



Appendix B

Job Descriptions

This appendix contains several examples of job descriptions. They may be written for unskilled, semiskilled, and skilled employees. They may also be written for supervisors, managers, and executives. The techniques of presentation may vary considerably. Simply stated, however, they are designed to set forth a group of tasks

combined into one job, indicate a person's responsibility to do the tasks, provide the necessary authority to that person to do the work, and indicate to whom the worker filling the job will be accountable to for the proper performance of the work.

Position Descriptions for the Housekeeping Department

The following is typical of position descriptions for a housekeeping department.

Executive Housekeeper

Basic Function

Assumes complete direction, operational control, and supervision of the housekeeping and laundry departments and pool areas.

Scope

Operates the departments under his or her control in the most efficient manner possible through effective application and enforcement of company policies, the use of methods described in standard operating procedures, and the use of sound management principles. The incumbent is primarily responsible for the cleanliness of guestrooms and public areas assigned to the housekeeping department. Accomplishes assigned tasks through proper training, motivation, and supervision of all personnel assigned to the housekeeping and laundry departments.

Specific Responsibilities

1. Coordinates with the personnel department regarding prescreening of employees, indicating staffing needs and qualifications desired of personnel necessary to staff the housekeeping and laundry departments. Coordinates with resident manager on hiring of immediate subordinates.
2. Develops plans, actions, and standard operating procedures for the operation and administration of assigned departments. Establishes and maintains housekeeping and laundry scheduling procedures, taking into consideration percent occupancy, time and use of facilities, and related public specialty areas and events.
3. Organizes the housekeeping department using the **housekeeping team concept**, with each housekeeper cleaning room sections.
4. Develops an inspection program for all public areas and guestrooms to ensure that proper maintenance and standards are achieved and sustained.
5. Coordinates the operation of the housekeeping and laundry departments in the hotel to guarantee minimum disruption in the overall operation of the hotel.
6. With assistance from the resident manager, develops budgets for housekeeping, laundry, and recreation departments to ensure that each operates within established costs while providing maximum service.
7. Establishes a training program within assigned departments that will enable positions of increased responsibility to be filled from within the department.
8. Is constantly alert for newer methods, techniques, equipment, and materials that will improve the overall operation of the departments and will provide a more efficient operation at reduced costs.
9. Stimulates within all employees a friendly and cheerful attitude, giving proper emphasis to courtesy in contacts with guests and other employees.
10. Administers time card control over all assigned hourly employees.
11. Maintains strict inventory and purchase control over all controllable items.
12. Develops job descriptions for all members of assigned staff.
13. Serves as expeditor on special projects assigned by the resident manager or the general manager.
14. Communicates freely and effectively with assigned personnel, continuously passing on to assistants and subordinates any information necessary to make them feel included in the overall operation of the hotel. Reiterates, if necessary, the objectives toward which hotel employees are striving.
15. Conducts employee performance appraisals on time, showing objectivity and sincerity. Employees should be personally counseled toward improvement.
16. Coordinates with the resident manager concerning the termination of any employee.
17. Maintains control of linen rooms, storerooms, new linen, and cleaning supplies, ensuring adequate security and supply.
18. Is responsible for the proper scheduling of the department, keeping in mind the forecast of daily occupancy.
19. Develops a personal plan to carry out responsibilities.

Relationships to Responsibility

1. Reports directly to the resident manager.
2. Has access to the general manager.
3. Coordinates functions of housekeeping, laundry, and recreation departments with all other departments.
4. Supervises and coordinates the activities of assigned assistants.

Work Emphasis

Time allocation for performance of position responsibilities:

- 50 percent administrative
- 30 percent operations, inspections, and training
- 20 percent coordination and follow-up

Job Descriptions for a Hotel Hourly Worker

Here is an example of a job description for a hotel housekeeping department hourly worker.

Once an organization has been designed, it becomes necessary to set forth exactly what is expected of each member of the organization. Job descriptions ensure that every operation that needs to be performed is covered by assignment and that the operations are not assigned to more than one specific classification of individual.

Job descriptions will normally specify the **job title**, **working hours**, and position or job title of the incumbent's **immediate supervisor**, whether such supervisors are hourly supervisors or members of management. **Re-**

sponsibilities and specific **duties** are then spelled out in detail. Whether or not the incumbent is to wear a uniform and punch a time clock, and the pay scale standard for a particular job may also be shown.

Job descriptions are excellent tools for training, and a copy can be given to an incumbent as training begins. They are also excellent documents to use for periodic reviews at departmental meetings. They should not necessarily be used to evaluate performance, as they are by nature rather inflexible and are inclined to foster the concept of limiting development. Performance appraisals, discussed in Chapter 11, should be based on *meeting established standards*.

Job Descriptions for a Hotel Housekeeping Department

Several job descriptions for a hotel housekeeping department follow.

<p style="text-align: center;"><i>Senior Housekeeper (Supervisor)</i></p> <p><i>Title</i> Senior Housekeeper</p> <p><i>Immediate Supervisor</i> Housekeeping manager</p> <p><i>Hours</i> 8:00 A.M.–4:30 P.M. Weekdays and Saturdays 9:00 A.M.–5:30 P.M. Sundays and holidays</p> <p><i>Responsibilities</i> To follow the instructions of the executive housekeeper and/or housekeeping manager in order to maintain company standards of cleanliness throughout the rooms section of the hotel. To supervise the GRAs and section housekeeping aides assigned to the housekeeping team. To relay information concerning the status of rooms to and from the housekeeping office.</p> <p><i>Duties</i></p> <ol style="list-style-type: none"> 1. Report to housekeeping at 8:00 A.M. in uniform and clock in. 2. Secure keys and worksheet for assigned area. 3. Note all ready rooms and checkouts on the worksheet. 4. Proceed to assigned area and check all ready rooms to make sure they are up to standard for early morning check-ins. Should a tidy be necessary, tidy the room. If a room needs extensive cleaning, it should be reported to the housekeeping manager and noted on the discrepancy report. 5. Report all checkouts and other information such as early makeups and ASAP (as soon as possible) rooms to GRAs. 6. Make a round of entire assigned area, checking for items in need of immediate attention such as burned-out lights, spots on hall carpets or walls, trash in stairwells, and spills in ice machine areas. 7. Check all GRAs' supplies and equipment to be sure they are in working condition. (All section 	<p>housekeeping supervisors should know the prescribed use of all authorized cleaning equipment and chemicals.)</p> <ol style="list-style-type: none"> 8. Spot-check (inspect) rooms completed by the GRA in the section. Make sure that standards have been properly met in rooms being cleaned and that a room is ready to be sold for occupancy to a guest before releasing the room to the housekeeping office. 9. Keep a record of all rooms deep-cleaned in each section so that rooms are periodically deep-cleaned on a rotating basis. 10. Report any damage to guestrooms, corridors, or equipment seen or reported by a GRA. Such information should be reported to the housekeeping manager or executive housekeeper. 11. Report to the engineering department, using a Maintenance Work Request Form, any defect or equipment failure that cannot be corrected by the housekeeping department. 12. Throughout the day, periodically telephone the housekeeping office to advise it of all ready rooms and to receive checkout rooms. 13. Inspect linen rooms and storerooms in assigned areas for cleanliness and for adequate supplies used by the GRAs. Be sure linen rooms are secured and locked when not in use. 14. At 3:00 P.M. the evening room checks will be collected from the GRAs. Room checks on any open section (pickups) will be taken by the section supervisor. The room check reports will be delivered to the housekeeping office promptly in order to make up the housekeeping report for the front desk. Any room not serviced that day, refused service, or requesting late service by the night staff will be reported to the night supervisor. 15. Report persistent complaints or remarks by the employees about working conditions, wages, or any other matter to the housekeeping manager. 16. Periodically report to the housekeeping manager on the quality of the performance of each person she or he (the senior housekeeper) supervises, offering remarks about which employees are performing above average, average, or below average. 17. Complete any special assignments as directed by the executive housekeeper promptly. 18. At 4:30 P.M. turn in the keys and clock out.
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*Section Housekeeper Guestroom
Attendant (GRA)*

Title

Section Housekeeper (or GRA)

Immediate Supervisor

Senior housekeeper (supervisor) of assigned section

Hours

8:00 A.M.–4:30 P.M.

Weekdays

9:00 A.M.–5:30 P.M.

Sundays and holidays

Responsibilities

1. Report to the housekeeping department at 8:00 A.M. in uniform and clock in.
2. Pick up keys and **GRA's Daily Report** for cleaning assignment. Note any special instructions.
3. Remove assigned cart from satellite linen room and begin cleaning assignment. Special guest requests, checkouts, and early makeups should be cleaned first.

Entering a Guestroom

4. *Procedure for entering a guestroom.* If there is no "Do Not Disturb" sign, and if the **hard lock** is not on, knock softly with your knuckles and softly announce "Housekeeper." Wait a few moments and enter the room. Leave the door wide open. Pull cart across the doorway, with the clean linen facing the room.
5. Open the drapes for maximum light and turn out unnecessary lights.
6. Look at the condition of the room. If linens, wastebaskets, TV, and so on are missing, or furniture is damaged or broken, report it to the main linen room and senior housekeeper immediately.
7. In occupied rooms, pick up newspapers and periodicals, fold them neatly, and place them on the desk. *Never* throw away newspapers unless they are in the wastebasket.

Bedroom

8. Strip the bed linen, shaking it carefully off the bed. Pillowcases are favorite hiding places for valuables. All lost articles should be turned in to

the main linen room to be labeled, logged, and locked up. Notify senior housekeeper if foam pillows, bed boards, and so on are found in the room.

9. Mattresses and box springs should be straight on top of each other and against the headboard. Bed pad should be clean and in place. Check between mattress and box spring for magazines and other articles.
10. Make the beds using the **once-around method**. Do not use torn or dirty linen. Replace soiled or burned blankets and spreads. The bed is the focal point of the room. It should not have wrinkles or lumps. Pillows should be smooth. Blanket and top sheet should be six inches from top of bed.
11. Roll-away beds are to be made up with clean linen. If the room is a checkout, make up roll-away bed and close it. A section housekeeping aide will take it from the guestroom to the proper satellite linen room for storage.
12. Dust bed area. Wipe vinyl headboard, and dust all pictures, baseboards, corners, and ledges where cobwebs gather. Dust the nightstand and telephone book. Clean the ashtray; replace memo pad, matches, and any literature as instructed. Place your own name card on nightstand.
13. Clean the telephone and plastic phone card with a clean cloth and the **one-stroke solution**.
14. Dust chairs and table near window. Remember the legs, backs, and under the cushions. Dust floor lamp, placing lampshade seam to the wall.
15. Dust the TV—screen, stand, back, and underneath the set. No liquid should be sprayed on the screen as it may damage the inside of the set.
16. Dust the desk area, including lamp, chair, and all furniture surfaces. Remove desk chair and clean sides of furniture. Dust lampshade, and be sure seam is to the wall. Clean tray and ashtray. Arrange pitcher, glasses, and matches properly. Literature on desktop and in drawer should be arranged correctly and replaced as needed.
17. In checkout rooms, drawers should be inspected for cleanliness and lost items. In occupied rooms, *do not* go into drawers.
18. Dust the coat rack. In checkout rooms, remove wire and wooden hangers not belonging to the company. Replace missing hangers. There should be eight in each room. Place two laundry bags with slips on coat rack shelf. The company logo should face the front. Dust overhead light.
19. Check that all light bulbs are working.

20. Vacuum carpet as necessary. Push the vacuum slowly and steadily over the whole area. Watch for pins, bits of string, coins, and the like, and pick them up by hand because they can damage the vacuum cleaner. Occasionally the carpet edges will need to be swept with a broom or wiped with a damp cloth.
21. Adjust the drapes and sheer panels as instructed. Be sure all hooks are in place, pulleys are working, and wands are attached. Report anything not working to senior housekeeper, who will make out a Maintenance Work Request form.
22. Adjust heater and air conditioner controls as instructed.

Bathroom

23. Turn on heat lamp and vanity lamp for maximum light. Wipe off light switch plate and soiled area on wall around switch. Report needed light bulbs to senior housekeeper.
24. Flush toilet. When water level has returned to normal, place one-stroke solution from stock solution bottle in the toilet bowl. Let it work while cleaning the rest of the bathroom.
25. Use the one-stroke solution to clean the mirror.
26. Dust the vanity light. Check that the bulbs work.
27. Wipe bathroom door and door knob.
28. Clean and polish chrome plumbing fixture under the sink.
29. Pull sink stopper and clean it thoroughly. Use the **three-stroke solution** to scrub the sink. Dry it and polish the chrome faucet. Replace the stopper.
30. Empty and wipe out the wastebasket. Be careful of glass and razor blades. Check supplies. Replace toilet paper if roll is less than half full or if it is dirty. Paper should roll outside from the top. Facial tissue may need to be replaced. Fold ends of both toilet paper and facial tissue into a "V." Each bathroom should have one ashtray with matches and two bars of soap. Place clean towels in their proper places.
31. Wash and dry the vanity top using the three-stroke solution.
32. Using the three-stroke solution, scrub tub walls, soap dish, and tub. Clean tub stopper. Wipe tub dry. Polish chrome fixtures, including shower head. Place bath mat so the name of the hotel can be read.
33. Spray three-stroke solution on shower curtains and wipe both sides dry. Position curtain neatly against the wall near the toilet.
34. Clean toilet lid, seat, and base with three-stroke solution. Clean inside of bowl using the solution that is already in it. Toilet should be dried thoroughly and a sanitary strip put in place across the seat.
35. Sweep hair from bathroom floor. Mop the floor starting at the far corner. Mop behind the toilet and the door.
36. Check the bathroom before turning out the lights.
37. Wipe off bedroom door and door frame.
38. Hook the chain lock and turn out the light.
39. Check the guestroom and close the door.

3:00 P.M. Check

40. At 3:00 P.M., the housekeeper begins her P.M. check on the GRA's daily report, which is designated "P.M." Every room on the report must be entered and the status checked. The status will be **C/O** (the room needs cleaning or tidying), **OCC** (occupied), or **R** (ready to rent). The P.M. reports are collected and used by the night housekeeping supervisor or the P.M. housekeeper to complete the Daily Housekeeping Report for the front desk. On weekends and holidays, the P.M. check is made at 4:00 P.M.
41. At 4:00 P.M. weekdays, or 5:00 P.M. Sundays and holidays, the housekeeper should take the cart to the floor linen room to clean and stock the cart for the next day's work. Sufficient time has been allotted so that a good job can be done, thus making any time spent the following morning stocking the cart unnecessary.
42. Notify section supervisor if there is anything wrong with a housekeeper's cart or vacuum.
43. At 4:25 P.M. weekdays, 5:25 P.M. Sundays and holidays, return to the main linen room, turn in keys, and clock out.
44. On occasion, a GRA may be required to function as a laundry attendant. When this happens, the job description for laundry attendant will apply.

Section Housekeeping Aide

Title

Section Housekeeping Aide

Immediate Supervisor

Senior housekeeper (supervisor) of assigned section

Hours

8:00 A.M.–4:30 P.M.

Weekdays

9:00 A.M.–5:30 P.M.

Sundays and holidays—less 30 minutes for lunch

Responsibilities

To work as a member of a team in conjunction with the senior housekeeper and GRAs, maintaining a high standard of cleanliness in the guest sleeping room area of the hotel and in the public areas of that section of the hotel assigned to the team.

Duties

1. Report to the housekeeping department in uniform at the time the shift begins and clock in.
2. Receive keys necessary to perform functions for that day.
3. Check with the senior housekeeper for any special instructions.
4. Proceed to assigned area, satellite linen rooms, and determine if any supplies are needed in the room for that day (general-purpose soap, clean glasses, etc.).
5. Tour and inspect the entire area assigned, looking for items requiring immediate attention.
6. Proceed with usual cleaning program in rooms department public areas.
 - a. Elevators—daily
 - b. Corridors—twice weekly
 - c. Ice and vending areas—twice weekly
 - d. Stairwells—once weekly
 - e. Any specific task assigned by the senior housekeeper
7. At least four times a day (more often if necessary), remove all trash from GRAs' linen carts. Remove trash to dumpster area and discard.
8. At least three times a day (more often if necessary), remove all soiled linen from team GRAs' linen carts. Deliver and deposit into laundry.
9. At approximately 3:00 P.M. each day, restock satellite linen rooms with bed linens needed by GRAs to load carts for the next day's work. (This linen should be picked up in the laundry and moved to the satellite linen rooms.)
10. There will be at least two rooms in each section of the hotel that will be **general cleaned** each day. Your supervisor will tell you which rooms are to be general cleaned. The section housekeeping aide helps the deep cleaner or person assigned the responsibility for general cleaning move and replace any furniture necessary during cleaning.
11. As a member of your team, recognize and assist any team GRA when it is obvious that a particular room presents an unusual problem in trash removal. Assist as necessary.
12. Take care of equipment; ensure that all mops are clean, vacuum cleaners are properly cleaned out, and all equipment is properly put away and locked up at the end of each day. It is especially important to ensure that there is no trash stored in any satellite linen room overnight. *This is an extreme fire hazard.*
13. When requested or required by housekeeping, take items such as roll-away beds and cribs that have been requested by the guest to the guestroom.
14. Return all special-use items such as roll-aways and cribs to the satellite linen rooms after they have been properly made up by the GRAs.
15. Make special setups in guestrooms (e.g., tables and chairs) when requested.
16. Remove same and return to storage upon completion of use.
17. Perform other functions assigned by your senior housekeeper.