

The Hard Day: Serve With Craft, Ask for Support in Time

As the person in charge of the shift, I would not ask them to hold out, nor would I leave the solution in the hands of their colleagues. I would talk to them in private — without diagnoses or clinical details, which are not my place: what matters to me is the operational limitation, which tasks may be compromised and since when, and their confidentiality stays protected. If there is a risk to their safety, to others' safety or to the operation, I would stop the affected tasks and apply the corresponding protocol, activating the established prevention or health channel when appropriate.

Then I would reorganize the service with clear priorities: redistribute tasks within reasonable limits — without exceeding anyone's duties, training or safety conditions — look for relief or reinforcement and tell the affected departments what can be guaranteed. A full hotel conditions the response, but it does not make the risk acceptable. Service continuity never justifies hiding an unsafe situation.

Finally, I would put it on record through the established channel — operational facts, without unnecessary health data — and review the cause. If it is a one-off episode, I would agree on the support needed. If it recurs, I would analyze working hours, rest periods, shifts, workload and staffing with management and the prevention service. An employee must communicate in time; a supervisor must act; management must correct what the system is causing. A bad day is managed. Structural exhaustion is corrected.