

Glossary

Italicized words identify words or phrases in each definition that are defined elsewhere in this glossary.

absenteeism Employee absence from work. A high rate of absenteeism is considered to be a reliable indicator of low employee morale.

acid rain Rain or fog that contains sulfur dioxide and nitrous oxides. Damaging to plants, lakes, streams, and even buildings. Most of it is the result of burning fossil fuels (e.g., coal and oil) in electricity generation facilities.

acrylics A group of clear, tough plastic resins produced from acrylic acids.

actual expenditures Actual spending for labor and supplies to support the generation of revenue, as opposed to budgeted (planned) costs or forecast (expected) costs.

administration A *management task*. Attending to the details of executive affairs.

administrative theory First introduced by Henri Fayol, it was an attempt to apply scientific principles to a business organization. A subcomponent of the *classical school*.

aerobic Indicates a bacterium that must be exposed to, and requires, air (oxygen) to survive and grow.

all-purpose cleaner A multipurpose agent designed for several different cleaning tasks, depending on the *dilution ratio* applied.

amenity Anything that makes a guest's stay easier and more pleasant. Often pertains to items that are viewed as luxurious. An amenity is not normally categorized as a guest essential.

amortize To periodically and gradually decrease a cost or expenditure to zero over a stated period of time; for example, the preopening cost of a hotel or hospital.

A.M. room check A visual look at guestrooms that are supposed to be ready to receive guests for the purpose of verifying status. Check is made at about 8:00 A.M. Those rooms not in a ready status are called A.M. *dis-*

crepancies and must be investigated. Some hotels conduct A.M. room checks on every room to determine each room's status. Sometimes the housekeeping department schedules workers according to the results of the A.M. room check.

anaerobic Indicates a bacterium that can live without exposure to air (oxygen).

analyze problems Gather facts, ascertain causes, and develop alternative solutions.

annual linen reorder plan System of ordering linen that provides long lead times for various items of linens; allows a hotel or hospital to deal directly with a *linen mill*; allows for the mill to weave linen at a time most beneficial to the mill.

antichlor A substance used to remove excess chlorine from fabric after bleaching.

antisepsis A process by which chemicals are used on the skin for bacteriostatic and germicidal purposes.

area responsibility plan A document that geographically defines physical areas of a facility and assigns responsibility for cleaning among the various departments of a hotel or hospital organization; usually developed from the *division of work document*.

asepsis To be free from germs and infection.

asepsis (medical) A method used to prevent the spread of a communicable disease. Handwashing and isolation are examples.

asepsis (surgical) A method using sterile equipment, supplies, and procedures when entering the "sterile" interior of the body.

assets Items of value. Notations on a company balance sheet in the *books of account*, which represents the book value of assets. See also *capital assets*; *current assets*; *fixed assets*.

atom The smallest combination of nucleus (core or protons and neutrons) and surrounding electrons that is associated with a given "named element."

autoclave An ovenlike machine, using steam under pressure, in which supplies are subjected to intense heat for a specific period of time. Also called a sterilizer.

bacillus A bacterium that is rod-shaped.

bacteria Used to refer to *microorganisms* in general; also, the same as germs and/or microbes.

bacterial Soils or compounds containing active (live) *bacteria*.

bacteriostat An agent that arrests the growth of bacteria.

badge system Method of identifying employees by their identification badges. A badge usually indicates where an employee works and identification number and may contain the employee's photograph.

balance sheet a statement of financial position at a point in time; includes assets, liabilities, and owners equity.

bed and bath linen Items such as sheets, pillowcases, hand towels, bath towels, washcloths, and cloth bath mats.

bedding All bed linens, such as sheets and pillowcases, and all blankets, shams, dust ruffles, pillows, quilts, comforters, coverlets, mattress pads, and bedspreads.

behavioral school An approach to management that seeks to apply knowledge gained from the disciplines of human psychology and sociology to the management of employees. Proponents assert that organizational productivity can be enhanced by meeting the psychological needs of the employee.

biorecovery service A contract cleaning company that specializes in cleaning up human remains and bodily fluids.

bomb threats Malicious announcements of forthcoming explosions or bombings.

books of account Collection of all accounting ledgers, journals, and files associated with the financial accounting system established for the particular housekeeping operation.

budgeting Act of creating a management system used for the allocation of resources over a given period of time.

buffing The act of polishing the surface of a floor with a low-speed (175–350 rpm) floor machine.

burnishing The act of polishing the surface of a floor with a high-speed (350+ rpm) floor machine to achieve an extremely high gloss (wet look) surface.

cakes A tunnel washer does not have a centrifuge to spin linen dry, so the linen is pressed to extract excess water. The result is a round cakelike object.

capital assets Long-term tangible or intangible assets such as land and buildings. See also *current assets*; *fixed assets*.

capital expenditure budget Financial statement of estimated capital expenditures over a given period of time.

capitalize Convert an expenditure into a capital item or charge the cost of an item to a capital expenditure account. See also *expense*; *capital expenditure budget*; *fixed assets*.

carcinogen A substance that causes cancer.

card entry system Technically superior system for gaining regular entry into a hotel guestroom. Most systems use plastic devices (cards) with changeable electronic signatures that activate door locks, eliminating the need for a metal key.

carnuba wax A high-quality wax obtained from the leaves of the carnuba plant.

case goods Furniture in a guestroom that is made of wood and used for storage, such as an armoire or desk.

cationic Describes an ion that is positively charged.

central processing unit (CPU) This processing chip is the brains of the computer. The CPU is where most calculations take place.

chambermaid See *section housekeeper*.

checkout (C/O) Designation assigned to a guestroom in which the guest has permanently left the hotel and the room is waiting to be serviced, or in the process of being readied for the arrival of a new guest. Synonymous with *on-change*.

chemical agent A chemical added to a solution in the correct dosage that will kill bacteria, or at least stop their growth.

chief steward Supervisor of a department that specializes in cleaning and maintaining kitchens.

chlorofluorocarbons Man-made chemicals used chiefly in refrigeration, but now banned because they contribute to global warming by destroying the ozone layer.

civil disturbance In hotels or hospitals, a disturbance caused by one or more people refusing to obey the requests, commands, or demands of those in authority.

classical school The first great theoretical school of management. Characterized by a systematic approach to the management of the assets and the employees in a corporation. Henri Fayol and Frederick W. Taylor are considered by many to be the founders of this management school.

classification of accounts Arrangement of various types of revenues, expenses, and costs into meaningful groupings for accounting purposes.

cleaning and guest supply inventory A major segment of operational inventory under the direct control and responsibility of the *executive housekeeper*.

cleaning and maintenance circuits (rounds) Planned sequences for attending to the cleaning of various *public areas*.

***Clostridium perfringens* (clos-TRID-ee-um per-FRIN-gins)** No gram stain. An anaerobic spore.

“Botulism,” found in feces, sewers, milk improperly sterilized, or sealed foods. Also found in untreated wounds (gaseous gangrene).

coach-pupil method A one-on-one training system of assigning one trainee to one instructor.

coccus A bacterium that is round-shaped.

communicate To pass or receive knowledge, instructions, or data and to ensure understanding.

communication symbols A series of written symbols used to communicate the status of guestrooms; for example, R, C/O, OCC, DND, RFV, OOO, MR, and T.

competitive shopping Looking critically at the alternative sources and suppliers of items and services purchased to support a hotel or hospital operation.

computer An electronic system of *hardware* components used to store and process data electronically.

conceptual thinking A *management task*. Formulating notions for the resolution of problems.

conference method A training technique whereby students participate in a workshop arrangement for problem solving. An excellent technique for supervisory training.

consolidated room sales summary Document prepared by the sales and marketing department of a hotel indicating rooms expected to be sold during the upcoming fiscal year. Used by other departments to budget salaries, wages, and *controllable costs* in support of expected room sales; a part of the overall budget package.

consumer (market segment) A market segment of hotel guests who are not usually on an expense account; for example, vacationers with or without young children. See also *group market*; *corporate transient hotel*.

contingency approach Management theory that holds that the appropriate management style is contingent upon the makeup and attitude of the subordinate. Closely related to the *situational leadership* model.

continuous functions of management Related actions (*analyze problems, make decisions, communicate*) that managers do continuously.

control (or incontrol) revenues and expenses that are within the budget.

control information Data collected and used to maintain control of an operation.

controllable costs Classification of supply and expense accounts under the control of a department manager. See also *wage costs*; *employee costs*.

controller (also comptroller) Manager in charge of all accounting functions of a hotel or hospital. Duties include overall budget preparation, costing, and internal audit procedures and measuring performance against previously approved plans, procedures, and standards; interpreting and reporting financial data to other members of hotel management; participating in making policy decisions and executive action.

controlling Performing certain activities that ensure progress toward desired objectives according to plan. A *sequential function of management*.

control profit (loss) What remains after subtracting *controllable costs*, *wage costs*, and *employee costs* from revenue within a given department. Usually under control of a department manager.

coordinating (efforts of employees) Relating the efforts of employees in the most effective combinations. An activity of *directing*.

corporate transient hotel A hotel that is usually used by businesspeople on expense accounts. May have a transient group market in addition to some *consumer* guests.

count sheet Form used to record results when taking inventory.

coverlet A bedspread that covers just the top of a dust ruffle. It does not reach to the floor.

creating a position (job) description Identifying and defining the scope, relationships, responsibilities, duties, and authority of people in an organization. An activity of *organizing*.

critique Statement of performance analysis, usually reserved for elements or areas on a performance statement that are not in *control*. The statement should contain comments as to intended action and how *control* of the elements will be regained. A *standard operating procedure* performed by department managers of well-controlled companies.

cross contamination Spreading germs from one location to another. This can happen when mops or cleaning cloths pick up bacteria in one location, and the housekeepers then uses the same equipment to clean another area, thereby transporting the pathogenic organisms to a new surface.

current assets *Assets* of a short-term nature such as cash, accounts receivable, and *inventories*. See also *fixed assets*.

cut loop The yarns in a carpet arranged into areas of high-cut tufts and lower-loop tufts to form a sculptured pattern of various heights.

daily routine Series of administrative and work-related events that occur between 6:30 A.M. and midnight and form the routine for a housekeeping department in the *guestroom portion* and *public areas* of a hotel. See also *housekeeping day*.

daily work assignment sheet Form that indicates special work tasks required for a given day and assigned to a specific worker.

damp mopping The use of a damp (not wet) mop for spot cleaning of spills and overall cleaning of light dirt from floors. This technique is not intended to remove heavily embedded dirt or old floor finish.

deep clean Periodic act of cleaning a guestroom in depth. Involves moving heavy furniture, high dusting, turning mattresses, vacuuming draperies and curtains, and other cleaning functions not normally performed in the day-to-day servicing of a guestroom. Synonymous with *general clean*.

deferring maintenance Postponing maintenance and custodial activities to create a short-term cost savings. However, the strategy ultimately results in higher overall costs.

deficiency of knowledge (DK) A reason given for non-performance of a task. Workers could not perform the task even if their lives depended on it. Usually caused by no training or lack of understanding of what has been taught.

deficiency of task execution (DE) The failure of workers to perform a task properly after training.

defoamer Chemical added to a fabric cleaner that reduces the amount of suds produced by the detergent in the cleaner. Defoamers are often used in water extraction carpet cleaning chemicals so that the pickup tanks are not inundated with suds.

delegating Creating responsibilities for or assigning tasks to subordinates, passing to them the required authority to act, then exacting accountability for results. An activity of *directing*.

delineating relationships Defining liaison lines within formal organizations that will facilitate relationships. An activity of *organizing*.

demonstration method Training technique in which you show someone how to do something.

denier A unit of weight of silk, nylon, or rayon that is an indicator of fineness. One denier is equal to 5/100 of a gram in a 450-meter length of thread. The smaller the number, the smaller the circumference of the thread. (Fifteen-denier nylon lingerie is more transparent than 25-denier nylon lingerie.)

departmental meetings A technique of communicating with all members of a department at the same time. Housekeeping departmental meetings should be scheduled at least once each month and when unique situations warrant them. Meetings should be interesting, informative, and always under the control of management. Employees should always be allowed time to ask questions, which should receive timely replies.

department staffing guide Document that specifies positions within the organization and the number of people required to fill these positions. Used as a hiring guide.

depreciate Systematically reduce the book value of a *fixed asset* over its estimated useful life.

detergent A chemical that acts like a soap and is used for cleaning numerous surfaces. Detergents can be used effectively in hard water where ordinary soap will not produce suds and will leave a residue.

developing employees Improving the attitudes, knowledge, and skills of employees with a view toward assigning greater responsibilities or effecting promotions. An activity of *staffing*.

developing policies Making decisions that will govern when, where, and how procedures will be implemented; usually of long-standing nature. An activity of *planning*.

developing strategies Deciding how and when to achieve certain goals. An activity of *planning*.

development of subordinates Responsibility of management to ensure the professional growth of those placed under the manager.

dilution control Controlling the mixing of certain *all-purpose cleaners* with water in prescribed amounts that will enable the performance of various types of cleaning operations. See also *dilution ratio*.

dilution ratio Comparison of the amount of water that is, or must be, added to a specific cleaning agent that is recommended for a specific cleaning task. For example, a 20:1 dilution ratio means 20 parts water to 1 part cleaning agent to perform a specific task. See also *dilution control*; *all-purpose cleaner*.

diplococcus pneumonia (dip-lo-COCK-us new-MOAN-ee-a) Gram positive. Lobar (lung) pneumonia. Also walking pneumonia. Treatable with antibiotics.

directing Performing certain activities that bring about purposeful action toward desired objectives. A *sequential function of management*.

discrepancy A situation occurring when the reported status of a guestroom by the front desk is different from the status actually observed by the housekeeping department during *A.M. or P.M. room checks*. For example, front desk believes a room to be *occupied* and housekeeping reports the room as a *ready* room or a *checkout* room. Discrepancies must be resolved by the front desk, or the room must be *rechecked* by housekeeping.

disinfectants A substance or means used to destroy *pathogenic microorganisms*.

disinfection A condition existing when infectious material or infection(s) are removed.

disinfection (concurrent) Process used while disease is still in progress.

disinfection (terminal) Process used when disease is ended.

dissatisfiers Items peripheral to a job, such as pay, working conditions, company policies, and quality of supervision, that if not properly attended to will demotivate employees. The positive effects on motivation caused by properly attending to dissatisfiers are usually short-lived. See also *satisfiers*.

division of work document A report prepared by the *executive housekeeper* as a result of inspection and investigation of a new facility before opening. The report indicates areas that will require cleaning and contains recommendations as to who should be responsible for cleaning each area. Forms the basis for development and promulgation of the *area responsibility plan*.

documented Recorded event, happening, or inspection result.

do not disturb (DND) A verbal or written notation by a guest that he or she is not to be bothered. Refers to the guest, not the guestroom. Guest usually makes the request by hanging a small sign, which says, "Do not disturb," on the hall side of a guestroom door.

double double (DD) Guestroom having two double beds.

double occupancy Guestroom occupied by two guests. See also *single occupancy; multiple occupancy*.

double rooming Front desk accidentally rooms two separate guests or guest parties in the same room; usually occurs as a result of an unresolved *discrepancy*.

drying capacity Optimum weight of linen that should be placed in an automatic commercial dryer; for example, 50-pound, 100-pound, 200-pound, 300-pound dryers.

Used in *sizing laundries*. See also *washing capacity; handling capacity*.

duvet Also known as *coverlet*. Covers the bed down to the dust ruffle. Some duvets have a pocket in which a comforter can be inserted to keep it clean.

dwelt time Period of time a disinfectant has to remain on a surface to be effective.

eighteen-room workload Size of the room-cleaning workload assigned daily to *section housekeepers* in the model hotel in this text. A typical workload that would be assigned to well-equipped section housekeepers in a *corporate transient* hotel.

electronic data processing (EDP) Processing of data by *computer* when *input* and *output hardware* are connected *on-line* to a computer's *central processing unit* (CPU).

electrowriter Electromechanical device used for transmitting facsimile handwritten messages, usually between housekeeping, front desk, and engineering.

elements of management See *management elements*.

emergencies Unpredictable combination of circumstances or resulting states that call for immediate enlightened action; can often be anticipated but seldom foreseen.

employee absenteeism See *absenteeism*.

employee appearance Aspect of employee behavior or training having to do with personal and uniformed appearance. A concern of management and supervision.

employee claims of unfairness Statements by workers that indicate less than harmonious relations with management; related to the manner in which employees are being treated. A major cause of worker attempts and desire to unionize.

employee contamination Corruption of relatively inexperienced or impressionable employees through the observance of the dishonest acts of others.

employee costs Costs occurring as a result of having employees; exclusive of per hour *wage costs*; include costs of health and welfare, sick leave, meals, and other benefits. See also *controllable costs; wage costs*.

employee handbook Collection of facts, rules, regulations, and guidelines about a hotel, a hospital, or a specific department; usually given to an employee at the time of hiring to assist in employee orientation.

employee hygiene Personal cleanliness habits of employees that may be of concern to other employees or guests.

employee problems Problems that cause employees to have difficulties on the job; employees who cause interruptions or inefficiencies in work.

employee profile Concise biographical sketch of an employee, indicating certain traits, characteristics, and personality.

employee requisition Document initiated by a department and forwarded to the personnel office requesting that hiring procedures be started to fill a vacancy or a newly created position.

employee theft prevention Positive program or plan that anticipates the possibility of employees stealing.

employee turnover See *turnover*.

employment checklist Document used during the acquisition phase of hiring new employees; used to guarantee that no steps are omitted or overlooked in the hiring process.

employment history Written record of prior employment status; usually a part of an employment application indicating chronologically where the applicant has worked in the past, inclusive dates of employment, name of employee's supervisor, and reason for leaving the employment.

entomological Relating to insects, especially those that can cause or carry diseases.

environmental services A hospital's housekeeping department.

epoxy A synthetic, seamless flooring material. Very long-lasting and extremely durable.

***Escherichia coli* (ee-shear-EEK-ee-ah COAL-i)** Gram-negative. Can grow in soap. Never use bar soap in a public washroom. Bacteria can be contracted from the droppings of animals.

establishing organizational structure Developing the formal organization plan for the accomplishment of tasks within a company. An activity of *organizing*.

establishing position qualifications Defining qualifications and preparing specifications for people who will fill positions in an organization. An activity of *organizing*.

establishing procedures Deciding and specifying how a task is to be done. An activity of *planning*.

executive committee Usually the highest level of operations management for a hotel property. Includes, but is not necessarily limited to, the general manager, resident manager, director of food and beverage, controller, and director of sales and marketing. Ex officio members may include the director of personnel, chief engineer, and security director. The top policymaking body of the property.

executive housekeeper Person in charge of management and administration of a housekeeping department

or operation within a hotel. Synonymous titles include director of services, director of internal services, and director of environmental services (in hospitals).

exit interviews Management's attempt to gain information regarding working conditions and reasons for voluntary separations from former employees of the organization.

expense to To write off as an expense or expenditure or to charge to an expense account as cost of doing business on an *operating statement* over a given period of time. See also *capitalize*.

face weight The number of ounces of yarn per square yard in a carpet.

filling The threads of yarn that run the width of the fabric (also known as the *weft*).

financial statement Summary of accounts, showing a balance as of the beginning of business on a given date, the credits and the debits made, and the balance remaining at the end of the accounting period. See also *operating statement*; *balance sheet*.

finish Final coat(s) of either wax or a synthetic product that is intended to protect a floor from abrasion, provide a seamless and smooth top layer for the floor, and when polished, will provide a glossy and reflective surface.

finished sheet A sheet size that includes the top and bottom hems.

fire Chemical decomposition of a fuel element through combustion or burning. For fire to occur and sustain itself, there must be four elements—fuel, oxygen, heat, and a chemical reaction.

fire by-products The side effects or results of fire. They include heat, smoke, toxic gas, and fumes.

first-line supervisor One who supervises one or more *first-line workers*.

first-line worker A trained worker who performs hands-on work at the lowest level of the organization; works for a *first-line supervisor*.

fixed assets Tangible assets of a long-term nature such as land, buildings, machinery, and equipment. See also *assets*; *capital assets*; *current assets*.

fixed positions Positions that are fixed in terms of work and man-hour requirements; positions not subject to being reduced in hours because of fluctuations in occupancy.

flash point The temperature at which the vapor from a flammable substance will ignite momentarily in the air, in the presence of a small flame.

flatwork A laundry term that is used for sheets, pillowcases, and table linens.

floor plan layout Engineering or architectural drawing of the layout of machinery, furniture, fixtures, and equipment.

forecasting Establishing where present courses of action will lead. An activity of *planning*.

forecasting man-hour requirements A short-run statement of need for the utilization of man-hours to accomplish a specific task.

foundation The primary coat(s) of sealer applied to a floor. A foundation's intended purpose is to prevent spilled liquids that may cause staining and other damage from penetrating into the floor.

fourteen-point theft prevention program Fourteen guidelines for managerial and supervisory action that may reduce employee theft and dishonesty.

fresh look Inspection conducted by people not regularly associated with an area; allows for observing and reporting deficiencies not noticed by someone regularly in contact with the area.

front office manager Person in charge of front office operations in a hotel. One of several principal assistants to a *resident manager*, who is on the same level as the *executive housekeeper*. Person in charge of the front desk, bell services, transportation, and other related activities in a hotel.

full-time employment Incumbent has attained full-time status, usually after successfully completing training and a probationary period of employment. In union-free environments, implies that the employee is committing to work and the company is committing to schedule the employee 30 or more regular hours of work each week.

function room sheet Form on which special instructions are given for setting up, arranging, or rearranging a guestroom for a special function. See also *parlor*; *hospitality suite*; *function room*.

functions Management duties and activities. Can be divided into sequential and continuous functions.

fungus Simple plant lacking chlorophyll. Bread mold is an example.

furniture, fixtures, and equipment (FFE) Classification of *fixed assets* of a hotel or hospital that have specified depreciable lives, usually ranging from three to seven years.

general clean See *deep clean*.

global warming An alarming planetary trend precipitated by the release of chlorofluorocarbons into the atmosphere and the burning of fossil fuels.

GRA Guestroom attendant See *section housekeeper*.

gray goods Unfinished fabric directly from the loom.

gram positive/negative Refers to the color staining of test samples of certain bacteria. Gram "positive" is a "blue" test result when certain bacteria are treated with testing reagents. Gram "negative" is a "red" test indication.

greenhouse gases Primarily carbon dioxide and methane, but also nitrous oxides, hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), and sulfur hexafluoride (SF₆). These gases absorb heat in the atmosphere. This phenomenon leads to global warming.

ground warp Yarn threads that run lengthwise in a towel. They are used as the backing for the pile warp threads. The ground warp is usually a polycotton blend.

group market Market segment of hotel business, usually defined by the sale of 10 or more room nights in one group.

guest essentials *Guest supplies* that are essential in guestrooms but that the guest would not normally be expected to use up or remove upon departure. Examples include water glasses, ice buckets, and clothes hangers. See also *guest expendables*; *guest loan items*.

guest expendables *Guest supplies* that guests would normally be expected to use up or take away upon departure. Examples include stationary, toilet issue, and soap. See also *guest essentials*; *guest loan items*.

guest loan items *Guest supplies* not normally found in a guestroom but available upon request. Examples include hair dryers, razors, ironing boards, and irons. Guests sign a receipt and specify a time that the item may be picked up by the housekeeping department. See also *guest expendables*; *guest essentials*.

guest receipt log book Log book in which guests sign for the use of *guest loan items*.

guest request Any special request not normally included in the regular servicing of a guestroom, such as for extra towels, hair dryer, razor, roll-away bed, or baby crib.

guestroom Numbered room in a hotel provided specifically for occupancy by one or more regular or transient guests; is most often rented but can be complimented to special guests; is located in a major subsection of a hotel known as the *guestroom portion of the hotel*.

guestroom attendant (GRA) See *section housekeeper*.

guestroom portion of the hotel Specific area of a hotel in which guestrooms are located; also includes guest corridors, elevators, stairwells, vending areas, and some service areas. Not included are *public areas*, restaurants, lounge areas, recreation areas, or major service areas.

guestroom types A differentiation among *guestrooms* based on types of sleeping accommodations or equipment; usually identified by specific symbols as follows: T, room with one twin bed; TT, room with two twin beds; D, room with one double bed; DD, room with two double beds; ST, studio, room with a day bed or convertible sofa; Q, room with one queen bed; K, room with one king bed; P, parlor sitting room usually having hidden sleep equipment, may be set for a small meeting or hospitality function; S, suite, two or more rooms that connect internally and are sold as one unit; CON, rooms that are adjacent and connect internally; BS, bilevel suite, a suite on two levels having an internal stairway between levels; ES, executive suite, a high-quality suite, usually having two or more rooms but only one with access to the hotel corridor.

guest supplies Supplies specifically needed because guests are staying in a hotel. See also *guest expendables*; *guest essentials*; *guest loan items*.

handling capacity Measure of the design of a laundry facility that relates to the amount and ease of handling of linen within the facility. See also *washing capacity*; *drying capacity*.

hardware (computer) Physical components of a computer system; includes *input* and *output* devices, *processor*, printing devices, and video monitors (CRTs).

HazComm Hazardous Communication Standard for chemicals and toxic wastes established by the Occupational Safety and Health Administration.

holes in the ozone layer This phenomenon is caused by the release of chlorofluorocarbons (CFCs). Since the banning of the production of this chemical, the situation has started to stabilize.

homogeneous Uniform throughout. Everything is made up of the same elements.

hospitality suite Guestroom that has been temporarily set up to accommodate a small party; may require the movement of some furniture; more appropriately set in a *suite* or *parlor*.

house breakout plan Document specifying the division of the *guestroom portion of a hotel* into meaningful work units for cleaning and servicing. The plan is usually a line drawing of the floor plans of the rooms section, appropriately divided into *room sections* and *house divisions* to delineate supervisory responsibilities.

house division Group of four to six *room sections* with associated and/or specified corridors, elevators, stairwells, and service and storage areas; may be assigned a color or letter designation and be placed under the control of a *senior housekeeper* (supervisor).

housekeeper's report A report made daily to the front desk by the housekeeping department and signed by a

manager, indicating the correct status of all guestrooms in a hotel as visually noted at about 3:00 P.M. each day. Compilation of results obtained from P.M. *room checks* conducted of the entire *guestroom portion of the hotel*. Specifies which rooms are *ready* for occupancy, *occupied* by a guest or contain luggage, and/or *on-change* (being serviced for newly arriving guests).

housekeeping central Synonymous with *main linen room*. Central physical point of administrative and operational activity for a housekeeping department. Usually contains or is adjacent to the offices of the *executive housekeeper* and principal assistants. Under the supervisory control of the *linen room supervisor* and/or *night housekeeping supervisor*. Central point of control for all communications emanating from and received by the housekeeping department. A point of issue for selected and special items of supply. See also *satellite linen room*.

housekeeping day That period of a 24-hour day when the housekeeping department is open and operating; usually from about 6:30 A.M. until midnight.

housekeeping manager Manager who is the principal assistant to the *executive housekeeper*; person who is directly responsible for guestroom cleaning. May also be the person in charge of the housekeeping department in a small property.

housekeeping standing rotational scheduling form Form used to create and display a system of standing rotational scheduling, specifying regular days off for *housekeeping teams* and other individuals within the department. See *standing rotational scheduling system*.

housekeeping team (regular or swing) Group of housekeeping employees consisting of one *senior housekeeper* (supervisor), several *section housekeepers* or *GRAs*, and a *section housekeeping aide*, who work together as a regular team or designated swing team within an assigned *house division*. The team is usually identified by a color or number similar to that of the house division where it is assigned to work.

hypochlorite A salt or ester of hypochlorous acid. Hypochlorous acid is an unstable, weak acid that is used as a bleach and disinfectant.

idophors A variety of disinfectants.

individual development (ID) program Development program for managers being groomed for greater responsibilities and/or promotion by the Marriott Hotel Corporation.

indoor air quality (IAQ) Good indoor air quality is present when 80 percent of the occupants are satisfied and there are no harmful pollutants present as determined by cognizant authorities—according to the American Society of Heating, Refrigeration and Air Conditioning Engineers (ASHRAE). There is a growing concern about the pollution found in the air inside buildings. Air

inside is generally considered to be much worse on average than the outside air.

input (computer) Data entered into a computer for processing.

inspection day One particular day of the workweek when regular inspections of *guestrooms* and other sections of the hotel are performed. See also *zone inspection program*.

inspection program Regular inspection of specified areas of a hotel or hospital. Usually formalized and specified through *standard operating procedures*. See also *property inspection program*; *zone inspection program*.

inspector Person who does nothing but inspect *guestrooms* in a hotel or hospital to ensure that *standards of cleanliness* are being maintained.

integrated waste management A strategy that incorporates many different methods to solve the problem of solid waste. Solutions include source reduction, reuse, recycling, waste transformation, and landfilling.

intermediate host A transmitter of disease that is not affected by it. Also known as an “immune carrier.” An example is the anopheles mosquito; it can bite a person infected with malaria, then bite another victim, thus transmitting the disease.

inventory Quantity on hand of an item of value; recorded in the *books of account* as *current assets*.

inventory (verb) To count and record the quantity of items of value.

inventory control Management function of classifying, ordering, receiving, storing, issuing, and accounting for items of value.

inventory record book Record of amounts of specific items on hand; also contains pricing information and valuation of total *inventory*.

ironers Commercial pieces of machinery used for ironing linens in a commercial or *on-premises laundry*.

JCAHO Joint Commission of Accreditation of Health Care Organizations.

job descriptions Documents describing the work to be done in each of several unique jobs within a department. Specify working hours, special qualifications of the worker, if any, responsibilities and duties of incumbents to the positions to which they refer. Usually prepared for workers who do hands-on work and first-line supervising. See also *position descriptions*.

jute A strong, smooth fiber that comes from plants in Asia. It is used to make rope, canvas, and carpet backing.

key control program Plan or control for the prevention of loss of keys used by employees in the daily performance of their work functions.

key pouch Leather container for storing keys. Pouch usually contains an identifying mark or number to facilitate easy reference to a specific area of the facility and ease in subcustody reference and key control inventory.

labor costs See *wage costs*.

laundry consultant Expert in the development of laundry facilities and operations.

laundry supervisor Working supervisory position in a hotel or hospital *on-premises laundry*; reports to a laundry manager.

leadership *Management task* of influencing people to accomplish desired goals.

leadership style The observed behavior of the leader in an organization. Commonly observed styles have been categorized and given labels by management theorists. Examples include MacGregor’s “*Theory X*” manager who has a high concern for production but little concern for the welfare of subordinates in the organization, and the “*Theory Y*” manager who has both a high concern for production and a high concern for people in the organization.

leave of absence (LOA) Authorized period of time away from work without pay; granted by management to an employee, during which time seniority is protected.

leveling technique Enlightened style of conducting a *performance appraisal* when poor, questionable, or unsatisfactory performance is the subject of the appraisal.

level loop A type of carpet in which the pile loops are of uniform height.

linen broker Person who deals in linens; may represent several *linen mills*; has knowledge and access to sources of immediate linen supplies.

linen count sheet Form used to record the results of counting items of linen. See also *count sheet*.

linen in use Specific amount of linen in circulation or being used by a housekeeping department to service *guestrooms* at the time a linen *inventory* is taken. See also *linen, new, on hand*; *linen on hand*.

linen mills Places where linens are woven. Linen mills usually sell to hotels and hospitals through *linen brokers*, but large or well-managed hotel organizations deal directly with mills.

linen, new, on hand Specific amount of new and unused linen that is stored in cases on the property and is available when needed; as a part of total *linen on hand*.

linen on hand Total amount of linen as reflected by *inventory* of all linen. Includes new linen on hand and linen in use.

linen poundage requirements Specified amount of linen by weight, generated from linen demands of a

specific hotel or hospital based on the size of the facility (number and type of beds). Used to determine *washing capacity* and *drying capacity* and in *sizing laundries*.

linen room supervisor Working supervisor in charge of *main linen room* activities; assistant to the *executive housekeeper*. Person is in charge of the central or main linen room, linen room operations, and communications with the housekeeping department, the front desk, engineering, and the guests.

linens Traditionally, the cloth made from flax fiber; the term is now used to indicate sheets, pillowcases, washcloths, cloth bath mats, towels, tablecloths, and napkins.

linen valuation Monetary value of the linen *inventory*, including both *new* and *in-use linens*. Calculation is determined by multiplying specific linen counts of each item of linen by the last known purchase price of the item. A value of the asset linen inventories as a part of total *inventories*.

line organization The organizational structure parallels the duties and activities involved in the production of a good or service. Follows the principle of *span of control* and unity of command (every employee answers to just one supervisor).

lobby housekeeper See *public area (PA) housekeeper*.

lobby housekeeping aide See *public area (PA) housekeeper*.

lock cylinder That portion of a door-locking mechanism that contains the keyway; houses the pins that match the indentation of a particular key being used to open a door. Cylinders are removable and thus interchangeable.

loss-prevention program A plan or procedure whereby action may be taken to eliminate or minimize the loss of life or property.

MacGregor, Douglas Educator, author, management psychologist; noted for the development of the *Theory X* and *Theory Y* models for managers.

maid See *section housekeeper*.

main linen room See *housekeeping central*.

maintenance checklist Document used as a guide in the performance of a *maintenance inspection*.

maintenance inspection Inspection conducted for the sole purpose of uncovering repair needs, as opposed to cleaning needs; also conducted to ensure that preventive maintenance is being regularly performed on machinery and equipment.

maintenance work request form A three-part document used for recording the need for repairs; is transmitted to the engineering department. Form allows for the control and progressing of work and the recording

of man-hours and materials involved in the repairs performed.

make ready (MR) The act of servicing a *guestroom* for occupancy. Making a room ready prepares the room for a change of status from *checkout (C/O)* or *tidy (T)* to a *ready (R)* room.

making decisions Arrive at conclusions and judgements.

management continuous functions *Analyzing problems, making decisions, and communicating.*

management elements Those things that a manager has to work with: ideas, material resources, money, and people.

management science The modern-day derivation of *scientific management*. Management science attempts to apply mathematical models to aid in making management decisions.

management sequential functions Group of related actions (*planning, organizing, staffing, directing, and controlling*) that a manager may be seen to do in a given sequence. This sequence is most appropriate when managing a project.

management tasks Continuous objectives imposed on a person who manages, such as *conceptual thinking, administration, and leadership*.

management triangle Relationship of three aspects of managerial activity: concern for the accomplishment of work, concern for the people who perform the work, and application of scientific techniques to the field of management.

manager (as a leader) Person assigned to manage or supervise a group of employees; must have *leadership* skills.

managerial grid Graphical presentation of five classical styles of behavior exhibited by managers when thinking through decisions in a group setting.

managerial style See *leadership style*.

managing change Stimulating creativity and innovation among subordinates that will foster cooperation when changes in policies and procedures are necessary. An activity of *directing*.

managing differences Encouraging independent thought among workers, and resolving conflict; commonly thought of as *problem solving*. An activity of *directing*.

man-hour justification Statement explaining the need for and how man-hours will be used in support of revenue-generating operations.

material Broad classification of items, including furniture, fixtures, equipment, and supplies used in or under

the control of a housekeeping or other department within a hotel, hospital, or health care institution.

material safety data sheets (MSDS) Informational sheets available from manufacturers of chemicals that describe the toxic effects of these chemicals and the proper procedures to use when handling them. The *HazComm* Standard demands that these sheets be made available to all employees who may be exposed to a potentially hazardous chemical.

measuring results Ascertaining whether there have been, and the extent of, deviations from goals and standards. An activity of *controlling*.

mercerizing A fabric finishing process that treats cotton with sodium hydroxide (a caustic soda). This process strengthens the cotton and enables dyes to better penetrate the fabric. Patented by John Mercer (1791–1866), an English fabric printer.

metal cross-linked polymer finishes Floor finishes that contain heavy metals, such as zinc. These finishes have fallen into disfavor because of their potential harm to the environment.

microbiology A natural science that began with the discovery of the microscope. It had been suggested since the thirteenth century that “invisible” organisms were responsible for decay and disease. In the latter quarter of the nineteenth century, the term *microbe* was coined to describe these organisms, all of which were thought to be related. Bacteriology, protozoology, and virology are three subdisciplines.

micron A unit of measure— 10^{-6} meter, or 1/25,000 of 1 inch. (Bacteria are usually in the range of 1 to 300 microns.)

microorganisms Bacteria, rickettsiae, small fungi (such as yeasts and molds), algae, and protozoans, as well as problematical forms of life such as viruses.

mineral A solid homogeneous crystalline chemical element or compound that results from the inorganic processes of nature having a specific chemical composition.

miscellaneous charge Nonstandard charge (as opposed to a charge for room rent, food, or beverage) of a hotel guest for services rendered or product purchased.

molecule A compound created by the combination of a certain group of *atoms*.

morning activities Group of activities occurring from about 6:30 A.M. until about 1:00 P.M. during the *housekeeping day*. They include *opening the house*, commencing the assigned work, conducting an A.M. *room check*, receiving information about *checkout* rooms, making up guestrooms, and providing *ready* rooms to the front desk throughout the day for reassignment to new guests.

motivating employees Creating an atmosphere whereby employees are persuaded or inspired to take a desired action. An activity of *directing*.

multiple occupancy Guestroom is occupied by more than two guests. See also *single occupancy*; *double occupancy*.

***Mycobacterium diphtheria* (my-co-back-TEER-ee-um dif-THEE-ree-ah)** Gram positive. Transmitted in milk. Not too prevalent due to vaccination now available against disease.

***Mycobacterium tuberculosis* (my-co-back-TEER-ee-um too-BER-cue-LOW-sis)** Gram negative, acid-fast (cannot be killed with acid).

napery Tablecloths, napkins, and doilies.

natural disaster Event capable of causing loss of life, great material damage, destruction, and distress. May be caused by fire, flood, earthquake, hurricane, or tornado.

needles Refers to hypodermic needles.

new linen on hand See *linen, new, on hand*.

night clerk's report to housekeeping Report prepared by the night clerk for the housekeeping department at the end of the night's activity; prepared at the front desk; indicates guestrooms that will require service during the upcoming workday.

night housekeeping supervisor Supervisor in charge of evening housekeeping operations; an assistant to the *executive housekeeper*.

night supervisor's report of evening activities Report maintained by the night supervisor in charge of the second work shift, indicating the volume and type of activity performed by the evening shift. Includes a record of *checkouts* and *tidies* made ready, *rechecks* made and the results thereof, and a summary of special requests made by guests.

no-iron linens Specific type of linens manufactured with a certain percentage of polyester fiber. Also identified as blend linens; for example, 50-50 blend has 50 percent cotton content and 50 percent polyester fiber. If properly handled in laundering, it will appear wrinkle-free.

nonionic detergent A detergent that does not ionize in solution.

nonresilient flooring Flooring materials that do not “give” to any degree underfoot. Examples include concrete, ceramic tile, epoxy, marble, terrazzo, and all other stone floors.

nosocomial infection An infection that results from a stay in a hospital and the exposure to germs present in that hospital.

occupancy forecast Short-range estimate of guest-room occupancy expected over a given period of time, such as a day, a week, or other accounting period of usually not more than 90 days.

occupancy type Manner in which a registered guest or group of guests will occupy a room; *single occupancy* is one person only to a room; *double occupancy* is two people to a room, *multiple occupancy* is more than two people in a room.

occupied (OCC) The status of a guestroom indicating that a guest or guests are in residence; the presence of luggage in the room indicating the probable presence of a registered guest.

odor-pair neutralization Molecules of gas from chemical stimulate receptor cells deep inside the nose that cancel out unpleasant odors being caused by other gas molecules.

once-around method Method of cleaning a guestroom whereby unnecessary steps and transportation of supplies and equipment are eliminated or minimized.

on-change See *checkout*.

one par of linen Quantity of linen required to meet certain requirements; usually the total amount required to cover beds and to handle bath needs in all guestrooms.

one-stroke solution *Dilution ratio* of an *all-purpose cleaner* that provides a proper cleaning agent for certain operations in approximately one wipe; for example, 4:1 dilution ratio of a specific cleaning agent is used to sanitize a toilet in one wiping stroke. See also *three-stroke solution*.

on-line Computer equipment (*input* and *output* devices and the *central processing unit*) that is electronically connected and ready to operate at all times on demand of an operator; as opposed to off-line equipment, which requires the mechanical or time-scheduled entry of data into the system.

on-premises laundry Also called the in-house laundry. A laundry that is built, owned, or operated by the user of the linens processed; usually on the same premises where linens will be used, but facility may be detached.

on-scene commander Member of local fire or police protection organization or other technically competent municipal official having authority over local law or police services who takes charge at the scene of an *emergency*.

on-the-job training (OJT) Training technique whereby one or more trainees are shown what to do on the job. Employees practice the skill and are observed by the instructor. Work is then critiqued by the instructor. When only one trainee receives instruction at a time, the tech-

nique is referred to as the *coach-pupil method* of training.

opening the house A daily operational planning procedure whereby rooms requiring service are assigned to *section housekeepers* specifically scheduled to work that day. Procedure becomes more or less complicated depending on occupancy levels and number of guestrooms that must be reassigned as *pick-up rooms*. This is the first of several *morning activities* performed each day and should be completed before workers arrive for work.

open section A specific *room section* created for the regular assignment to a *section housekeeper* for cleaning, but, due to lack of occupancy, has no *section housekeeper* assigned. Occupied rooms in the open section must be reassigned as *pickup rooms* to a *section housekeeper* on that day.

operating budget A financial statement of a plan giving an estimate of operating revenues, expenses, and profit (or loss) expected for a given period of time. See also *budgeting*; *capital expenditure budget*.

operating cost Expenses associated with generating revenues. See *operating statement*; *operating budget*.

operating statement Periodic financial report indicating actual performance (results) as compared with budgeted performance; reports revenues, expenses, and profit (or loss) over a given period of time; may also report utilization of other *assets* such as labor, man-hours, and material.

operational budget cycle Chronological expression of time involving budget preparation, activation, and operation. Budget cycles usually start three to six months before the beginning of the fiscal year. They include expectations of annual sales revenues and planned utilization of salaries, wages, and controllable supplies. Time is then allowed for review and critique of the new budget. Finally, budget approval precedes the beginning of the new budget year. As the year proceeds, plans are made to start the next budget cycle.

operational budget for the housekeeping department Housekeeping segment of the total operational budget of a hotel or hospital. In hotels, that portion of the operating budget dealing with guestroom revenue, housekeeping department salaries and wages, employee costs, and *controllable costs* related to the servicing of *guestrooms* and *public areas* of a hotel.

organic A substance or a product of substances of plant or animal origin. Chemically, organic compounds contain carbon "r" strings of molecules attached to one or more hydrogen molecules.

organizing Performing certain activities that arrange and relate people and work for effective accomplishment of objectives. A *sequential function of management*.

orienting new employees Familiarizing new employees with their situation and surroundings. An activity of *staffing*.

osmological Relating to soils of organic or inorganic matter that emit unpleasant odors.

out of order (room) (OOO) Designation assigned to a guestroom that for some mechanical or repair reason cannot be occupied by a guest. Authority for such designation usually rests with the chief engineer.

output (computer) Data generated by a computer as a result of *input* data being fed into a central processing unit, which in turn responds to the direction of a computer program.

outsourcing Contracting with outside firms to provide services that may have originally been performed by in-house employees.

padding A layer of material placed under carpet to increase resiliency. It can be made from a number of natural and synthetic materials.

panic emotion Uncontrolled psychological departure from responsible action or behavior when experiencing fear or sudden widespread fright as a result of not knowing what to do in an emergency situation.

par A standard, specific, or normal level of stock.

parlor (P) Sitting room usually having hidden sleep equipment; may be set up for a small meeting or *hospitality suite*.

participative management Act of involving workers in discussions regarding decisions that ultimately affect the workers.

part-time employee In the hotel industry, one who regularly commits to and is scheduled to work by the company 29 hours or less per week. See also *steady extra*; *regular employee*; *temporary employee*; *pool employee*.

pathogenic Disease-causing, disease-producing.

pathogenic microorganisms Disease-causing bacteria and viruses.

pay increases Stepped increments of pay normally awarded to an employee for satisfactory performance during specified time periods, for outstanding performance, or in recognition of cost-of-living increases.

pay scale A published table of compensation offered for jobs performed; usually indicates increments of pay based on seniority and minimum and maximum compensation to be offered for each job. Usually developed by personnel departments as a result of wage surveys of the surrounding area, degree of difficulty of jobs surveyed, availability of labor markets, and company policies.

percale A cotton cloth that is closely woven so as to give a smooth finish.

performance analysis Breaking apart a job into its various elements of work to evaluate how the elements affect each other.

performance appraisal Formal act of notifying employees about the observed quality of their performance. May be verbal but is usually written and becomes an official part of the employee's record.

performance standards Conditions that will exist when key duties are done well. An activity of *controlling*.

period Segment of time in which performance will be demonstrated and measured against a plan or budget.

period linen inventory count record Log or similar record of all items of linen counted as reported on *linen count sheets* during *period*, *inventories*. See also *inventory*; *inventory control*; *inventory record book*.

period statements *Financial statements* book of an operational nature covering a set period of time; indicating revenue, *expenses*, and *control profit (or loss)*; usually show comparisons to budget for the same period; require critique of out-of-control elements. See also *operating statement*.

personal development of managers Responsibility of managers to develop subordinates or junior managers for future assignments.

personal plan Document prepared by a manager indicating how he or she intends to carry out assigned responsibilities and meet commitments or stated objectives.

personnel action form (PAF) Standardized document used for recording details about an employee such as name, address, job classification, rate of pay, and record of past performance with the company for company reference; may be computerized.

petroleum naphtha solvents Fabric cleaners and spot removers made from distilled petroleum or coal tar products.

phenolic compounds Any one of a series of aromatic hydroxyl derivatives of benzene, of which carbolic acid is the first member.

photochemical reaction A reaction of certain pollutants in the atmosphere that produces ozone, which is a lung irritant and a component of *smog*.

physical agents Nonchemical agents that will affect the growth of bacteria or will destroy it. Examples of nonchemical agents are sunlight, temperature, heat, moisture, and pressure.

physical linen inventory Actual count or supply of various items of *linen on hand*.

pickup room Occupied room in an *open section* that must be assigned to a *section housekeeper* in a nearby section for servicing.

pile The threads of yarn found on the surface of a rug. The nap. Pile density and weight are indications of quality.

pile warp Yarn threads that run lengthwise in a towel that make the terry loops on both sides of the towel. These are normally 100 percent cotton fibers.

planning Performing certain activities that predetermine a course of action. A *sequential function of management*.

p.m. report A document used for noting the status of guestrooms in a *room section* in the late afternoon, usually about 3:00 p.m. Report forms are developed daily for every section in the hotel to indicate whether rooms are *occupied (OCC)*, *ready (R)*, or *checkouts (C/O)*. p.m. reports form the basis of the *housekeeper's report*.

p.m. room check Visual inspection of every guestroom in a hotel to determine observed status of rooms. Results of the room check are recorded on the p.m. report.

polygraph examination Inconclusive examination of a person that may give indications as to the honesty or dishonesty of that person. Federal law forbids its use for preemployment testing in all but a few occupations and has effectively limited its use to but a handful of other applications.

polypropylene A lightweight resin. It is used for making carpet backing, molded plastics, and insulation.

polyurethane A strong plastic resin that resists fire, acids, and decay. It is used in a number of applications, including insulation, a substitute for foam rubber, and a substitute for varnish.

pool employee or employment Classification of employee or employment whereby the worker is called in to work when needed. No regular schedule of work is expected or promised.

poor performance Appraisal indicating that quality of performance is less than satisfactory but not unsatisfactory.

portion control Specifying and providing to workers specific quantities of chemicals, cleaning solutions, or other measurable agents used in housekeeping operations. Some cleaning agents are prepackaged in measured proportions and may be issued to *section housekeepers* for cleaning tasks.

position descriptions Similar to *job descriptions* but written for management positions. Documents that set forth the manager's basic function, scope of activities, specific responsibilities, and reporting relationships; also

indicates where the manager should apply his or her time. See and compare *job descriptions*.

preopening budget Plan for the use of certain fixed and variable cost items before opening a hotel or hospital. See also *preopening cost or expense*.

preopening cost or expense Those costs or expenses normally associated with opening a hotel or hospital (before revenue generation commences). Such costs are usually *amortized* over a several-year period after operation has begun. May include the cost of certain *fixed assets* as well as preoperating costs.

primary backing The primary backing is the surface into which carpet fibers are stitched in a tufted carpet. The backing is normally made from polypropylene.

probationary period of employment Usually the first three or four months of employment when training is being conducted and suitability for full-time employment is being established. A period of employment before the inauguration of all employment rights and benefits.

problem solving Act of seeking solutions to professional and personal problems. The end result of *analyzing problems*.

problem-solving temperament The personal and psychological emotion and attitude displayed by a manager when involved in *problem solving*.

processor (computer) Also known a *central processing unit (CPU)*.

productivity The ability to produce. Management theory is concerned with increasing productivity.

pro forma An imaginary balance sheet or system of accounts containing figures for illustrative purposes; usually provides retroactive indications of how an operation will run.

program (computer) The electronic intelligence stored in a computer that controls the processing of data. See also *software (package)*.

programming Scheduling of a group of tasks in a desired order. An activity of *planning*. Also, the act of developing a *software program* for a computer.

progressing work Act of keeping track of work completed by a *section housekeeper* during the *housekeeping day*.

project Element of work to be performed that is not routine or part of a *daily routine*.

property inspection program Formalized program for the inspection of an entire hotel or hospital property. See also *inspection program; zone inspection program*.

***Pseudomonas aeruginosa* (sue-doe-MOAN-us air-o-jin-O-sa)** Gram negative. Very resistant to disinfectants. A major problem in public restrooms. Disease is more prevalent in women. Bacteria will grow in standing water.

public area housekeeper One who works in *public areas* as opposed to the *guestroom portion* of the hotel.

public areas Physical areas of a hotel where the general public may congregate or walk; includes lobby area, public sitting area, public restrooms, and public thoroughfare. Does not include *guestrooms* or the *guestroom portion* of the facility.

public areas department A department in a large hotel responsible for the cleaning of all public areas (e.g., pools, lobbies, convention centers, casinos, restaurants, etc.).

purchasing Management function of researching and ordering items of value used in the production of revenue. Some companies have *purchasing agents* who do all purchasing; others require department managers to perform purchasing functions for their departments, allowing for better departmental accountability for expenditures.

purchasing agent Person who performs the purchasing function for all departments within an organization. See also *purchasing*.

purify the room rack Correcting the front desk room rack to reflect the correct status of all guestrooms; usually done about 4:30 P.M. each day by reference to the *housekeeper's report*.

quality circle Group of people consisting of managers, supervisors, and workers, all having an equal responsibility for quality of work or production output.

quaternary ammonium compounds Any derivative of ammonium in which the four hydrogen atoms have been replaced by organic radicals. Quaternary ammonium compounds are used as disinfectants and in various medicines.

ready or ready to rent (R) Status of a guestroom indicating that the room is vacant and has been serviced for occupancy. See also *checkout*; *occupied*.

reagents A group of testing solutions used to identify certain bacteria and their properties. Such tests can help determine what chemicals should be used to kill certain bacteria.

reasonable security for guestrooms A level of quality in the attributes or physical items in a guestroom that provide the guest with a reasonable measure of protection from uninvited guests.

rechecks Guestroom or rooms that have been identified by the front desk as *discrepancies* and that cannot be

readily resolved at the front desk; requires that the housekeeping department take a second visual look at the guestroom to ascertain the correct status of the room.

recycling Breaking a product down to its essential elements and making a new product.

red tag system Control system using a red tag (form) to administer the legal removal of property from a hotel or hospital facility. The form indicates what material is being removed and who the rightful property owner is; it is signed by a manager. A receipt (second copy) of the form is collected by a door security person as the item is removed and is returned to the authorizing manager for control.

regular employee One who has attained *full-time employment* status; usually attained after successfully completing a probationary period of employment.

relief team See *swing team*.

repair and physical maintenance Correction of a physical defect in a facility; occurs under the direction of the head of the repair and maintenance department (chief engineer).

reporting systems Determining critical data that will be needed, by whom, and how often in order to follow the conduct of an operation. An activity of *controlling*.

resident manager Person in charge of hotel operations exclusive of food and beverage operations; principal assistant to a hotel manager. An executive committee member. Usually the immediate supervisor for a *front office manager* and the *executive housekeeper*.

resilient floors Floors that "give" underfoot. When dented, a resilient floor will eventually rebound wholly or partially to its original form. Resilient flooring materials include asphalt tile, carpet, linoleum, rubber, vinyl tile, and wood.

resort hotel A hotel with fine amenities and luxury flair located near or organized about social settings, geographical points of interest, or centers of activity. May be frequented by business travel but is primarily a vacation destination.

reuse Using a product more than once before recycling or landfilling.

rewarding employees Praising or disciplining employees as necessary to show acceptance or rejection of performance. A part of *performance appraisal*; an activity of *controlling*.

room check Visual check of a guestroom by an employee to determine the status of the room. Room is either *ready (R)*, *occupied (OCC)*, or *checkout (C/O)*.

room found vacant (RFV) Status of a guestroom as observed by housekeeping that was thought to have been occupied according to the front desk. This is not an unusual occurrence when guests who have made prior arrangements for payment of bills depart without notifying the front desk. Also, guests who pay in advance may depart without notifying the front desk. This creates a *discrepancy* that must be resolved by rechecking the room.

room inspections Periodic inspections of *guestrooms* to ensure that *standards of cleanliness* and servicing are being maintained.

room revenue Gross monies generated from the sale of guestrooms in a hotel.

room section Group of 13 to 20 guestrooms reasonably contiguous to each other that may normally be cleaned and serviced by one person in one eight-hour shift. The room section is normally assigned a number and assigned to a *section housekeeper*.

sales per man-hour Performance ratio of two statistics maintained by the hotel industry that can act as a measure of operational performance; reflects the amount of revenue received for the sale of guestrooms for every man-hour used in support of the hotel occupancy that generated the revenue; can be budgeted or forecast in preparation of a comparison to actual performance. See also *target statistics*.

***Salmonella choleraesuis* (sal-moe-NELL-a coll-er-ah-SUE-iss)** Gram negative. A form of food poisoning. Body can usually tolerate and throw off. The bacteria are used to test germicides.

Sanforizing A patented process that preshrinks cotton, linen, or rayon fabric. The process was invented by Sanford L. Cluett (1874–1968).

sanitizer A sanitizing substance or product. To sanitize is to prevent the spread of disease.

satellite linen room One of several service areas located in the guestroom area of the hotel used as central workstation for a *housekeeping team*; a storage area for bed and bath linens and other supplies used regularly by *section housekeepers* and aides in the performance of their work tasks. See also *housekeeping central*.

satisfiers Experiences intrinsic in a job or work that create positive attitudes and act to enhance motivation. See also *dissatisfiers*.

scenario An outline of possible events or happenings.

scientific management Systematic way of thinking about management based on obtaining information from which to derive facts, form conclusions, make recommendations, and take action.

sealer A product intended to fill in the holes in the porous surface of a floor. It protects the floor from spilled liquids.

secondary backing A second backing on a carpet that provides additional strength, usually made from polypropylene or jute.

second request Second *maintenance work request form* submitted to the maintenance department for work called for on a prior request and not yet completed.

seconds Linens and clothing that have imperfections. Most imperfections are not noticeable and have no effect on the product's use.

section housekeeper Person regularly assigned to clean guestrooms in a hotel. Synonymous with maid, chambermaid, room attendant. See also *GRA* and *guestroom attendant*.

section housekeeper's daily work report Form designed for a specific (numbered) room section that is used by a *section housekeeper* during the day. A copy of this form will be used to make a *P.M. room check* and will become a *P.M. report*.

section housekeeping aide Worker who is a member of and assists workers in a housekeeping team. Must be capable of lifting heavy objects and operating heavy machinery in the servicing and cleaning of major areas in the guestroom portion of a hotel; is not directly involved in regular and routine guestroom cleaning.

security Quality or condition of being free from danger, fear, anxiety, uncertainty, doubt, or care.

selecting employees Recruiting and acquiring qualified people for each position in an organization. An activity of *staffing*.

selvage The side edge of a towel. There is no pile warp present in the selvage. It is finished off to prevent unraveling.

senior housekeeper Hourly supervisor who is in charge of a *house division* and division personnel; supervises several *section housekeepers* and a *section housekeeping aide*; performs supervisory functions and ensures that division workers perform to standards; inspects guestrooms cleaning when necessary.

senior housekeeper's daily work report form A document indicating every room within a *house division* broken down into sections. Allows the senior housekeeper to progress work of section housekeepers throughout the day within the assigned division.

senior housekeeping aide Working supervisor assistant to the *executive housekeeper*; is in charge of all public area cleaning, project work, storeroom inventories, and training section and utility housekeeping aides.

sequential functions of management See *management sequential functions*.

setting objectives Determining desired end results. An activity of planning.

shams Decorative pillow covers used on a bed. Shams are often made from the same material as the bedspread.

sharps A small plastic case outfitted for a flow-through cleansing agent that is used to clean and sanitize needles, scalpels, and other sharp instruments.

shellac A *varnish* made from alcohol and refined lac. Lac is a sticky substance made from the deposits of insects.

simulation training A training technique whereby a guestroom is set aside for training purposes and various situations are presented to the trainee for resolution.

single occupancy Guestroom is occupied by only one guest. See also *double occupancy*; *multiple occupancy*.

situational leadership Management theory that asserts that the leadership style of the manager must vary according to the situation, that being the skill level and attitude of the subordinate.

sizing laundries Determination of proper *washing, drying, and handling capacities* for *on-premises laundries*.

skip To leave a hotel without paying a bill.

smog The origin of the word was a combination of “smoke” and “fog.” It is a witch’s brew of airborne pollutants including ozone, particulates, hydrocarbons, nitrous oxides, and sulfur dioxides. The cause is primarily the burning of fossil fuels.

snoop Someone hired to work undercover for the purpose of gathering evidence against people guilty of dishonest acts.

software items Fixtures found in a hotel or hospital room that are normally considered a part of depreciable *fixed assets*, such as mattresses, curtains, draperies, pillows, and other items of soft nature; does not include bed and bath linens.

software program The program by which a computer processes data; as opposed to computer *hardware*, the physical components of a computer system.

source reduction The best strategy, when appropriate, to reduce a solid waste stream. It consists of not creating waste to begin with.

sours A substance that is used to lower the pH level of the laundry wash water to enhance the bleaching process.

spalling The chipping or breaking up of a stone floor surface.

span of control The number of subordinates that can be adequately supervised by a superior. Factors that have an influence on this number include the complexity of the task, the level of skill of the subordinates, distance, and time.

spirochetes Corkscrew-shaped microorganisms.

spores Microorganisms that are in a restive, protective shell.

spot check Selective inspection of guestrooms and other sections of a hotel to ensure that *standards of cleanliness* and maintenance are being maintained.

spray buffing The application of a finish solution while polishing a floor’s surface to retouch worn spots and to restore a glossy look to the floor’s surface.

staffing Performing certain activities that result in selecting competent people for positions in an organization. A *sequential function of management*.

standard operating procedure (SOP) A formal document of a standing nature that specifies a certain method of operating or a specific procedure for the accomplishment of a task.

standards of cleanliness Statement of the conditions that will exist when work has been performed satisfactorily. Used sometimes as a basis for constructing inspection forms. See also *standards setting*.

standards setting Prescribing the conditions that will exist when work has been done satisfactorily.

standing rotational scheduling system A continuous system of scheduling workers or teams of workers for regular days off in each week of a seven-week period. Regular days off in each *workweek* rotate forward (or back) as each week passes through the seven-week cycle. See also *tight schedule*.

***Staphylococcus aureus* (staff-ill-i-COCK-us OAR-ee-us)** A grapelike-cluster organism that can cause boils, skin infections, purulent discharge, and/or peritonitis.

steady extra Classification of employee or employment for people who work in a steady but part-time manner; used mostly in union operations. See also *part-time employee*.

sterilization A process whereby all bacteria are killed by heat.

stock-out A depleted item that is normally found in inventory.

***Streptococcus pyogenes* (strep-tow-COCK-us pie-O-jeans)** Chainlike round organism that causes the strep

throat infection. Gram positive. Bacteria found in public places; wound and throat infections. Also associated with scarlet fever and rheumatic fever.

stewards' department Food and beverage department in a hotel operation that cleans and maintains kitchens, among other tasks.

stripper A product designed to remove old floor finish and sealer. The product often has an ammoniated base.

styrene butadiene rubber A synthetic rubber made from petroleum and used as a floor surface material.

subroutine A routine series of events or activities performed periodically in a housekeeping department, different from the *daily routine* but of equal importance. Involves controlling operations, purchasing, personnel administration, communications and training, and long-range planning.

suite (S) Two or more guestrooms that are sold as a unit and that connect internally. See also *guestroom types*.

swing team Housekeeping team that works in relief of one or more regular housekeeping teams that have been assigned a regular day off. Swing teams work in place of regular house division teams according to predetermined scheduling on a *standing rotational schedule*.

syringe Refers to a hypodermic syringe.

systemeering A term coined by Baring Industries (laundry consultants) relating to the service provided by their consultants when studying and establishing laundry equipment requirements for a user (customer). Service includes recommendations for equipment purchases, bid service, and mechanical rough-in drawings for utility service.

table of personnel requirements Management tool that shows the number of rooms that will require service and the number guestroom attendants needed for each percentage of occupancy.

taking corrective action Adjusting plans and counseling as necessary to attain standards. May require replanning and a repeat of the *sequential functions of management*. An activity of *controlling*.

target statistics Numerical items of data that become goals for the measurement of performance.

Taylor, Frederick W. Noted industrialist, author, and consultant recognized as the father of scientific management.

team scheduling System of scheduling whereby a group of employees organized into a permanent team is scheduled to perform work as a unit. See also *team staffing*.

team staffing System of staffing whereby employees are hired and combined into identifiable teams for the purpose of performing units of work that have been combined into logical relationships. See also *team scheduling*; *housekeeping team*.

team system of organization System of formal organization whereby several similar organizational groups may be identified and recognized as performing identical types of work tasks. See also *team scheduling*; *team staffing*; *housekeeping team*.

temporary employee Classification of employee or employment for which the period of employment will be only temporary. Employment termination date is usually established at the time of employment.

tensile strength An indicator of fabric quality. The degree of tensile strength is determined by the amount of weight it takes to tear a 1" × 3" piece of fabric.

terminal cleaning The action of cleaning a patient room or surgical suite upon completion of its use.

terrazzo A composition flooring material made from chips of marble, granite, travertine, or other materials, and portland cement.

Theory X A way of thinking about employees that implies that there is no intrinsic satisfaction found in work; that human beings avoid it as much as possible; that positive (authoritative) direction is needed to achieve organization goals; and that workers possess little ambition or originality. A Theory X manager is recognized by the manner in which he or she communicates.

Theory Y Managerial thinking that implies that work is natural and to be enjoyed by the worker; that the committed worker will exercise self-discipline and direction; that avoidance of responsibility, lack of ambition, and emphasis on security are general consequences of experience—not inherent human characteristics.

Theory Z Japanese management model that asserts that productivity can be enhanced in an organization by involving all employees in the planning and decision-making process. Term coined by Thomas Ouchi in his management text, *Theory Z*. See *participative management*.

thermoplastic Certain resins that have the potential of becoming soft when heated.

thread count The total number of threads in a one-inch-square piece of cloth. It is one of a number of quality indicators.

three-stroke solution Refers to the dilution (with water) ratio of an *all-purpose cleaner* that provides a proper agent for certain cleaning operations in approximately three wipes; for example, 40:1 dilution of a spe-

cific cleaning agent is used to clean mirrors and windows in three wiping strokes. See also *one-stroke solution*.

ticking A strong cloth used to cover mattresses and pillows.

tidy (tidies) (T) The act of tidying or identifying rooms that require tidying in order to *make ready* to rent. Tidies require only light service and usually do not require the full making of a bed or heavy service. Tidies are also rooms that have already been serviced once before a guest departs but then require light service to make them ready for reoccupancy.

tight schedule System of scheduling whereby a *standing rotational schedule* may be or is modified on a daily basis to accommodate a specific guestroom occupancy.

time card control The act of *controlling* use of time cards by employees so as to conform to company policy and government regulations.

time in the hole An expression of calendar days between the time a worker completes a workweek and the time that paychecks or pay will become available; ranges between three and fourteen days, depending on payroll processing and delivery procedures.

time sheets, weekly or periodic Documents on which times from employee time cards are recorded; forms the basis for calculation of earned or benefit pay. A basis for payroll. May contain other forms of pay besides time actually worked.

torn sheet size Torn sheet size is the length and width of a sheet before the top and bottom hems are added. Top and bottom hems will subtract approximately five inches from the length of the sheet.

total linen on hand See *linen on hand*.

training employees Making employees proficient in the performance of a task through instruction and practice. An activity of *staffing*.

***Tricophyton interdigitale* (tri-CO-fi-ton inter-digit-ALL-ee)** No gram stain. A fungus (athlete's foot). The fungus can be used to evaluate a germicidal.

truck mount A portable carpet extraction system that is installed in a panel truck. It consists of a solution tank, a recovery tank, a heater, and pumps. Hoses are attached from the unit to the operator's wand.

tung oil A poisonous oil from the seeds of the tung tree. It is often used in finishing wood surfaces.

tunnel washer A high-capacity laundry washer found in commercial laundries.

turnover The number of employee separations in an organization over a period, expressed as a percentage. Calculated by taking the total number of separations

that occur in a year and dividing by the average number of total positions in the organization (the total number of positions in the organization at the beginning of the year plus the total number of positions at the end of the year divided by 2). This ratio is expressed as a percentage. High turnover is costly to an organization.

turnover rate See *turnover*.

uniforms Distinctive clothes worn by employees so that they can be recognized by the general public as being part of a business.

varnish A liquid that gives a shiny, hard, transparent surface to wood or metal. It is made from resins that have been dissolved in oil, turpentine, or alcohol.

virus A part of the protist kingdom; includes influenza (a flu virus), herpes simplex, vaccine (cowpox), adeno virus type 2, and AIDS. Gram positive (blue stain). Major cause of infections (boils, carbuncles, ear infections) and food poisonings. Size is 0.8 to 1 micron. It is resistant to antibiotics. Best cure is heat.

volatile organic compounds (VOCs) Hydrocarbons. Unstable elements that easily turn into gases. Found in a host of products such as paint strippers, cleaners, and solvents. They constitute a major source of indoor air pollution.

wage costs Classification of labor based on the calculation of hours worked times a given or assigned wage rate, depending on the classification of the employee. See also *controllable costs*; *employee costs*.

wage department Classification system for the identification of various types of man-hours used by departments in hotels and hospitals. Classifications usually refer to the types of work that are to be performed.

warp Lengthwise threads of yarn in a fabric.

wash formula Quantitative determinants of how long a specific type or piece of linen is to be washed, rinsed, and extracted; includes temperatures of wash and rinse solutions and quantities of detergents, bleaches, and softeners to be used during the various wash cycles.

washing capacity Optimum weight of linen that should be placed in an automatic commercial washing machine; for example, 50-pound, 100-pound, 200-pound washer; used in *sizing laundries*. See also *drying capacity*; *handling capacity*.

waste transformation The alteration of materials in a solid waste stream. The intent is to reduce their mass. Compactors, pulpers, and shredders are used in the transformation. Can also be meant to alter the waste into another form, such as in a waste-to-energy plant.

weekly maintenance Identified housekeeping service or repair-type maintenance that is to be performed each week on schedule.

weekly wage analysis Breakdown of expended wages by departments, showing comparisons to budgeted and forecast wages; identifies out-of-control areas and indicates corrective measures to regain control of costs if necessary.

weekly wage forecast Document prepared weekly by housekeeping management indicating how many man-hours will be required or expended, and in what *wage departments* (classifications), to support a specified forecast of guestroom occupancy.

weft The threads of yarn that run the width of a fabric.

“What-if” publication Interesting presentation of emergency situations a person might encounter in a hotel or hospital. Presentation is in the form of questions asking “what if” and enlightened alternative responses.

work calendar Seven-week period of time divided into workweeks; indicating regular workdays and regular days off in each week as presented in the *standing rotational scheduling system*.

work-centered theory of management Classical theory of management that focuses on a concern for production.

workshop training Training technique used primarily for supervisors. Involves the presentation of managerial problems and allows the participants to work out one or more solutions, which are then critiqued.

workweek Seven consecutive days with an identifiable beginning and ending used to identify and separate one week from another in a continuous daily operation. Workweeks may begin on any day of the week and end six days later. The identification of workweeks is imperative in continuous daily operations for scheduling and accounting purposes.

zero-based budgeting A concept of budgeting that requires the planner to start the entire budgeting process from scratch each year. No prior assumptions regarding past years are made. Although extremely accurate in its approach, it is time-consuming and difficult to attempt in an extremely complex and/or large organization.

zone Segmented part of a facility subject to zone inspection. See *zone inspection program*.

zone inspection program A form of *property inspection* whereby various sections of a hotel are divided into zones and assigned to several zone inspectors; usually conducted once each week.