURIES, sent to the union by the hotel plus a word version of it where UNITE HERE highlighted certain injuries, as described in my letter.

Thank you for your efforts.

Sincerely,

Pamela

Pamela Vossenas, MPH

Workplace Safety & Health Coordinator/
Staff Epidemiologist

UNITE HERE! International Union

Strategic Affairs Department

275 Seventh Avenue, 11flr

New York, NY 10001

212-332-9318 direct line

Ex 7c cell

212-489-0598 fax

-----Original Message-----

From: Loftus, Angie - OSHA **Ex 7c**

Sent: Wednesday, March 09, 2011 9:03 AM

To: Pamela Vossenas

Cc: Turek, Diane - OSHA; **Ex 7c** - OSHA

Subject: RE: 3 interviews onsite at Ohare thurs mar 10

0873

Importance: High

We will be unable to return to the Hyatt Regency O'Hare this week.

We have scheduled worker interviews and work observations at the site for March 16, 17 and 18. We will be on-site full days, on the 16th and 18th; and 1/2 day on the 17th. On all three days we will begin our onsite activities early in the morning.

If the three employees you identified below are on shift on these days, we will interview them at that time. Please advise me if they will not be working at the hotel on March 16, 17 or 18 and we will make arrangements to speak to them on another date.

Thank you for identifying specific housekeeping tasks performed by the room attendants that are of concern.

If we need to return to the hotel for additional worker interviews on other days, in addition to the dates identified above, we will notify the site union representative. Please advise me if you want us to inform your office as well.

Angie Loftus, Assistant Area Director
USDOL/OSHA
701 Lee Street, Suite 950
Des Plaines, Illinois 60016
847.803.4800 x15
847.390.8220 FAX

Ex 7c

-----Original Message-----

From: Turek, Diane - OSHA
Sent: Wednesday, March 09, 2011 7:33 AM
To: **Ex 7c** - OSHA; **Ex 7c** - OSHA; Loftus, Angie - OSHA
Subject: FW: 3 interviews onsite at Ohare thurs mar 10

FYI

-----Original Message-----

From: pvossenas@ **Ex 7c**
Sent: Monday, March 07, 2011 2:56 PM
To: Turek, Diane - OSHA
Cc: Connors, Michael - OSHA
Subject: Re: 3 interviews onsite at Ohare thurs mar 10

That should have read they clean 10 to 16 doubles as part of 16 room quota.

Sent via BlackBerry by AT&T

-----Original Message-----

From: pvossenas **Ex 7c**
Date: Mon, 7 Mar 2011 20:54:23
To: Diane - OSHA Turek **Ex 7c**

0874

Reply-To: pvossenas [Ex 7c]
Cc: Michael - OSHA Connors [Ex 7c]
Subject: 3 interviews onsite at Ohare thurs mar 10

Diane,

Per my meeting with Mike Connors, we have identified the following 3 workers who will be on the schedule this Thurs. They are all Spanish speakers & will need translation. It is important to us that they are interviewed. The work 8-4:30M it is best to come in the morning to see what cleaning a double double room is like as they normally clean 10 to 11 rooms with double beds as part of their 16 room daily quota. Their names are [Ex 7c]. They are okay with being interviewed onsite. They will be there Fri as a backup to thurs. Pls call with questions.

Pamela

6463057304

Sent via BlackBerry by AT&T

From: Pamela Vossenas [Ex 7c]
Sent: Thursday, March 10, 2011 7:09 PM
To: Loftus, Angie - OSHA
Cc: Turek, Diane - OSHA; [Ex 7c] - OSHA
Subject: RE: 3 interviews onsite at Ohare thurs mar 10

Angie,

We will know at the end of the day Friday, tomorrow, who is on schedule next week. that will determine how and where the three workers we identified can be interviewed. We appreciate your efforts to have them interviewed.

We are pleased to hear that Dana Root will evaluate the double doubles room. It is also important, if not yet performed, that an evaluation is done on using a rag to clean the bathroom floor since mops are not provided at the Ohare Hyatt Hotel.

Yes, please notify me as well as the onsite union representative if you will be returning on other days to interview workers.

Sincerely,

Pamela Vossenas

Pamela Vossenas, MPH
Workplace Safety & Health Coordinator/
Staff Epidemiologist
UNITE HERE! International Union
Strategic Affairs Department
275 Seventh Avenue, 11flr
New York, NY 10001
212-332-9318 direct line
[Ex 7c] cell
212-489-0598 fax

-----Original Message-----

From: Loftus, Angie - OSHA [Ex 7c]
Sent: Thursday, March 10, 2011 8:12 AM

0875

To: Pamela Vossen
Cc: Turek, Diane - OSHA; **Ex 7c** - OSHA
Subject: RE: 3 interviews onsite at Ohare thurs mar 10

That would be fine. I will be out of the office tomorrow, however, you may contact Diane Turek and **Ex 7c** with the information.

Angie Loftus, Assistant Area Director
USDOL/OSHA
701 Lee Street, Suite 950
Des Plaines, Illinois 60016
847.803.4800 x 15
847.390.8220 FAX
Ex 7c

-----Original Message-----

From: Pamela Vossen **Ex 7c**
Sent: Wednesday, March 09, 2011 5:20 PM
To: Loftus, Angie - OSHA
Cc: Turek, Diane - OSHA; **Ex 7c** - OSHA
Subject: RE: 3 interviews onsite at Ohare thurs mar 10

Thank you for writing so early in the day. I have advised the workers. I will be able to give a more thorough response tomorrow.
Pamela

Pamela Vossen, MPH
Workplace Safety & Health Coordinator/
Staff Epidemiologist
UNITE HERE! International Union
Strategic Affairs Department
275 Seventh Avenue, 11flr
New York, NY 10001
212-332-9318 direct line
Ex 7c cell
212-489-0598 fax

-----Original Message-----

From: Loftus, Angie - OSHA **Ex 7c**
Sent: Wednesday, March 09, 2011 9:03 AM
To: Pamela Vossen
Cc: Turek, Diane - OSHA; **Ex 7c** - OSHA
Subject: RE: 3 interviews onsite at Ohare thurs mar 10
Importance: High

We will be unable to return to the Hyatt Regency O'Hare this week.

We have scheduled worker interviews and work observations at the site for March 16, 17 and 18. We will be on-site full days, on the 16th and 18th; and 1/2 day on the 17th. On all three days we will begin our onsite activities early in the morning.

If the three employees you identified below are on shift on these days, we will interview them at that time. Please advise me if they will not be working at the hotel on March 16, 17 or 18 and we will make arrangements to speak to them on another date.

Thank you for identifying specific housekeeping tasks performed by the room attendants that are of concern.

If we need to return to the hotel for additional worker interviews on other days, in addition to the dates identified above, we will notify the site union representative. Please advise me if you want us to inform your office as well.

Angie Loftus, Assistant Area Director
USDOL/OSHA
701 Lee Street, Suite 950
Des Plaines, Illinois 60016
847.803.4800 x15
847.390.8220 FAX

Ex 7c

-----Original Message-----

From: Turek, Diane - OSHA
Sent: Wednesday, March 09, 2011 7:33 AM
To: **Ex 7c** - OSHA; **Ex 7c** - OSHA; Loftus, Angie - OSHA
Subject: FW: 3 interviews onsite at Ohare thurs mar 10

FYI

-----Original Message-----

From: pvossen@ **Ex 7c**
Sent: Monday, March 07, 2011 2:56 PM
To: Turek, Diane - OSHA
Cc: Connors, Michael - OSHA
Subject: Re: 3 interviews onsite at Ohare thurs mar 10

That should have read they clean 10 to 16 doubles as part of 16 room quota.

Sent via BlackBerry by AT&T

-----Original Message-----

From: pvossen@ **Ex 7c**
Date: Mon, 7 Mar 2011 20:54:23
To: Diane - OSHA Turek **Ex 7c**
Reply-To: pvossen@ **Ex 7c**
Cc: Michael - OSHA Connors **Ex 7c**
Subject: 3 interviews onsite at Ohare thurs mar 10

Diane,

Per my meeting with Mike Connors, we have identified the following 3 workers who will be on the schedule this Thurs. They are all Spanish speakers & will need translation. It is important to us that they are interviewed. The work 8-4:30M it is best to come in the morning to see

0877

what cleaning a double double room is like as they normally clean 10 to 11 rooms with double beds as part of their 16 room daily quota. Their names are [redacted] **Ex 7c** [redacted]. They are okay with being interviewed onsite. They will be there Fri as a backup to thurs. Pls call with questions.

Pamela

Ex 7c

Sent via BlackBerry by AT&T

NOTICE:

This e-mail message and any attachments to it may contain confidential information. The information contained in this transmission is intended solely for the use of the individual(s) or entities to which the e-mail is addressed. If you are not the intended recipient, or an employee or agent responsible for delivering this message to the intended recipient, you are hereby notified that you are prohibited from reviewing, retransmitting, converting to hard copy, copying, disseminating, or otherwise using in any manner this e-mail or any attachments to it. If you have received this message in error, please notify the sender by replying to this message and delete it from your computer.

Ex 5

Ex 5

Ex 5

* **Ex 5**

* **Ex 5**

Ex 5

Angie Loftus
USDOL/OSHA
701 Lee Street, Suite 950
Des Plaines, Illinois 60016

0878

Ex 5

Ex 5

Ex 5

Ex 5

“This e-mail message and any attachments to it may contain confidential information. The information contained in this transmission is intended solely for the use of the individual(s) or entities to which the e-mail is addressed. If you are not the intended recipient, or an employee or agent responsible for delivering this message to the intended recipient, you are hereby notified that you are prohibited from reviewing, retransmitting, converting to hard copy, copying, disseminating, or otherwise using in any manner this e-mail or any attachments to it. If you have received this message in error, please notify the sender by replying to this message and delete it from your computer.”

From: Loftus, Angie - OSHA
Sent: Thursday, March 10, 2011 7:12 AM
To: 'Pamela Vossenas'
Cc: Turek, Diane - OSHA; Ex 7c - OSHA
Subject: RE: 3 interviews onsite at Ohare thurs mar 10

That would be fine. I will be out of the office tomorrow, however, you may contact Diane Turek and Ex 7c with the information.

Angie Loftus, Assistant Area Director
USDOL/OSHA
701 Lee Street, Suite 950
Des Plaines, Illinois 60016
847.803.4800 x 15
847.390.8220 FAX

Ex 7c

-----Original Message-----

From: Pamela Vossenas Ex 7c
Sent: Wednesday, March 09, 2011 5:20 PM
To: Loftus, Angie - OSHA
Cc: Turek, Diane - OSHA; Ex 7c - OSHA
Subject: RE: 3 interviews onsite at Ohare thurs mar 10

Thank you for writing so early in the day. I have advised the workers. I will be able to give a more thorough response tomorrow.

Pamela

Pamela Vossenas, MPH
Workplace Safety & Health Coordinator/
Staff Epidemiologist
UNITE HERE! International Union
Strategic Affairs Department
275 Seventh Avenue, 11flr
New York, NY 10001

0880

212-332-9318 direct line

Ex 7c cell

212-489-0598 fax

-----Original Message-----

From: Loftus, Angie - OSHA **Ex 7c**

Sent: Wednesday, March 09, 2011 9:03 AM

To: Pamela Vossen

Cc: Turek, Diane - OSHA; **Ex 7c** - OSHA

Subject: RE: 3 interviews onsite at Ohare thurs mar 10

Importance: High

We will be unable to return to the Hyatt Regency O'Hare this week.

We have scheduled worker interviews and work observations at the site for March 16, 17 and 18. We will be on-site full days, on the 16th and 18th; and 1/2 day on the 17th. On all three days we will begin our onsite activities early in the morning.

If the three employees you identified below are on shift on these days, we will interview them at that time. Please advise me if they will not be working at the hotel on March 16, 17 or 18 and we will make arrangements to speak to them on another date.

Thank you for identifying specific housekeeping tasks performed by the room attendants that are of concern.

If we need to return to the hotel for additional worker interviews on other days, in addition to the dates identified above, we will notify the site union representative. Please advise me if you want us to inform your office as well.

Angie Loftus, Assistant Area Director

USDOL/OSHA

701 Lee Street, Suite 950

Des Plaines, Illinois 60016

847.803.4800 x15

847.390.8220 FAX

Ex 7c

-----Original Message-----

From: Turek, Diane - OSHA

Sent: Wednesday, March 09, 2011 7:33 AM

To: **Ex 7c** - OSHA; **Ex 7c** - OSHA; Loftus, Angie - OSHA

Subject: FW: 3 interviews onsite at Ohare thurs mar 10

FYI

-----Original Message-----

From: pvossen@ **Ex 7c**

Sent: Monday, March 07, 2011 2:56 PM

To: Turek, Diane - OSHA

Cc: Connors, Michael - OSHA

Subject: Re: 3 interviews onsite at Ohare thurs mar 10

That should have read they clean 10 to 16 doubles as part of 16 room quota.

Sent via BlackBerry by AT&T

0881

-----Original Message-----

From: pvossenas [REDACTED] **Ex 7c**
Date: Mon, 7 Mar 2011 20:54:23
To: Diane - OSHA Turek [REDACTED] **Ex 7c**
Reply-To: pvossenas [REDACTED] **Ex 7c**
Cc: Michael - OSHA Connors [REDACTED] **Ex 7c**
Subject: 3 interviews onsite at Ohare thurs mar 10

Diane,
Per my meeting with Mike Connors, we have identified the following 3 workers who will be on the schedule this Thurs. They are all Spanish speakers & will need translation. It is important to us that they are interviewed. The work 8-4:30M it is best to come in the morning to see what cleaning a double double room is like as they normally clean 10 to 1f rooms with double beds as part of their 16 room daily quota. Their names are Celia Gomez, Matilde Lagunas, & Celsa saavedra. They are okay with being interviewed onsite. They will be there Fri as a backup to thurs. Pls call with questions.

Pamela
[REDACTED] **Ex 7c**
Sent via BlackBerry by AT&T

From: Pamela Vossenas [REDACTED] **Ex 7c**
Sent: Wednesday, March 09, 2011 5:20 PM
To: Loftus, Angie - OSHA
Cc: Turek, Diane - OSHA; [REDACTED] **Ex 7c** - OSHA
Subject: RE: 3 interviews onsite at Ohare thurs mar 10

Thank you for writing so early in the day. I have advised the workers. I will be able to give a more thorough response tomorrow.
Pamela

Pamela Vossenas, MPH
Workplace Safety & Health Coordinator/
Staff Epidemiologist
UNITE HERE! International Union
Strategic Affairs Department
275 Seventh Avenue, 11flr
New York, NY 10001
212-332-9318 direct line
[REDACTED] **Ex 7c** cell
212-489-0598 fax

-----Original Message-----

From: Loftus, Angie - OSHA [REDACTED] **Ex 7c**
Sent: Wednesday, March 09, 2011 9:03 AM
To: Pamela Vossenas
Cc: Turek, Diane - OSHA; [REDACTED] **Ex 7c** - OSHA
Subject: RE: 3 interviews onsite at Ohare thurs mar 10
Importance: High

We will be unable to return to the Hyatt Regency O'Hare this week.

We have scheduled worker interviews and work observations at the site

0882

for March 16, 17 and 18. We will be on-site full days, on the 16th and 18th; and 1/2 day on the 17th. On all three days we will begin our onsite activities early in the morning.

If the three employees you identified below are on shift on these days, we will interview them at that time. Please advise me if they will not be working at the hotel on March 16, 17 or 18 and we will make arrangements to speak to them on another date.

Thank you for identifying specific housekeeping tasks performed by the room attendants that are of concern.

If we need to return to the hotel for additional worker interviews on other days, in addition to the dates identified above, we will notify the site union representative. Please advise me if you want us to inform your office as well.

Angie Loftus, Assistant Area Director
USDOL/OSHA
701 Lee Street, Suite 950
Des Plaines, Illinois 60016
847.803.4800 x15
847.390.8220 FAX

Ex 7c

-----Original Message-----

From: Turek, Diane - OSHA
Sent: Wednesday, March 09, 2011 7:33 AM
To: **Ex 7c** - OSHA; **Ex 7c** - OSHA; Loftus, Angie - OSHA
Subject: FW: 3 interviews onsite at Ohare thurs mar 10

FYI

-----Original Message-----

From: pvossen@ **Ex 7c**
Sent: Monday, March 07, 2011 2:56 PM
To: Turek, Diane - OSHA
Cc: Connors, Michael - OSHA
Subject: Re: 3 interviews onsite at Ohare thurs mar 10

That should have read they clean 10 to 16 doubles as part of 16 room quota.

Sent via BlackBerry by AT&T

-----Original Message-----

From: pvossen **Ex 7c**
Date: Mon, 7 Mar 2011 20:54:23
To: Diane - OSHA Turek **Ex 7c**
Reply-To: pvossen **Ex 7c**
Cc: Michael - OSHA Connors < **Ex 7c** >
Subject: 3 interviews onsite at Ohare thurs mar 10

Diane,

0883

Per my meeting with Mike Connors, we have identified the following 3 workers who will be on the schedule this Thurs. They are all Spanish speakers & will need translation. It is important to us that they are interviewed. The work 8-4:30M it is best to come in the morning to see what cleaning a double double room is like as they normally clean 10 to 11 rooms with double beds as part of their 16 room daily quota. Their names are [redacted] **Ex 7c** [redacted]. They are okay with being interviewed onsite. They will be there Fri as a backup to thurs. Pls call with questions.

Pamela

Ex 7c

Sent via BlackBerry by AT&T

Ex 5

Ex 5

Ex 5

Ex 5

Ex 5

Ex 5

Ex 5

Ex 5

Ex 5

0884

Ex 5

Ex 5

Ex 5

>
>
>
From: Loftus, Angie - OSHA
Sent: Wednesday, March 09, 2011 8:03 AM
To: 'Pamela Vossenas'
Cc: Turek, Diane - OSHA; Ex 7c - OSHA
Subject: RE: 3 interviews onsite at Ohare thurs mar 10

Importance: High

We will be unable to return to the Hyatt Regency O'Hare this week.

We have scheduled worker interviews and work observations at the site for March 16, 17 and 18. We will be on-site full days, on the 16th and 18th; and 1/2 day on the 17th. On all three days we will begin our onsite activities early in the morning.

If the three employees you identified below are on shift on these days, we will interview them at that time. Please advise me if they will not be working at the hotel on March 16, 17 or 18 and we will make arrangements to speak to them on another date.

Thank you for identifying specific housekeeping tasks performed by the room attendants that are of concern.

If we need to return to the hotel for additional worker interviews on other days, in addition to the dates identified above, we will notify the site union representative. Please advise me if you want us to inform your office as well.

Angie Loftus, Assistant Area Director
USDOL/OSHA
701 Lee Street, Suite 950
Des Plaines, Illinois 60016
847.803.4800 x15
847.390.8220 FAX
Ex 7c

-----Original Message-----

From: Turek, Diane - OSHA
Sent: Wednesday, March 09, 2011 7:33 AM
To: Ex 7c - OSHA; Ex 7c - OSHA; Loftus, Angie - OSHA
Subject: FW: 3 interviews onsite at Ohare thurs mar 10

FYI

-----Original Message-----

From: pvossenas Ex 7c
Sent: Monday, March 07, 2011 2:56 PM

0888

To: Turek, Diane - OSHA
Cc: Connors, Michael - OSHA
Subject: Re: 3 interviews onsite at Ohare thurs mar 10

That should have read they clean 10 to 16 doubles as part of 16 room quota.
Sent via BlackBerry by AT&T

-----Original Message-----

From: pvossenas [redacted] **Ex 7c**
Date: Mon, 7 Mar 2011 20:54:23
To: Diane - OSHA Turek [redacted] **Ex 7c**
Reply-To: pvossenas [redacted] **Ex 7c**
Cc: Michael - OSHA Connors <[redacted] Ex 7c >
Subject: 3 interviews onsite at Ohare thurs mar 10

Diane,
Per my meeting with Mike Connors, we have identified the following 3 workers who will be on the schedule this Thurs. They are all Spanish speakers & will need translation. It is important to us that they are interviewed. The work 8-4:30M it is best to come in the morning to see what cleaning a double double room is like as they normally clean 10 to 16 rooms with double beds as part of their 16 room daily quota. Their names are [redacted] **Ex 7c** [redacted] **Ex 7c**. They are okay with being interviewed onsite. They will be there Fri as a backup to Thurs. Pls call with questions.

Pamela
[redacted] **Ex 7c**
Sent via BlackBerry by AT&T

[redacted] **Ex 5**

[redacted] **Ex 5**

From: pvossenas [redacted] **Ex 7c**
Sent: Monday, March 07, 2011 2:56 PM
To: Turek, Diane - OSHA
Cc: Connors, Michael - OSHA
Subject: Re: 3 interviews onsite at Ohare thurs mar 10

That should have read they clean 10 to 16 doubles as part of 16 room quota.
Sent via BlackBerry by AT&T

-----Original Message-----

From: pvossenas [redacted] **Ex 7c**
Date: Mon, 7 Mar 2011 20:54:23
To: Diane - OSHA Turek <[redacted] Ex 7c >
Reply-To: pvossenas [redacted] **Ex 7c**
Cc: Michael - OSHA Connors [redacted] **Ex 7c**
Subject: 3 interviews onsite at Ohare thurs mar 10

Diane,
Per my meeting with Mike Connors, we have identified the following 3 workers who will be on the schedule this Thurs. They are all Spanish speakers & will need translation. It is important to us that they are interviewed. The work

0889

8-4:30M it is best to come in the morning to see what cleaning a double double room is like as they normally clean 10 to 1f rooms with doub le beds as part of their 16 room daily quota. Their names are **Ex 7c**

Ex 7c. They are okay with being interviewed onsite. They will be there Fri as a backup to thurs. Pls call with questions.

Pamela

Ex 7c

Sent via BlackBerry by AT&T

From: pvossenas **Ex 7c**

Sent: Monday, March 07, 2011 2:54 PM

To: Turek, Diane - OSHA

Cc: Connors, Michael - OSHA

Subject: 3 interviews onsite at Ohare thurs mar 10

Diane,

Per my meeting with Mike Connors, we have identified the following 3 workers who will be on the schedue this Thurs. They are all Spanish speakers & will need translation. It is important to us that they are interviewed. The work 8-4:30M it is best to come in the morning to see what cleaning a double double room is like as they normally clean 10 to 1f rooms with doub le beds as part of their 16 room daily quota. Their names are **Ex 7c**

Ex 7c. They are okay with being interviewed onsite. They will be there Fri as a backup to thurs. Pls call with questions.

Pamela

Ex 7c

Sent via BlackBerry by AT&T

Ex 5

Ex 5

* **Ex 5**

Ex 7c

Ex7c

USDOL/OSHA

Chicago North Area Office

701 Lee St., Ste. 950

Des Plaines IL 60016

847.803.4800

847.390.8220

0890

From: Pamela Vossenas [Ex 7c]
Sent: Monday, March 07, 2011 8:56 AM
To: Loftus, Angie - OSHA; [Ex 7c]
Cc: Turek, Diane - OSHA; [Ex7c] - OSHA
Subject: Re: Medical Access Order- UNITE HERE Request to Post Notice at O'Hare Hyatt

Angie,
Thank you for the information and the clarification on communications.
Pamela

On Mon, 7 Mar 2011 10:17:26 -0500

"Loftus, Angie - OSHA" [Ex 7c] > wrote:

>
> The attached letter is a request from our office that
> your future
> questions/inquiries be forwarded to either myself or the
> Area Director,
> Diane Turek. This should allow us to respond more
> quickly to your
> questions.
>
> In response to your question:
> Our records indicate that the end date of the 15-working
> day posting
> time period for the medical access order at the O'Hare
> Hyatt is March
> 14, 2011.
>
> Angie Loftus
> USDOL/OSHA
> 701 Lee Street, Suite 950
> Des Plaines, Illinois 60016
> 847.803.4800 x 15
> 847.390.8220 FAX
> [Ex 7c]

> -----Original Message-----

> From: Pamela Vossenas [Ex 7c]
> Sent: Friday, March 04, 2011 10:31 AM
> To: [Ex7c] - OSHA
> Cc: [Ex 7c] Turek, Diane - OSHA; Loftus,
> Angie - OSHA
> Subject: Re: Medical Access Order- UNITE HERE Request to
> Post Notice at
> O'Hare Hyatt
>
> Thank you [Ex7c]
> Do you know when the 14 day posting period ends?
> Vinay is checking on the posting as well.
> Pamela

0891

>
>Fri, 4 Mar 2011 08:36:48 -0500
> " [REDACTED] Ex7c
>> Good Morning Pamela,
>>
>>
>>
>> Attached is the picture of the medical assess order
>>posted at Hyatt
>>O'Hare. This was verified by me on February 23.

>>
>>
>> [REDACTED] Ex7c
>>
>> [REDACTED] Ex7c

>> USDOL/OSHA
>>
>> Chicago North Area Office
>>
>> 701 Lee St., Ste. 950
>>
>> Des Plaines IL 60016
>>
>> 847.803.4800
>>
>> 847.390.8220

>>
>> _____
>>
>>From: Pamela Vossen [REDACTED] Ex 7c
>> Sent: Thursday, March 03, 2011 7:55 PM
>> To: 'Pamela Vossen'; [REDACTED] Ex7c - OSHA
>> Cc: [REDACTED] Ex 7c
>> Subject: RE: Medical Access Order- UNITE HERE Request to
>>Post Notice
>>at O'Hare Hyatt

>>
>>
>> I am resending to Vinay, pls note email address. Also,
>>if you are
>>unable to reach Vinay, please contact me at my numbers
>>below.

>>
>>
>> _____
>>
>>From: Pamela Vossen [REDACTED] Ex 7c
>> Sent: Thursday, March 03, 2011 8:54 PM
>> To: [REDACTED] Ex7c - OSHA'
>> Cc: [REDACTED] Ex 7c

>> Subject: RE: Medical Access Order- UNITE HERE Request to
>>Post Notice
>>at O'Hare Hyatt

>>
>>
>>

>> Hello **Ex7c** ,

>>
>> This is a reminder that UNITE HERE has requested to have
>>the MOA
>>notice posted at the Ohare as we did at the Park Hyatt.

>>
>> I understand there was a miscommunication but as you
>>stated on our
>>call, at no time did we say we wanted the notice to go
>>in the files.

>>
>> Please let me know when it has been posted.

>>
>> Thank you.

>>
>>
>>

>> Pamela Vossen

>>
>>
>>

>> Pamela Vossen, MPH

>>
>>

>> Workplace Safety & Health Coordinator/

>>
>>

>> Staff Epidemiologist

>>
>>

>> UNITE HERE! International Union

>>
>>

>> Strategic Affairs Department

>>
>>

>> 275 Seventh Avenue, 11flr

>>
>>

>> New York, NY 10001

>>
>>

>> 212-332-9318 direct line

>>
>>

>> **Ex7c** cell

>>
>>

>> 212-489-0598 fax

>>
>>

>>
>>

>>
>>

>>
>>

>>From: **Ex7c**

0893

>> Sent: Tuesday, February 01, 2011 11:03 AM
>> To: Pamela Vossen
>> Subject: RE: Medical Access Order- O'Hare Hyatt

>> Pamela,

>> A copy of the access order is in the mail.

>> **Ex7c**

>> From: Pamela Vossen **Ex 7c**

>> Sent: Friday, January 28, 2011 1:58 PM

>> To: **Ex7c** - OSHA

>> Cc: 'Vinay Ravi'

>> Subject: FW: Medical Access Order- O'Hare Hyatt

>> **Ex7c**

>> Yes please send me a hard copy.

>> Please cc Vinay Ravi from UNITE HERE Local 1 as well.

>> Thank you.

>> Pamela

>> Pamela Vossen, MPH

>> Workplace Safety & Health Coordinator/

>> Staff Epidemiologist

>> UNITE HERE! International Union

>> Strategic Affairs Department

>> 275 Seventh Avenue, 11flr

>> New York, NY 10001

>> 212-332-9318 direct line

>> Ex7c cell

>>

>> 212-489-0598 fax

>>

>>

>>

>>

>>

>>

>>

>>From: Ex7c - OSHA Ex7c

>> Sent: Wednesday, January 26, 2011 12:12 PM

>> To: Pamela Vossen

>> Subject: Medical Access Order- O'Hare Hyatt

>>

>>

>>

>> Hello Pamela,

>>

>>

>>

>> Attached is the copy of the cover letter and the medical

>>access order

>

>>that was provided to Hyatt Regency O'Hare.

>>

>>

>>

>> I have mailed a hard copy to William Biggerstaff- UNITE

>>HERE Local 450

>

>>location in Forest Park.

>>

>>

>>

>> Please let me know if you would like a hard copy mailed

>>to you as

>>well.

>>

>>

>>

>> Thanks,

>>

>>

>>

>> Ex7c

>>

>> Ex7c

>>

>> Ex7c

>>

>> USDOL/OSHA

>>

>> Chicago North Area Office

0895

>>
>> 701 Lee St., Ste. 950
>>
>> Des Plaines IL 60016
>>
>> 847.803.4800
>>
>> 847.390.8220
>>
>> NOTICE:
>> This e-mail message and any attachments to it may
>>contain confidential
>
>>information. The information contained in this
>>transmission is intended
>
>>solely for the use of the individual(s) or entities to
>>which the e-mail
>
>>is addressed. If you are not the intended recipient, or
>>an employee or
>
>>agent responsible for delivering this message to the
>>intended
>>recipient, you are hereby notified that you are
>>prohibited from
>>reviewing, retransmitting, converting to hard copy,
>>copying,
>>disseminating, or otherwise using in any manner this
>>e-mail or any
>>attachments to it. If you have received this message in
>>error, please
>>notify the sender by replying to this message and delete
>>it from your
>>computer.

>>
>> NOTICE:
>> This e-mail message and any attachments to it may
>>contain confidential
>
>>information. The information contained in this
>>transmission is intended
>
>>solely for the use of the individual(s) or entities to
>>which the e-mail
>
>>is addressed. If you are not the intended recipient, or
>>an employee or
>
>>agent responsible for delivering this message to the
>>intended
>>recipient, you are hereby notified that you are
>>prohibited from
>>reviewing, retransmitting, converting to hard copy,

0896

>>copying,
>>disseminating, or otherwise using in any manner this
>>e-mail or any
>>attachments to it. If you have received this message in
>>error, please
>>notify the sender by replying to this message and delete
>>it from your
>>computer.

>>

>

>

>

> NOTICE:

> This e-mail message and any attachments to it may
>contain confidential information. The information
>contained in this transmission is intended solely for the
>use of the individual(s) or entities to which the e-mail
>is addressed. If you are not the intended recipient, or
>an employee or agent responsible for delivering this
>message to the intended recipient, you are hereby
>notified that you are prohibited from reviewing,
>retransmitting, converting to hard copy, copying,
>disseminating, or otherwise using in any manner this
>e-mail or any attachments to it. If you have received
>this message in error, please notify the sender by
>replying to this message and delete it from your
>computer.

From: Loftus, Angie - OSHA

Sent: Monday, March 07, 2011 9:17 AM

To: 'Pamela Vossen'; **Ex 7c**

Cc: Turek, Diane - OSHA; **Ex7c** - OSHA

Subject: RE: Medical Access Order- UNITE HERE Request to Post Notice at O'Hare Hyatt

Attachments: 030711_letter.PDF

The attached letter is a request from our office that your future questions/inquiries be forwarded to either myself or the Area Director, Diane Turek. This should allow us to respond more quickly to your questions.

In response to your question:

Our records indicate that the end date of the 15-working day posting time period for the medical access order at the O'Hare Hyatt is March 14, 2011.

Angie Loftus

USDOL/OSHA

701 Lee Street, Suite 950

Des Plaines, Illinois 60016

847.803.4800 x 15

847.390.8220 FAX

loftus.angie@dol.gov

-----Original Message-----

From: Pamela Vossenas [redacted] **Ex 7c**
Sent: Friday, March 04, 2011 10:31 AM
To: [redacted] **Ex7c** - OSHA
Cc: [redacted] **Ex 7c**; Turek, Diane - OSHA; Loftus, Angie - OSHA
Subject: Re: Medical Access Order- UNITE HERE Request to Post Notice at O'Hare Hyatt

Thank you [redacted] **Ex7c**
Do you know when the 14 day posting period ends?
Vinay is checking on the posting as well.
Pamela

Fri, 4 Mar 2011 08:36:48 -0500

[redacted] **Ex7c**

> Good Morning Pamela,
>
>
>
> Attached is the picture of the medical assess order posted at Hyatt
>O'Hare. This was verified by me on February 23.

[redacted] **Ex7c**

[redacted] **Ex7c**

> USDOL/OSHA
>
> Chicago North Area Office
>
> 701 Lee St., Ste. 950
>
> Des Plaines IL 60016
>
> 847.803.4800
>
> 847.390.8220

> _____
>
>From: Pamela Vossenas [redacted] **Ex 7c**
> Sent: Thursday, March 03, 2011 7:55 PM
> To: 'Pamela Vossenas'; [redacted] **Ex7c** - OSHA
> Cc: [redacted] **Ex 7c**
> Subject: RE: Medical Access Order- UNITE HERE Request to Post Notice
>at O'Hare Hyatt

>
>
>
> I am resending to Vinay, pls note email address. Also, if you are
>unable to reach Vinay, please contact me at my numbers below.

>
>
>
> From: Pamela Vossenas [redacted] **Ex 7c**
> [redacted] Thursday, March 03, 2011 8:54 PM
> To: [redacted] **Ex7c** - OSHA'
> Cc: [redacted] **Ex 7c**
> Subject: RE: Medical Access Order- UNITE HERE Request to Post Notice
> at O'Hare Hyatt

>
>
>
> Hello [redacted] **Ex7c**

>
> This is a reminder that UNITE HERE has requested to have the MOA
> notice posted at the Ohare as we did at the Park Hyatt.

>
> I understand there was a miscommunication but as you stated on our
> call, at no time did we say we wanted the notice to go in the files.

>
> Please let me know when it has been posted.

>
> Thank you.

>
>
>
> Pamela Vossenas

>
>
>
> Pamela Vossenas, MPH

>
> Workplace Safety & Health Coordinator/

>
> Staff Epidemiologist

>
> UNITE HERE! International Union

>
> Strategic Affairs Department

>
> 275 Seventh Avenue, 11flr

>
> New York, NY 10001

>
> 212-332-9318 direct line

>
> [redacted] **Ex7c** cell

>
> 212-489-0598 fax

>
>
> From: **Ex7c** - OSHA **Ex7c**
> Sent: Tuesday, February 01, 2011 11:03 AM
> To: Pamela Vossenas
> Subject: RE: Medical Access Order- O'Hare Hyatt

> Pamela,

> A copy of the access order is in the mail.

> **Ex7c**

>
> From: Pamela Vossenas **Ex 7c**
> Sent: Friday, January 28, 2011 1:58 PM
> To: **Ex7c** - OSHA
> Cc: 'Vinay Ravi'
> Subject: FW: Medical Access Order- O'Hare Hyatt

> **Ex7c**

> Yes please send me a hard copy.
> Please cc Vinay Ravi from UNITE HERE Local 1 as well.
> Thank you.

> Pamela

> Pamela Vossenas, MPH
> Workplace Safety & Health Coordinator/
> Staff Epidemiologist
> UNITE HERE! International Union
> Strategic Affairs Department
> 275 Seventh Avenue, 11flr
> New York, NY 10001

0900

>
> 212-332-9318 direct line

>
> **Ex7c** cell

>
> 212-489-0598 fax

>
>
>
>
>
>
>

>From: **Ex7c** - OSHA **Ex7c**

> Sent: Wednesday, January 26, 2011 12:12 PM

> To: Pamela Vossen

> Subject: Medical Access Order- O'Hare Hyatt

>
>
>
> Hello Pamela,

>
>
> Attached is the copy of the cover letter and the medical access order
>that was provided to Hyatt Regency O'Hare.

>
>
>
> I have mailed a hard copy to William Biggerstaff- UNITE HERE Local 450
>location in Forest Park.

>
>
>
> Please let me know if you would like a hard copy mailed to you as
>well.

>
>
>
> Thanks,

>
>
>
> **Ex7c**

>
> **Ex7c**
>
> **Ex7c**

>
> USDOL/OSHA
>
> Chicago North Area Office
>
> 701 Lee St., Ste. 950

Ex 5

Angie Loftus
USDOL/OSHA
701 Lee Street, Suite 950
Des Plaines, Illinois 60016
847.803.4800
847.390.8220 FAX

Ex 7c

Ex 5

Ex 5

Ex 5

Ex 5

From: Pamela Vossenas **Ex 7c**
Sent: Thursday, March 03, 2011 3:02 PM
To: Connors, Michael - OSHA
Subject: RE: Followup Questions to Feb 24 Meeting on Hotel Complaints

As has been expressed to me by the compliance officer and others, workers at Ohare most likely will request to be interviewed

offsite, as is their right, due to not feeling comfortable being interviewed at the hotel. I can discuss that with the compliance officer. Yes I should have confirmed names in the next few days. Since this is the slow season, a number

0903

of workers are laid off and have returned to their home country and are not available.

From: Connors, Michael - OSHA [REDACTED] **Ex 7c**
Sent: Thursday, March 03, 2011 3:55 PM
To: Pamela Vossenas
Subject: RE: Followup Questions to Feb 24 Meeting on Hotel Complaints

The IHs will do the field interviews. If you have the names of more people for us to contact please send them to us and we will attempt to contact them.

From: Pamela Vossenas [REDACTED] **Ex 7c**
Sent: Wednesday, March 02, 2011 12:51 PM
To: Connors, Michael - OSHA
Cc: Walters, Nick - OSHA; Root, Dana - OSHA; 'Pamela Vossenas'
Subject: Followup Questions to Feb 24 Meeting on Hotel Complaints

Hello Mike,

Thank you once again for making you and your staff available to discuss the above.

Can you please tell me when Dana Root will be back in Chicago to do worker interviews as we discussed.

If unable to get a time for when the workers and Dana can meet, then can we arrange to have the compliance officer interview them?

I am also assembling the additional information we discussed as well.

Pamela

Pamela Vossenas, MPH

Workplace Safety & Health Coordinator/

Staff Epidemiologist

UNITE HERE! International Union

0904

Strategic Affairs Department

275 Seventh Avenue, 11 flr

New York, NY 10001

212-332-9318 direct line

Ex 7c cell

212-489-0598 fax

NOTICE:

This e-mail message and any attachments to it may contain confidential information. The information contained in this transmission is intended solely for the use of the individual(s) or entities to which the e-mail is addressed. If you are not the intended recipient, or an employee or agent responsible for delivering this message to the intended recipient, you are hereby notified that you are prohibited from reviewing, retransmitting, converting to hard copy, copying, disseminating, or otherwise using in any manner this e-mail or any attachments to it. If you have received this message in error, please notify the sender by replying to this message and delete it from your computer.

Ex 5

Ex 5

Ex 5

Ex 5

Angie Loftus
USDOL/OSHA
701 Lee Street, Suite 950
Des Plaines, Illinois 60016
847.803.4800
847.390.8220 FAX

Ex 7c

Ex 5

Ex 5

0905

Ex 5

Ex 5

From: Pamela Vossenas **Ex 7c**
Sent: Thursday, March 03, 2011 3:02 PM
To: Connors, Michael - OSHA
Subject: RE: Followup Questions to Feb 24 Meeting on Hotel Complaints

As has been expressed to me by the compliance officer and others, workers at Ohare most likely will request to be interviewed

offsite, as is their right, due to not feeling comfortable being interviewed at the hotel. I can discuss that with the compliance officer. Yes I should have confirmed names in the next few days. Since this is the slow season, a number of workers are laid off and have returned to their home country and are not available.

From: Connors, Michael - OSHA **Ex 7c**
Sent: Thursday, March 03, 2011 3:55 PM
To: Pamela Vossenas
Subject: RE: Followup Questions to Feb 24 Meeting on Hotel Complaints

The IHs will do the field interviews. If you have the names of more people for us to contact please send them to us and we will attempt to contact them.

From: Pamela Vossenas **Ex 7c**
Sent: Wednesday, March 02, 2011 12:51 PM
To: Connors, Michael - OSHA
Cc: Walters, Nick - OSHA; Root, Dana - OSHA; 'Pamela Vossenas'

0906

Subject: Followup Questions to Feb 24 Meeting on Hotel Complaints

Hello Mike,

Thank you once again for making you and your staff available to discuss the above.

Can you please tell me when Dana Root will be back in Chicago to do worker interviews as we discussed.

If unable to get a time for when the workers and Dana can meet, then can we arrange to have the compliance officer interview them?

I am also assembling the additional information we discussed as well.

Pamela

Pamela Vossen, MPH

Workplace Safety & Health Coordinator/

Staff Epidemiologist

UNITE HERE! International Union

Strategic Affairs Department

275 Seventh Avenue, 11 flr

New York, NY 10001

212-332-9318 direct line

Ex 7c cell

212-489-0598 fax

NOTICE:

This e-mail message and any attachments to it may contain confidential information. The information contained in this transmission is intended solely for the use of the individual(s) or entities to which the e-mail is addressed. If you are not the intended recipient, or an employee or agent responsible for delivering this message to the intended recipient, you are hereby notified that you are prohibited from reviewing, retransmitting, converting to hard copy, copying, disseminating, or otherwise using in any manner this e-mail or any attachments to it. If you have received this

0907