

# Operational Planning



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The subject of planning for the opening of a hotel has thus far included staffing; scheduling; preparing job descriptions; using materials; and hiring, orienting, and training employees. Even though the who, what, and when may have been decided, procedures for the *how* of operations still remain to be established. The executive housekeeper may have, through past experience, established a mental plan of daily operations as they should be conducted. Much remains to be done, however, in standardizing specific procedures and routines for the new property. This chapter deals primarily with procedures for direction and control of housekeeping operations in hotels.

Recall Mackenzie's three-dimensional management chart (Chapter 1), which includes the sequential management functions of direction and control. Certain activities of direction and control must be planned for in advance of opening. These are delegating work (an activity of direction) and establishing reporting systems, developing performance standards, measuring results, and taking corrective action (activities of control). These activities cannot take place without having procedures designed and communicated to employees. Since most of the work of the housekeeping department is a routine that recurs on a daily basis, communication for direction and control is best done with **forms**.

The day-to-day delegation of tasks as to which rooms require service and who will actually service them is performed through a routine commonly known as **opening the house**. This delegation takes place by the creation and use of several forms that are developed in advance of opening and are made available in sufficient quantity as to provide this communication on a daily basis. Addi-

## CHAPTER OBJECTIVES

After studying the chapter, students should be able to:

1. Describe the function of operational planning for the direction and control of hotel housekeeping operations.
2. Describe the routine known as “opening the house.”
3. State the advantages of using forms to standardize procedures and communicate with employees.
4. Write a standard operating procedure to delegate a task, given the required information.

tional forms relating to communication, control of information about progress, and timely reporting of information are also necessary. Such forms usually are explained via documents known as **standard operating procedures (SOPs)**. The SOPs not only establish and describe routines for normal daily operations, but they cover a variety of other procedures such as key control, room inspections, inventory procedures, standards of performance, and lost-and-found operations. Several procedures associated with housekeeping operations are presented in this chapter, including examples of the SOPs that control the operations.

## Procedures for Opening the House

**Opening the house** is a procedure by which the following events take place.

1. Front desk provides information to housekeeping as to which rooms will require service on a given day.
2. Information received by housekeeping is transferred to **working and control documents** for senior GRAs (team leaders or supervisors) to use that day to control work progress.
3. Information is provided showing room sections with specific GRAs assigned and any **open sections** (sections with no GRAs assigned as a result of occupancy being less than 100 percent).
4. If occupancy is less than 100 percent, the information is used to establish **18-room workloads** for those GRAs who are scheduled to work on the specific day. This is accomplished by taking occupied rooms from open sections and marking them as **pickup rooms** for GRAs whose regular sections are less than fully occupied. Total pickup rooms combined with the regular rooms of sections that are occupied form the 18-room workloads. (With 100 percent occupancy, all sections have GRAs assigned and there are no pickup rooms.)
5. After all occupied rooms have been assigned to a specific GRA, and information is cross-checked on all team leader documents, the daily planning is

transferred to documents whereby GRAs are informed of individual work assigned.

6. Because the House Breakout Plan (Chapter 2) divided the model hotel into four divisions of five sections each, daily opening-the-house exercises require the preparation of 24 documents (forms) to convey information from the front desk to the workers and supervisors who will be responsible for performing the work.
7. Once all forms are properly filled out, placed on a clipboard, and positioned on the main linen room counter, room keys associated with appropriate work areas are prepared for issue. When this is done, opening-the-house planning for that specific day is considered complete.

*Note:* It is important to recognize that all planning relating to opening the house may be computerized, and the specific documents referred to in this section can be obtained through hotel computers.

A detailed look at forms and how they are to be used will now be presented. All forms relate specifically to the 353-room model hotel.

## Night Clerk's Report to Housekeeping

The document whereby early morning information is passed from the front desk to housekeeping is called the **Night Clerk's Report to Housekeeping**. Figure 9.1 is an example of this form; it has been completed with information from the hotel room rack at the front desk. The position of room numbers on the form is identical to the order in which rooms appear on the front desk room rack.

Note the columns next to the ones with room numbers. Checkmarks in columns “OCC” indicate rooms that were **occupied** last night and will require service during the upcoming day. Checkmarks in columns “C/O” will not only require service, but occupants of these rooms are expected to **check out** of the hotel sometime during the day. If there are no checkmarks in any of the columns next to a room number, the rooms

NIGHT CLERK'S REPORT TO HOUSEKEEPING (Rooms Requiring Service)																																																					
Total Rooms Occupied <u>248</u>																		Date <u>10/11</u>																																			
Total Rooms Vacant <u>102</u>																		Prepared By <u>A.B. Clark</u>																																			
Checkouts <u>72</u>																																																					
Stayovers <u>176</u>																																																					
Out of Order <u>3</u>																																																					
Room	O	C	C	R	C	O	Room	O	C	C	R	C	O	Room	O	C	C	R	C	O	Room	O	C	C	R	C	O	Room	O	C	C	R	C	O	Room	O	C	C	R	C	O												
1001	✓						1068	✓						1228	✓						2051	✓						2110	✓						3015	✓						3079	✓					3222					
1002							1071	✓						1229	✓						2053	✓						2202							3016						3080						3223	✓					
1003	✓						1072							1230							2055	✓						2204	✓						3017	✓					3081						3224	✓					
1004	✓						1073							1231							2057	✓						2204	✓						3019						3083						3225						
1005							1074														2059	✓						2205	✓						3021	✓					3085	✓					3226						
1006	✓						1075	✓													2061	✓						2206							3023						3087						3227						
1007	✓						1076	✓						2001	✓						2062	✓						2207							3025						3089						3228	✓					
1008	✓						1077	✓						2002	✓						2063	✓						2208	✓						3027						3091	✓					3229	✓					
1009	✓						1078	✓						2003							2064							2209	✓						3031	✓					3093						3230						
1010	✓						1079	✓						2004							2065	✓						2210							3032						3095	✓					3231						
1011							1081	✓						2005	✓						2066							2211	✓						3033	✓					3096						4070						
1012	✓						1083							2006	✓						2067							2212							3035						3097						4071						
1013	✓						1085							2007	✓						2068	✓						2213	✓						3037	✓					3098	✓					4072						
1014	✓						1087	✓						2008							2070	✓						2214	✓						3038	✓					3099						4073	✓					
1015							1091							2009							2071	✓						2215	✓						3039						3100	✓					4074	✓					
1016							1093							2010	✓						2072	✓						2216	✓						3040						3101	✓					4075						
1017	✓						1095	✓						2011	✓						2073	✓						2217	✓						3041	✓					3102	✓					4076	✓					
1021	✓						1096	✓						2012							2074							2218	✓						3043	✓					3103	✓					4077						
1023	✓						1097	✓						2013							2075	✓						2219	✓						3045	✓					3104						4078	✓					
1025	✓						1098							2014	✓						2076							2220							3046	✓					3105	✓					4079	✓					
1027							1099	✓						2015	✓						2077	✓						2221							3047						3106	✓					4080	✓					
1029	✓						1100	✓						2016	✓						2078	✓						2222	✓						3049	✓					3107						4081	✓					
1031							1101	✓						2017	✓						2079							2223							3051	✓					3108	✓					4083	✓					
1032	✓						1102	✓						2019							2080							2224	✓						3053	✓					3110	✓					4085	✓					
1033							1103	✓						2021							2081	✓						2225							3055	✓					3201						4087	✓					
1034	✓						1104	✓						2023	✓						2083	✓						2226	✓						3057						3202	✓					4089	✓					
1036	✓						1105							2025	✓						2085	✓						2227							3059	✓					3204	✓					4091	✓					
1038							1106	✓						2027							2087							2228							3061	✓					3205	✓					4093	✓					
1040							1107	✓						2029	✓						2089	✓						2229							3062						3206	✓					4095	✓					
1042	✓						1108							2031	✓						2091							2230	✓						3063	✓					3207						4096						
1044	✓						1213							2032	✓						2093	✓						2231	✓						3064	✓					3208	✓					4097	✓					
1046	✓						1214	✓						2033							2095							3001	✓						3065	✓					3209	✓					4098	✓					
1049	✓						1215							2034							2096	✓						3002	✓						3066	✓					3210	✓					4099						
1051							1216							2035	✓						2097							3003	✓						3067						3211						4100	✓					
1053							1217	✓						2037	✓						2098							3004	✓						3068	✓					3212	✓					4101	✓					
1055	✓						1218							2038	✓						2099	✓						3005							3070						3213						4102	✓					
1057	✓						1219							2039	✓						2100							3006	✓						3071	✓					3214						4103						
1059							1220	✓						2040							2101	✓						3007							3072						3215	✓					4104	✓					
1061	✓						1221							2041	✓						2102							3008							3073	✓					3216	✓					4105	✓					
1062							1222							2042	✓						2103							3009	✓						3074	✓					3217	✓					4106	✓					
1063	✓						1223							2043	✓						2104	✓						3010							3075						3218	✓					4107	✓					
1064	✓						1224	✓						2045	✓						2105	✓						3011	✓						3076	✓					3219						4108	✓					
1065	✓						1225							2046	✓						2106	✓						3012	✓						3077						3220	✓					4110	✓					
1066							1226							2047	✓						2107							3013</																									

After the supervisor has the Night Clerk's Report, the first task is to compare the actual rooms occupied with the Table of Personnel Requirements (Table 2.2) and to determine the number of GRAs needed to clean the 248 rooms requiring service. From the table we see that 14 GRAs are required to service 248 rooms; the next immediate concern is to determine whether or not 14 GRAs were told to report to work that day. Quick reference to the tight schedule (Chapter 3) will answer this question. If not enough GRAs are expected in, phone calls are made to standby workers telling them to come to work. If there is an excess of workers indicated on the tight schedule, workers may be called early and told not to report that day, preventing an unnecessary trip. If scheduled workers call to say they will not be in while the supervisor is in the process of opening the house, standby workers may be called to work.

for the four divisions of the model hotel—red, yellow, brown, and green. The four forms are created by reference to the House Breakout Plan that was developed in Chapter 2.

Next to each division name is the total number of rooms in that division. Note also that there are five room sections in each division and that there are either 17 or 18 rooms in each section. At the top of the report there are spaces for the name of the senior housekeeper, day, and date. There is also a space for the name of the GRA who will be assigned to each section. The checkmarks next to certain rooms, along with an indication of which rooms are expected to be vacated that day (CO), are transferred information from the Night Clerk's Report. This transfer of information can be a tedious task until the opening supervisor is familiar with the two reports and how they relate to each other. The organization of numbers on one form does not necessary relate to the organization of numbers on the other. (The Night Clerk's Report is a reflection of the room rack, which is based on data collected by the front desk, and the Supervisor's Daily Work Report is designed around the House Breakout Plan.)

### Supervisor's Daily Work Report

The information contained on the Night Clerk's Report to Housekeeping is transferred to the **Supervisor's Daily Work Report**. Figures 9.2 through 9.5 show this report

SUPERVISOR'S DAILY WORK REPORT				
RED Division (90)				
Senior GRA. <u>Georgia</u>		Day <u>Wednesday</u>		Date <u>11/4</u>
Section <u>1</u>	Section <u>2</u>	Section <u>3</u>	Section <u>4</u>	Section <u>5</u>
GRA <u>Julia</u>	GRA <u>(Open)</u>	GRA <u>Yvonne</u>	GRA <u>Bella</u>	GRA <u>Marjorie</u>
1001 ✓	1031 ✓ CO	1213	1062	1091 ✓ CO
1002	1032 ✓	1214 ✓	1063 ✓	1093
1003 ✓	1033 ✓ CO	1215	1064 ✓	1095 ✓
1004 ✓	1034 ✓	1216	1065 ✓	1096 ✓
1005	1036 ✓	1217 ✓	1066 ✓ CO	1097 ✓ CO
1006 ✓	1038 ✓ CO	1218	1067 ✓ CO	1098
1007 ✓	1040 ✓ CO	1219	1068 ✓	1099 ✓
1008 ✓	1042 ✓	1220 ✓	1071 ✓	1100 ✓
1009 ✓ CO	1044 ✓	1221 ✓ CO	1072 ✓ CO	1101 ✓
1010	1046 ✓	1222 ✓ CO	1073 ✓ CO	1102 ✓
1011 ✓ CO	1049 ✓	1223	1074 ✓ CO	1103 ✓ CO
1012 ✓	1051	1224 ✓	1075 ✓	1104 ✓ CO
1013 ✓	1053	1225 ✓ CO	1076 ✓	1105
1014 ✓	1055 ✓	1226 ✓ CO	1077	1106
1015	1057 ✓	1227	1078 ✓	1107 ✓
1016	1059	1228 ✓	1079 <u>OOO</u>	1108
1017 ✓	1061 ✓	1229 ✓ CO	1081 ✓ CO	1085
1021 ✓	1231 ✓ CO	1230 ✓ CO	1083 ✓ CO	1087 ✓

**Figure 9-2** Supervisor's Daily Work Report: red division. This report contains the transferred information from the Night Clerk's Report to Housekeeping regarding rooms that are part of the five sections of the red division.

**SUPERVISOR'S DAILY WORK REPORT**  
YELLOW Division (87)

Senior GRA: Katy Day: Wednesday Date: 11/14

Section	6	7	8	9	10
GRA	<u>Sianna</u>	<u>(Open)</u>	<u>(Open)</u>	<u>Jance</u>	<u>Mildred</u>
2001	✓		2040 ✓ CO	2202	2220 ✓ CO
2002	✓	2023 ✓	2041 ✓	2204 ✓	2222 ✓
2003		2025 ✓	2042 ✓ CO	2205 ✓	2224 ✓
2004		2027	2043 ✓	2206	2226 ✓
2005	✓	2029 000	2045 ✓	2207	2228 ✓ CO
2006	✓	2031 ✓ CO	2046 ✓ CO	2208 ✓	2230 ✓
2007	✓	2032 ✓ CO	2047 ✓	2209 ✓	2057 ✓ CO
2008		2033 ✓ CO	2049	2210	2059 ✓ CO
2009		2034	2051 ✓	2211 ✓	2061 ✓
2010	✓	2035 ✓	2053 ✓	2212	2062
2011	✓	2037 ✓	2055 ✓ CO	2213 ✓	2063
2012		2038 ✓ CO	2221 ✓ CO	2214 ✓	2064 ✓
2013		2039 ✓	2223 ✓ CO	2215 ✓	2065 ✓
2014	✓	1023 ✓	2225	2216 ✓	2066
2015	✓	1025 ✓	2227	2217 ✓	2067
2016	✓	1027 ✓ CO	2229	2218 ✓	2068 ✓
2017	✓	1029 ✓	2231 ✓ CO	2219 ✓	2070 ✓
2019					2072 ✓

Figure 9-3 Supervisor's Daily Work Report: yellow division.

SUPERVISOR'S DAILY WORK REPORT															
BROWN Division (89)															
Senior GRA <u>Jesse</u> Day <u>Wednesday</u> Date <u>11/4</u>															
Section	11	12	13	14	15										
GRA	<u>Fibrance</u>	<u>Wilma</u>	<u>Marilyn</u>	<u>(Open)</u>	<u>Suzie</u>										
3001	✓	3019	3201	3220	3061	✓									
3002	✓	3021	3202	3221	3062										
3003	✓	3023	3204	3222	3063	✓									
3004	✓	3025	3205	3223	3064										
3005	✓	3027	3206	3224	3065	✓									
3006	✓	3031	3207	3225	3066	✓									
3007	✓	3032	3208	3226	3067										
3008	✓	3033	3209	3227	3068	✓									
3009	✓	3035	3210	3228	3070										
3010		3037	3211	3229	2071	✓									
3011	✓	3038	3212	3230	3072										
3012	✓	3039	3213	3231	3073	✓									
3013		3040	3214	3049	3074	✓									
3014	✓	3041	3215	3051	3075										
3015	✓	3043	3216	3053	3076	✓									
3016		3045	3217	3055	3077										
3017	✓	3046	3218	3057	3078	✓									
		3047	3219	3059	3079	✓									

Figure 9-4 Supervisor's Daily Work Report: brown division.



SUPERVISOR'S DAILY WORK REPORT				
GREEN Division (87)				
Senior GRA: <u>Heidi</u> Day <u>Wednesday</u> Date <u>11/4</u>				
Section <u>16</u>	Section <u>17</u>	Section <u>18</u>	Section <u>19</u>	Section <u>20</u>
GRA <u>Harriet</u>	GRA <u>(open)</u>	GRA <u>(open)</u>	GRA <u>Jane</u>	GRA <u>Mary</u>
2071 ✓	2096 ✓	3081	3080	4080 ✓
2073	2097	3083	4070	4093 ✓ CO
2074 ✓ CO	2098	3085 ✓	4071 ✓	4095 ✓
2075 ✓ CO	2099 ✓	3087	4072	4096
2076	2100	3089	4073 ✓	4097 ✓ CO
2077 ✓	2101	3091 ✓	4074 ✓	4098 ✓
2078 ✓	2102	3093	4075	4099
2079 ✓ CO	2103	3095 ✓	4076 ✓	4100 ✓ CO
2080	2104 ✓	3096	4077 ✓ CO	4101 ✓
2081 ✓	2105 ✓ CO	3097	4078 ✓ CO	4102 ✓
2083 ✓ CO	2106 ✓ CO	3098 ✓	4079 ✓ CO	4103 ✓ CO
2085 ✓	2107	3099	4081 ✓	4104 ✓ CO
2087	2108 ✓	3100 ✓	4083 ✓	4105 ✓ CO
2089 ✓	2110 ✓	3101 ✓	4085 ✓	4106 ✓
2091	3106	3102 ✓	4087 ✓	4107 ✓
2093 ✓	3107	3103 ✓	4089	4108 ✓
2095	3108 ✓ CO	3104 ✓ CO	4091 ✓	4110 ✓
	3110 ✓	3105 ✓ CO		

Figure 9-5 Supervisor's Daily Work Report: green division.

After the transfer of information is made, GRAs names from the tight schedule are now placed against specific section numbers. Housekeepers reporting to work should, in most cases, be assigned their regular sections according to the staffing guide in the order that they will be working with their regularly assigned equipment. Because occupancy requires only 14 GRAs, six sections will not have a GRA assigned. These six sections will be listed as open sections even though they contain rooms that will require service.

The next step in the process requires a thorough knowledge of the hotel layout—positioning of rooms in relation to each other and elevator location. The best written reference for this information is, again, the House Breakout Plan shown in Chapter 2. At this step, occupied rooms in open sections are assigned to GRAs who have been assigned to regular but partially unoccupied sections. Rooms so assigned are referred to as pickup rooms.

The technique of assigning pickup rooms will be illustrated for the red division and will involve the readjustment of sections 1 through 5 only. (In some cases, the re-

assignment of workload rooms may require the transfer of occupied rooms from a section in which a GRA is assigned to a section in which another housekeeper is assigned. This is due to the proximity of certain rooms in one section to those of another and to a desire to balance the workload. Refer to Figure 9.6, which is a continuation of the opening process for the red division (Figure 9.2). Note the small circled number to the left of the GRA's name. This is the number of rooms in the regular section that require service and is a reference for the opening supervisor.

**Assignment of Pickup Rooms**

The assignment of pickup rooms requires specific reference to the House Breakout Plan. Note first that sections 1 and 2 are adjacent. Section 1 has a GRA (Julia) assigned; section 2 is open. Also note that at 100 percent occupancy, rooms 1023, 1025, 1027, and 1029 are located in section 7 (directly above on the second floor). Since occupancy is less than 100 percent, and since section 1 is not a full section, first consideration should be to remove the need for an elevator trip by anyone assigned to sec-

SUPERVISOR'S DAILY WORK REPORT				
RED Division (90)				
Senior GRA <u>Georgia</u>		Day <u>Wednesday</u> Date <u>11/4</u>		
Section 1 (13) GRA <u>Julia (18)</u>	Section 2 (15) GRA <u>(open) (0)</u>	Section 3 (11) GRA <u>Yvonne (18)</u>	Section 4 (16) GRA <u>Billie (18)</u>	Section 5 (12) GRA <u>Marjorie (17)</u>
1001 ✓	1031 ✓ CO ←	1213	1062	1091 ✓
1002	1032 ✓ → 3	1214 ✓	1063 ✓	1093
1003 ✓	1033 ✓ CO → 3	1215	1064 ✓	1095 ✓
1004 ✓	1034 ✓ → 3	1216	1065 ✓	1096 ✓
1005	1036 ✓ → 3	1217 ✓	1066 ✓ CO	1097 ✓
1006 ✓	1038 ✓ CO → 3	1218	1067 ✓ CO	1098
1007 ✓	1040 ✓ CO → 3	1219	1068 ✓	1099 ✓
1008 ✓	1042 ✓ ↗ 4	1220 ✓	1071 ✓	1100 ✓
1009 ✓ CO	1044 ✓ ↗ 4	1221 ✓ CO	1072 ✓ CO	1101 ✓
1010	1046 ✓ ↗ 4	1222 ✓ CO	1073 ✓ CO	1102 ✓
1011 ✓ CO	1049 ✓ ↗ 4	1223	1074 ✓ CO	1103 ✓ CO
1012 ✓	1051	1224 ✓	1075 ✓	1104 ✓ CO
1013 ✓	1053	1225 ✓ CO	1076 ✓ → 5	1105
1014 ✓	1055 ✓ ↗ 4	1226 ✓ CO	1077 ✓ → 5	1106
1015	1057 ✓ ↗ 4	1227	1078 ✓ → 5	1107 ✓
1016	1059	1228 ✓	1079 OOO	1108
1017 ✓	1061 ✓ ↗ 4	1229 ✓	1081 ✓ → 5	1085
1021 ✓	1231 ✓ CO → 3	1230 ✓	1083 ✓ → 5	1087 ✓
1023, 1025, 1027, 1029, 1031		1231, 1032, 1033, 1034, 1036, 1038, 1040	1042, 1044, 1046, 1049, 1055, 1057, 1061	1076, 1077, 1078, 1079, 1081, 1082

**Figure 9-6** Supervisor's Daily Work Report: red division. Specific room-scheduling information has been added by the supervisor during opening operations for that day. Similar information is added to the Supervisor's Daily Work Reports for the yellow, brown, and green divisions.

tion 7. Hence, the four rooms mentioned (if in need of service) are assigned as pickup rooms for Julia. This is indicated by writing the four room numbers at the bottom of the column marked section 1. The workload for Julia has now increased from 13 to 17 rooms. Note also that room 1031 in section 2 is adjacent to room 1029, making it a logical pickup choice to complete the workload of 18 rooms for section 1.

Section 2 has been listed as an open section; therefore, all occupied rooms in section 2 must be reassigned for service. Remember that we moved 1031 in section 2 into the workload for section 1. Rooms 1032, 1033, 1034, 1036, 1038, 1040, and 1231 have been transferred to section 3, where Yvonne is assigned, since the House Breakout Plan shows that these rooms are contiguous to section 3. The remaining rooms in section 2 (1042, 1044, 1046, 1049, 1055, 1057, and 1061) are more closely associated with section 4, where Billie is assigned, and are transferred there. Note the techniques for showing how the movement of the rooms into the various sections is

indicated. The supervisor must remember to write the room numbers of pickup rooms in both the original and new sections.

All rooms in the open sections have now been reassigned. However, in doing so, Billie in section 4 has been given an overload. To remedy this, rooms 1076, 1077, 1078, 1081, and 1083 are taken out of Billie's regular section and reassigned as pickups for Marjorie in section 5. The planning for the red division workload is now complete. The numbers in parentheses to the right of each GRA's name refer to the final number of rooms assigned to each employee. Note the even distribution of work: three sections with 18 rooms and one section with 17.

Planning the workload of the other three divisions proceeds as with the red division. There is no one correct answer to the placement of pickup rooms. There is, however, "the best" answer, which can be arrived at only through practice. The best indication that planning for opening has been satisfactory is the lack of complaints from employees who have to work according to the plan.



GRA's DAILY REPORT					
SECTION <u>1</u> (18) RMS.		AM.	PM.		
GRA <u>Julia</u>		Day <u>Wednesday</u>	Date <u>11/4</u>		
ROOM #	C/O	OCC	R	REMARKS	PICKUP
1001					1023
1002					1025
1003					1027
1004					1029
1005					1031
1006					
1007					
1008					
1009					
1010					
1011					
1012					
1013					
1014					
1015					
1016					
1017					
1021					

**Figure 9-7** GRA's Daily Report for section 1, which has been assigned to Julia. Julia will be expected to clean all guestrooms requiring service from the list of rooms printed in the left column, plus rooms specifically listed as pickup rooms. The fact that 5 rooms have been listed as pickup rooms is an indication to Julia that 5 of the 18 rooms listed in the left column will not require service. Julia will also be given a blank copy of the Section Report for use later in the day when the P.M. room check is conducted.

**GRA's Daily Report**

Figures 9.7–9.11 are the **GRA's Daily Report** forms for the five sections of the red division. These particular forms will serve two functions: (1) to pass the workload information about pickups to each GRA, and (2) to provide a duplicate copy of the blank form to each GRA in order that a **P.M. Report** of the regular section rooms (rooms whose numbers are printed) may be performed in the afternoon. Note that on copy number 1 of the form, nothing is given except pickup rooms and special

notes or remarks. (Note that in Figure 9.10—section 4—Billie is informed that Marjorie will do rooms 1076, 1077, 1078, 1081, and 1083. In this particular case, regular rooms in section 4 would have normally been done by the assigned GRA. However, there was an overload in this section due to pickups being assigned; therefore, rooms at the opposite end of section 4 were passed to the GRA in section 5.)

The form has columns headed "C/O," "OCC," and "R." These columns become significant as the second use of the form develops (covered in detail in Chapter

<b>GRA's DAILY REPORT</b>					
SECTION <u>2</u> (18) RMS.		AM.		PM.	
GRA <u>(Open)</u>		Day <u>Wednesday</u>		Date <u>11/4</u>	
ROOM #	C/O	OCC	R	REMARKS	PICKUP
1031					
1032					
1033					
1034					
1036					
1038					
1040					
1042					
1044					
1046					
1049					
1051					
1053					
1055					
1057					
1059					
1061					
1231					

**Figure 9-8** GRA's Daily Report for section 2. This is an open section, indicating that no GRA has been assigned on this day. The form, however, will be given to the senior GRA, red division, in order that a P.M. room check can be performed later in the day. All occupied rooms in section 2 have been reassigned to other GRAs working in the vicinity of section 2 and are referred to as pickup rooms for other GRAs.

10). The significant point to remember at this time is that a duplicate blank copy of the form with the GRA's name and date are provided in the morning as a part of opening the house.

**Preparing for Arrival of Employees**

Planning the workload distribution for the day has now been completed. Note that the forms used are in fact routine directives for the accomplishment of work for the day. They are the delegation of tasks to employees

based upon the specific occupancy requirements for the servicing of guestrooms on a specific day. All that remains to be done now is to prepare for the arrival of employees.

Copies of the four senior GRAs' work schedules are made and displayed on the linen room counter near the telephone and the computer that transmits and receives messages between housekeeping, front office, and engineering. Original Supervisors' Daily Work Reports are attached to clipboards and placed on the linen room counter to await employee arrivals at about 8:00 A.M.

GRA's DAILY REPORT					
SECTION <u>3</u> (18) RMS.		AM.	PM.		
GRA <u>Yvonne</u>		Day <u>Wednesday</u>	Date <u>11/4</u>		
ROOM #	C/O	OCC	R	REMARKS	PICKUP
1213					1231
1214					1032
1215					1033
1216					1034
1217					1036
1218					1038
1219					1040
1220					
1221					
1222					
1223					
1224					
1225					
1226					
1227					
1228					
1229					
1230					

**Figure 9-9** GRA's Daily Report for section 3, which has been assigned to Yvonne, who will have seven pickup rooms.

A copy of the GRAs' Daily Report for *open* sections is also attached to the senior housekeepers' clipboards. All other GRAs' Daily Reports with pickups assigned are attached to smaller clipboards, along with a blank copy of the same form (to be used later in the day for a room report). Passkeys associated with work areas are put next to the clipboards on the linen room counter. Opening-the-house operations are now considered complete, and the department awaits 8:00 A.M. and the arrival of employees for work.

### Other Forms for Direction and Control: Standard Operating Procedures

#### Standardization

Standard operating procedures (SOPs) are written instruments that set forth specific recurring actions. They are the devices by which procedures are standardized

GRA's DAILY REPORT					
SECTION <u>4</u> (18) RMS.		AM.		PM.	
GRA <u>Billie (18)</u>		Day <u>Wednesday</u>		Date <u>11/4</u>	
ROOM #	C/O	OCC	R	REMARKS	PICKUP
1062					1042
1063					1044
1064					1046
1065					1049
1066					1055
1067					1057
1068					1061
1071					
1072					
1073					
1074					
1075					
1076					Marjorie will do
1077					" " "
1078					" " "
1079					
1081					" " "
1083					" " "

**Figure 9-10** GRA's Daily Report for section 4, which has been assigned to Billie, who has seven pickup rooms. The supervisor opening the house recognizes that the pickup rooms given to Billie create an overload. Rooms 1076, 1077, 1081, and 1083 have therefore been reassigned to Marjorie, working in section 5, because they are adjacent to Marjorie's regular section.

and are the basis for ready reference as to how to accomplish specific tasks. The opening-the-house procedure just described is a prime example of a procedure requiring documentation. The existence of an SOP on a given subject tacitly prevents deviation from standard activities until such time as a controlled change takes place. At that time a new or revised SOP may be promulgated. SOPs are similar in form, are numbered, and are usually kept in a reference journal (manual) avail-

able to anyone who will have any responsibility regarding a specific procedure. SOPs are coded into various departments of the hotel and may be collected into a master SOP notebook available to the general manager and others interested in reviewing operational techniques. All SOPs usually begin with a simple statement of policy, followed by paragraphs indicating directives, procedures, explanation of forms, records to be kept, positional responsibilities, and coordinating relationships.

GRA's DAILY REPORT					
SECTION		5	(18) RMS.	AM.	PM.
GRA		Marjorie (17)		Day	Wednesday Date 11/4
ROOM #	C/O	OCC	R	REMARKS	PICKUP
1085					1076
1087					1077
1091					1078
1093					1081
1095					1083
1096					
1097					
1098					
1099					
1100					
1101					
1102					
1103					
1104					
1105					
1106					
1107					
1108					

**Figure 9-11** GRA's Daily Report for section 5, which has been assigned to Marjorie, who has five pickup rooms.

### Structured versus Unstructured Operations

Some managers feel that large numbers of controlled SOPs form an organization that is too highly structured, creating an environment that stifles initiative. On the contrary, organizations that do not have controlled processes and procedures usually have as many ways to perform an operation as there are people working at the tasks. Some employees may present better ways of accomplishing a task than the manner prescribed in an SOP. If such is the case, testing of a new procedure may well warrant the promulgation of a change in procedure,

again standardizing to the better way. SOPs can therefore present a challenge to employees to find better ways to accomplish tasks. If such participation results, employees may be given credit for their participation in improving operations.

### Suitable Subjects for Standard Operating Procedures in Hotels

The following procedural items are suitable for presentation by SOPs. Note that these procedures recur regularly, are suitable for delegation of tasks, allow for com-

**Green Tips**

If you have not already heard, traditional floor finishes are not very good for the environment. They contain heavy metals (i.e., zinc) and nasty hydrocarbons, volatile organic compounds (VOCs), which we do not want in our lungs or in the atmosphere. So how do you keep your floors shiny and respect the planet? Look into UV floors. The floor finish resins are cured by shining an ultraviolet light on them. No more VOCs, no more costly and nasty stripping and waxing, and you are doing your part to save the planet at the same time. They are not for every floor, but they may be just right for yours.

munication by forms, and are the foundation upon which change may be made if warranted.

- Opening the house
- Daily routine
- Night activities
- Key control
- Lost-and-found operations
- Inventory control procedures
- Linen-handling procedures
- Time card control
- Dilution control for chemicals used in cleaning
- Inspection checklists
- Standards of performance
- Maintenance work-order program
- Control of guest loan items

**Examples of Standard Operating Procedures for Hotels**

There are many procedures that may warrant the publication of an SOP. As examples we present three typical procedures that are standard in almost all housekeeping departments.

**LOST-AND-FOUND OPERATIONS**

HSKPG DEPT SOP-1 6/91

YOUR HOTEL  
 ANYWHERE, USA  
**STANDARD OPERATING PROCEDURE 1**  
 LOST-AND-FOUND OPERATIONS

**RESPONSIBILITY**

A hotel lost-and-found will be operated by the housekeeping department. No department other than the

housekeeping department will maintain a collection of found items. Any employee finding an item anywhere in the hotel that appears to be of value will follow his or her supervisor's instructions regarding lost items, and each departmental supervisory staff will ensure that its internal procedures provide for the orderly flow of found items to the housekeeping department for proper storage and disposal. The housekeeping department has also been assigned the task of controlling and coordinating the return of found property to rightful owners, *if such property is inquired about*. Under no circumstances will any employee of the hotel attempt to contact who they think might be a rightful owner for the return of the property. (For property to be returned, it must be inquired about.) Nor will any employee admit to seeing an item or suggesting that such an item may be in the lost-and-found unless the employee has the item in his or her hand.

**PROCEDURE (ITEMS FOUND)**

1. When an item is found during day-shift operations (8:00 A.M.–4:00 P.M.), it will be taken to the linen room office for logging and custody control.
2. At other times, items will be turned in to the front desk for custody control.
3. The linen room supervisor will take any item left at the front desk booth during the swing or grave shift to the linen room for proper storage and logging.
4. If a purse or wallet is found, it will be inventoried by two (2) managers, the contents noted in the Log Book (described in the next section), and the book signed by both managers.

**THE LOST-AND-FOUND LOG**

All property turned into the housekeeping department for safekeeping will be logged in a Lost-and-Found Log Book containing the following columnar entries: Date/Serial Number/Description of Item/Where Found/By Whom/Department/Disposition/Cross-Reference/Signature/Remarks.

1. Each item turned in to the housekeeping department will be logged with the information indicated earlier, noting the date found. The entry will be assigned a serial number, and a description of the item will be recorded, along with where it was found, by whom, and in what department the finder may be located.
2. The item will then be placed in an opaque bag, if possible, and the bag marked with the *Log Book serial number only*.
3. The item will then be placed in the lost-and-found storeroom, using a sequential numbering system to make for easy location.
4. The linen room supervisor or linen room attendant will be responsible for making all log entries and for



maintaining the Log Book and the lost-and-found storeroom.

5. The linen room supervisor or attendant will ensure that at the close of the day shift, the Lost-and-Found Log Book is locked *inside the lost-and-found*.

#### LOST-AND-FOUND INQUIRIES

1. All inquiries about items lost or missing will be referred to the housekeeping department linen room supervisor or attendant for processing. Any inquiry made to any employee in the hotel about a lost item will be referred to the housekeeping office. The business hours of the lost-and-found will be from 9:00 A.M. to 5:00 P.M., Monday through Friday.
2. Upon the inquiry by a guest about a lost item during day operations, the linen room supervisor will first check the Lost-and-Found Log Book. If the item is recorded, he or she will proceed to the lost-and-found and actually locate the item. Once the supervisor has the item in hand, he or she may then tell the guest that the item is in the lost-and-found. If the guest is in the hotel, he or she will be told how to come to the lost-and-found. Upon presenting him- or herself, and after properly describing the item, the guest will be required to sign the Lost-and-Found Log Book under the column marked "Disposition." A name, address, and phone number will be recorded in the "Disposition" column. The guest may then be given the item. A reward should *never* be sought; however, if a reward is offered, it will be noted in the "Remarks" column of the Log Book. (The finder may then be called to the housekeeping office to receive the reward.) Under no condition will a person be told that the item is in the lost-and-found solely on the strength that it is noted in the lost-and-found Log. The item must be personally in hand before an acknowledgment is made that the item is in the lost-and-found.
3. Any inquiries during swing and grave shift operations will be noted on a lost-and-found inquiry form and left for the linen room supervisor. If the property is located, the linen room supervisor will mail the item(s) to the rightful owner.

#### ITEMS TO BE MAILED

When a lost item has been positively identified by an inquirer and the item must be mailed, the item will be packaged for mailing by the housekeeping department linen room attendant. The mail room will then be requested to pick up the package for mailing. The person taking the package for mailing will sign the Lost-and-Found Log Book, assuming temporary custody of the item.

#### CONTROL OF THE LOST-AND-FOUND STOREROOM

Strict control of the lost-and-found storeroom will be maintained. The executive housekeeper or assistant and

the linen room supervisor or attendant will be the only people permitted in the lost-and-found storeroom. These people will be the only ones permitted to release property from the lost-and-found storeroom. At the end of each day shift, the linen room supervisor will ensure that the lost-and-found door is locked.

#### DISPOSITION OF ITEMS NOT CLAIMED

Any item maintained in the lost-and-found will be held for 90 days. If at the end of this time period the item has not been properly claimed by its rightful owner, it will be offered to the finder as his or her personal property. If the finder desires the item, he or she will be issued a hotel property pass by the housekeeping department authorizing the removal of the property from the hotel. Should the person not desire the item, it will be given to a charitable organization such as Opportunity Village or any other charity that may be designated by the management. Disposition will be so noted in the Lost-and-Found Log.

#### PROPER GUEST RELATIONS

Proper handling of lost-and-found matters for our guests is one of our best opportunities to further our public image. Every effort should be made to recognize the concern of our guests and grant them that concern by offering prompt and efficient service regarding lost items.

## CHANGING DOOR LOCKS

HSKPG DEPT SOP-2 6/91

#### YOUR HOTEL

ANYWHERE, USA

#### STANDARD OPERATING PROCEDURE 2 PROCEDURE FOR CHANGING DOOR LOCKS

#### PROCEDURE

Whenever the need arises to request a room lock change, the following procedure will be followed:

1. The manager requesting the lock change will fill out the new Lock Change Request Form, indicating the room number, the lock cylinder number, the date, time, and a housekeeper's name.
2. A security officer will also date and approve the request on the line provided.
3. If request is made on the day shift, the Lock Change Request Form will be hand-carried to the locksmith, who will sign and receipt for same. The pink copy will then be left with the locksmith.
4. If request is made on swing or grave shift, the request form will be brought to the security office. The

secretaries will be responsible for taking the form to the locksmith's office the next day.

A notation will be made on the report indicating that a lock change request has been made.

The Lock Change Request Form is a three-part form, and the distribution is as follows:

White copy	Retained by security office
Yellow copy	Forwarded to front desk and housekeeping
Pink copy	Given to locksmith

There will be occasions when the maintenance of proper security will require the changing of door locks.

## KEY CONTROL

HSKPG DEPT SOP-3 6/91

YOUR HOTEL  
ANYWHERE, USA  
**STANDARD OPERATING PROCEDURE 3**  
KEY CONTROL

### GENERAL

The control of keys is basic to the security of the hotel and to the safety of the employees and guests. The security department holds a number of emergency keys, master keys, and special keys that are subcustodied to employees authorized to use them on specific occasions. Tight security of these keys is required, and the security department will establish procedures for the maintenance of security of these keys.

### PROCEDURE

1. The housekeeping department will maintain floor master keys in a locked key control cabinet.
2. Each of these keys will be identified by a stamping and a tag as to their use and level of entry and will be listed on the Master Key Control Chart in the security office.
3. People who have a legitimate need or those involved in an emergency that warrants the use of such keys will contact the housekeeping linen room supervisor for assistance.

4. Keys must be signed for on the Master Key Control Chart.
5. Keys returned will be receipted for on the Master Key Control Log Sheet.

### FOUND KEYS

Employees finding keys on the premises must turn them in to the security department. Employees having knowledge of an unauthorized person in possession of any key must report such information to the security department. Employees in possession of an unauthorized key will be subject to disciplinary action.

### KEY ASSISTANCE FOR GUESTS

1. If a guest is locked out of his or her room, has no key, and asks for assistance, a security officer or manager should be notified.
2. Upon arrival at the guest's room, the security officer should ask the guest his or her name and home residence.
3. The security officer may then enter the room, leaving the door open and asking the guest to remain outside until positive identification may be obtained.
4. The security officer will then call the front desk and ask the *name and hometown of the guest in the designated room*.
5. If the information received by the security officer over the phone from the front desk coincides with what the security officer was told by the guest, then the guest may be allowed to enter the room.

*There should be no exceptions to this policy.* Security officers will write an incident report any time they are required to let a guest into a room.

## Examples of Standard Operating Procedures for Hospitals

The following pages show the SOP in a different format. Three examples of hospital SOPs are shown to illustrate the changed format. The examples provided in this chapter were provided by Janice Kurth, author of *Environmental Services Policy and Procedure Manual*, published by Aspen Publishers, Inc. Greatful appreciation is extended to both author and publisher for allowing this work to be reprinted.

## General Procedures

SUBJECT: Cart Setup  
DEPARTMENT: Environmental Services DATE ISSUED: \_\_\_\_\_  
APPROVED BY: \_\_\_\_\_ DATE EFFECTIVE: \_\_\_\_\_  
ORIGINATED BY: \_\_\_\_\_ SUPERSEDES DATE: \_\_\_\_\_

Page 1 of 1.

**Purpose:** To provide the Environmental Technician with a checklist of equipment and supplies that will be needed to complete a routine job assignment. (Project work assignments will require different and/or additional equipment and supplies.)

The following items should appear on a properly equipped cleaning cart:

- 1 dust mop handle
- 1 wet mop handle
- 5 (or more) wet mop heads
- 1 (or more) dust mop head
- An adequate supply of 23" plastic bags
- An adequate supply of 15" bags
- 1 plastic bottle equipped with trigger sprayer
- 1 bottle liquid abrasive cleaner
- 1 bottle toilet bowl cleaner
- 1 toilet swab

- 1 high duster
  - 1 dust pan
  - 1 small broom
  - 1 5-gallon mop bucket
  - 1 small wringer
  - 1 10-quart plastic bucket
  - 6 containers liquid hand soap
  - An adequate supply of toilet tissue
  - An adequate supply of paper towels
  - 1 gallon of disinfectant with pump dispenser or measuring device
  - Rags
- Environmental Technicians are expected to keep cleaning carts clean and orderly at all times. All cleaning solutions and chemicals must be labeled clearly as to contents.

## Use of Machines

SUBJECT: Use and Care of Wet Vacuums  
DEPARTMENT: Environmental Services DATE ISSUED: \_\_\_\_\_  
APPROVED BY: \_\_\_\_\_ DATE EFFECTIVE: \_\_\_\_\_  
ORIGINATED BY: \_\_\_\_\_ SUPERSEDES DATE: \_\_\_\_\_

Page 1 of 1.

**Purpose:** To provide supplemental instruction to the employee on using and caring for a wet pickup vacuum safely and efficiently.

The Environmental Services Department has several models of vacuums designed for wet pickup. They have stainless steel tanks and are mounted on wheels.

**Procedure:**

1. Place the motor onto the tank and fasten securely; if the motor is not fastened properly, the machine will not operate properly.
2. Place a section of hose (not to exceed 50 feet) into the opening at the front of the machine and fit securely; the hose will fall out if not fastened properly.
3. Fit the metal extension into the hose at one end and the squeegee attachment to the other end below the curved section.
4. Plug the machine in, turn on the on/off switch, and place the squeegee onto the floor extended in front of you.
5. Pull the hose toward you for maximum effect; lift, extend, and pull toward you; repeat.
6. Be alert as to when the machine is full; the automatic float valve will operate and the machine will not pick up any more liquid. There also will be a change in the sound of the motor when the tank is full.
7. Turn off the machine, disconnect the hose, unplug (be careful not to lay plug on a wet surface), and empty the tank.
8. Clean and dry the inside of the machine to prevent rust before returning it to its proper storage area.
9. Run clear water through the hose to clean it out.
10. Damp wipe the hose, cord, squeegee, and outside of the tank and motor.
11. Report any irregularities or maintenance problems to your Area Manager.
12. Store properly.

**Carpet and Upholstery Care**

SUBJECT: Carpet Cleaning—Using a Bonnet\*  
 DEPARTMENT: Environmental Services DATE ISSUED: \_\_\_\_\_  
 APPROVED BY: \_\_\_\_\_ DATE EFFECTIVE: \_\_\_\_\_  
 ORIGINATED BY: \_\_\_\_\_ SUPERSEDES DATE: \_\_\_\_\_

Page 1 of 1.

**Purpose:** To clean the surface of a carpeted area quickly with little interference in the operation of the area, with minimum wetting and minimum drying time.

Assemble needed equipment:

- Vacuum cleaner
- Rotary floor machine
- Spin yarn pads
- Carpet shampoo
- Pressure sprayer and/or 2 large buckets with one wringer

**Procedure:**

1. Vacuum area to be cleaned thoroughly, first across width of the room, then lengthwise; this is a crucial step—do not omit.
2. Mix shampoo solution in large bucket following label directions carefully for proper dilution ratios.

*Method A:*

1. Pour solution into the pressure sprayer.
2. Work 4-foot squares, spraying the area thoroughly, but avoid overwetting.
3. Soak the yarn pad in clear water and wring out thoroughly. Place on carpet and center floor machine over it.

4. Move the machine across the square widthwise, then lengthwise, taking care to agitate the entire area.
5. Repeat this procedure in overlapping 4-foot sections until completed, turning the pad when soiled; for large areas, you may need to rinse the pad to remove excess soil and/or use several pads.
6. Allow to dry before allowing foot traffic.
7. Clean equipment and store properly.

*Method B:*

This differs from A only in application of solution.

1. Prepare solution in a large bucket.
2. Fill a second large bucket with clear water.
3. Soak the yarn pad in the detergent solution and wring thoroughly.
4. Follow the procedure outlined above to clean the carpet, rewetting and turning the pad frequently.
5. Rinse pad in the clear water to remove excess soil and prolong its use.

\*A bonnet, also called a spin yarn pad, is a thick yarn pad made of cotton or cotton polyester that fits onto the pad holder of a standard floor machine.

**Standard Operating Procedures Are Not to Restrict Initiative**

The extent to which housekeeping department managers choose to document procedures for reference, standardization, and use in training is a matter of personal preference and, in most cases, company policy. Most companies requiring the promulgation of SOPs are

usually quick to emphasize that such SOPs are to be used primarily as guidelines for operations and should not stifle **initiative** in the investigation of ways and means to improve operations. Many hotels are quick to reward employees who find better ways of performing tasks; some even offer incentive awards for improvement of procedures. The SOPs may very well become the framework for operations and, simultaneously, the tool whereby controlled change may take place.

## Executive Profile

**Janet Marletto** *A Dream Realized: A Life from Childhood Playhouses to Luxury Hotels*

It all started one Christmas Eve in the early 1950s when a special gift was brought to young Janet Marletto. Throughout the night, her father and his friends worked diligently by the light of flood lamps, erecting a structure that would catalyze Janet's passion for housekeeping. In the morning when she awoke, she went to the living room to see what Santa had brought for her: a single key under the Christmas tree. Running outside to see what the key would unlock, her mouth gaped in awe at the elaborate playhouse with a large Dutch door, two side windows and a plate glass window overlooking the San Francisco Bay. A miniature palace—in her backyard! Janet spent many years playing house and school in this special place where her imagination had free rein. Since then, Janet has gone on to make her dreams realities: her playhouse became luxury hotels.

by Andi M. Vance, Editor, *Executive Housekeeping Today*

The official publication of the International Executive Housekeepers Association, Inc. (This article first appeared in the October 2001 issue of *Executive Housekeeping Today*.)

“Classic” is the way Marletto describes her upbringing. A child well versed in the arts, etiquette, food, travel and culture, her mother and maternal grandmother served as major role models in her life. “My mother was Martha Stewart before there was a Martha Stewart,” she fondly recalls. “She and my grandmother were both excellent homekeepers. My training was always very formal. By four years old, I knew how to use a finger bowl. My parents regularly took me to the symphony and art galleries. We always gathered for dinner and had interesting conversation based on world events or the philosophy of life. These standards have stayed with me throughout my life.

“When I was 10, my mother said something to me as I was doing my chores that was rather prophetic,” Marletto remembers. “She told me that it was important for me to know how to do things properly. She continued to say that even if I was to direct a staff when I grew up I needed to be able to show them how I wanted things done.”

Since her days of playing house in her backyard, Marletto's chosen profession reflects these childhood interests and influences. But she didn't delve into the hospitality industry immediately. Early in her career, she worked as a middle and high school French, English and history teacher in Santa Barbara. She exposed her students to every opportunity within her reach. For example, her French students experienced the finest in French culture and cuisine through field trips and dinners.

After seven years of teaching, Marletto decided that she needed a change. She wanted a venue where she could continue creating change and influencing others, but she was unsure of where she'd be most effective. She'd volunteered at the DeYoung Museum in San Francisco's Golden Gate Park on days off from school. She enjoyed it so much that she entered the extensive training program from docents of the Avery Brundage Asian Art Collection at the DeYoung. This involved classes taught by UC Berkeley art historians and research in the museum's library, culminating in the right to give tours in the Asian collection.

Her appetite whetted, she went on to explore Chinese calligraphy character by character and still presents friends and colleagues with samples of her brush work. Her developing sensitivity to Asian culture served as a natural lead into her study of Feng Shui (see February 2001 *EHT* article by Marletto on the basics of Feng Shui) and subsequent role as an active Feng Shui consultant which continues today.

She explored interior design as another potential occupation, considering her knowledge of European and Chinese art and interest in Feng Shui. “Then I realized that everything I had done as odd jobs (e.g., house cleaning in college, payroll, retail, etc.), served as training to the hotel



field," she says. "It only seemed natural for me to become involved with luxury hotels."

Since she made that decision in 1975 and completed the management training program at the Westin St. Francis in San Francisco, Janet has directed the housekeeping departments in a number of luxury establishments: the Broadmoor in Colorado Springs, the Registry Resort in Naples and Walt Disney World Swan in Orlando, just to name a few. At the time of this article, Marletto works as a consultant at the new St. Regis Beach Monarch Resort in California.

With already a wealth of knowledge beneath her belt, Marletto has an unbelievable zest for acquiring as much information as possible—and not just within the realm of housekeeping. She pursues each endeavor with a childlike earnestness, keeping her eyes open to all opportunities. While her interests may not be directly related to housekeeping, all contribute to her expertise in the field. Her vast experiences make her a valuable resource to all departments within the hotel.

### **Cultural Disparities**

Since she's been in the business, Marletto has cross-trained at the Dolder Grand in Zurich, Switzerland and at the Sonesta in Amsterdam. The differences between housekeeping in Europe and the U.S. spiral off of distinct differences in procedural principle. In the U.S., housekeeping is based upon room occupancy, whereas in Europe, this is not the case. Instead, housekeepers are assigned their sections daily whether occupied or not. Although European hotel owners charge more for luxury accommodation than their counterparts in the U.S., they can provide additional services for their guests using this approach. "There [in Europe] additional training is possible," she mentions. "Detail work is possible and service levels can be met more easily. The staff is salaried so the budget is not a question."

Another difference is regarding storage space. In the U.S., the lack of secured storage space often presents an obstacle for Executive Housekeepers. Marletto discovered that in Europe, almost everything had a space for safekeeping. "The old cliché of doing things right the first time is probably the most economical way of doing anything," she advises. "You need to know that what you need is where you thought it was and is in good condition. Then you don't need to handle things more than once. This is one of the keys to good housekeeping."

The lack of secured storage space is one of the vexations of "value-engineering" in hotel design. "Most every space needs to have an income," she contests. "I understand all of that, but it makes running a housekeeping operation very difficult." She advises Executive Housekeepers to look at their resources through a creative lens for procuring a safe storage space. At a hotel where she worked in Florida, a cage was designed from an old trash chute. After having the length of the chute professionally cleaned, it was painted and sealed. "The room attendants brought their vacuums down every day for checkout before each vacuum was locked in the cage for safekeeping. This prevented loss or damage to the equipment."



### **The Mentor**

To those who work with Marletto, her role extends far beyond that of a typical director. "When I worked with Janet at the Walt Disney World Swan Hotel," says Beverly Morris, a previous co-worker of Marletto, "she was a jewel. She really knew how to get people motivated. Janet Marletto's the best person I've ever had the privilege to work with anywhere." Marletto demands five-star excellence from all of her staff, but she encourages her staff in all spheres of development and provides them with guidance. This is a value-added resource for them; housekeeping is only the beginning of the many opportunities that will become available to them if they choose to open the right doors.

She's also interested in developing her staff physically. Prior to the start of every shift, Marletto leads her staff through a few minutes of stretching exercises. A proper breathing technique is essential in this ritual which yields both physical and mental benefits for those who choose to participate. "It's relaxing and it's proven to lower blood pressure," she advises. "It helps everyone start the day smiling and even laughing." Once, she was unable to lead the staff through the morning routine and was delighted to find a group stretching even in her absence.

For those who step up to the plate, Marletto also offers opportunities for mentoring programs. Of the approximately 1,000 people she's directed, she's taken more than 12 under her wing and developed them into upper-level managers. While this opportunity is open to all of her staff, she only considers those with a personal vision. Through the mentoring process, she develops individuals in a systematic way so that they can move up in their careers. She provides a solid knowledge base grounded in all aspects in a Director's basic responsibilities. By presenting information in steps, students are able to backtrack through the process if expected results are not achieved. "When I train people to do a budget," she advises, they must first know (and be comfortable with) all of the supplies. They must be able to do inventory and order the supplies. When they become comfortable with the supply end and begin to get a feel of usage amounts, they can then start the process of ordering. When they do projections, they can tell if something's out of line. We can then talk about what we can do for the orders and they begin to assist with other areas of the budget. I do it in those steps because I find that it works and that it's easy to understand. If you've done the steps and arrived at a result you may be unsure of, you can always retrace your steps and check the results. I guess you'd call it old-fashioned training, but you really need it. If you know how to do it, the stress of inaccuracy is taken away."

### **The Mentored**

Throughout her life, Marletto has widened her spheres of influence to broaden her experiences. Through opportunities she creates, she at times comes into contact with individuals who serve as mentors to her. Once when she was between jobs, she served as a relief cook to the matriarch of the John Deere tractor family, Mrs. Charles Deere Wiman, in Montecito, CA. "Everything in the home was museum quality," Marletto recalls. "Much of the decor was Sung Dynasty porcelain and the only paper

in the house was toilet paper in the bathrooms and paper towels in the kitchen. She had monogrammed linen made by nuns in Madeira, Portugal. It was amazing.”

Mrs. Wiman was the first person to teach Marletto how to inspect a guest’s room—a technique Marletto still employs today. “Sit in a chair,” she instructs, “extend your arms and think, What would a guest need in this chair?’ You wouldn’t place the tissue box two inches further from your reach. You want to go around the room and sit in the various positions to see and feel what the guest is experiencing. You’ll catch things you wouldn’t have normally seen—like a cobweb hanging in the corner.”

On a personal development level, Marletto considers her chiropractor, Dr. Lee Blackwood, as a mentor, “I find him very inspiring, knowledgeable and stimulating,” she says. “He has strength. Being that kind of person, I’ve always provided that for others but never had that type of person myself. When I hit a wall or am contemplating how I should handle a particular situation, he’s a person I can turn to and ask for guidance. He puts a spotlight on a particular aspect of the situation and helps me move forward. It’s an honor to have someone of his caliber (he is a success coach for Nightingale Conant and has mentored major executives) in my corner at this point in my life.”

“When I first met Janet,” recalls Dr. Blackwood, “she was in a period of transition. She had an abundance of options available to her, but nothing really stood out. I was instantly able to see where her paradigms and emotional areas were located and helped her by focusing on those. Janet’s very intuitive and lives her life actively; she just goes out and gets what she wants once she determines what she wants.”

### **Challenges**

Dispelling the stigma attached to the Executive Housekeeper’s position is a major challenge she strives to achieve. As she puts it, “I see the role of a director as *director*. There are too many people who think that a director should be doing the cleaning. But that’s not our role.”

She also aims to defeat the judgments and stereotypes associated with frontline workers. Marletto identifies what she calls the “Coolie Concept,” wherein people who aren’t in the housekeeping field feel that the job is not being completed unless the room attendants are down on their hands and knees scrubbing. She sees this as one of the biggest challenges to the industry, particularly during a period when excessive staffing shortages plague the field. “My search has always been to utilize technology and knowledge to make things as simple as possible,” she advises. “I find tools and equipment to make things easier for those doing the cleaning like backpack vacuums, etc. There’s nothing mystical about it. We’re in the 21st Century, and we should come up with ways that are as labor saving and as easy and pleasant as possible for the people doing the job.”

### **Dreams Realized**

Since the Christmas morning when Janet Marletto awoke to find the playhouse in her backyard, her career as an Executive Housekeeper has taken her throughout many larger “playhouses.” By keeping abreast of opportunities and developments around her and maintaining five-star

standards, Marletto stays in the upper tier of her chosen profession. She readily shares the knowledge she’s acquired.

No matter what, she keeps posterity in the back of her mind and keeps in touch with her niece and nephews so that she can be sure to share family traditions with them and build new ones. “One of the highlights of my life was to teach my nephew, Christopher, how to blow bubbles. Sharing the little joys in life means more to me than anything else.”

In the near future, Marletto hopes to publish a few books and possibly have her own unique radio program. “Success is a journey,” she says. “It’s getting to the point in your life when you’re satisfying your soul and creating wonderful memories. When you’re comfortable with who, what and where you are in life, then you are a success . . . and a happy person!”

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## Summary

In this chapter we saw how preparation for opening the new hotel moves into the operational planning phase. Although the hotel is not yet in operation, preliminary techniques for routines, delegation, and control have been constructed, as were other systems involving concept development, organizing, staffing, and material planning. Although direction of operations has not yet begun, preparation for the routine communication of

daily activities must be conceptually developed and standardized.

One of the first routines by which daily activities are directed—opening the house—has been developed in detail, as have the necessary forms by which this direction is communicated. In addition, a system of standard operating procedures has been presented, with examples, by which the opening the house and other routines may be standardized. Topics for the SOP approach are listed, but are only the beginning of such a list.

### KEY TERMS AND CONCEPTS

Forms	18-room workload	Ready rooms
Standard operating procedures (SOPs)	Pickup rooms	Out of order
Opening the house	Night Clerk’s Report to Housekeeping	Supervisor’s Daily Work Report
Working and control documents	Occupied	GRA’s Daily Report
Open sections	Check out	P.M. report
		Initiative

### DISCUSSION AND REVIEW QUESTIONS

- Discuss how operational planning is related to delegation and why preplanning an operation is so important.
- Explain why forms are important in the operation of a housekeeping department. Explain how these forms are used in opening the house: Night Clerk’s Report to Housekeeping, Supervisor’s Daily Work Report, GRA’s Daily Report.
- Define the following terms and give their symbols if appropriate:
  - Ready room
  - Occupied
  - Checkout
  - Out of order
  - Pickup room
  - Open section
- Some people say that standard operating procedures (SOPs) restrict initiative. Explain why this is not necessarily true.
- Explain the meaning of “controlled change.”