



PART TWO

Planning, Organizing, and Staffing the New Organization

In Part One we introduced five sequential steps of management—planning, organizing, staffing, directing, and controlling. In Part Two you will see how the first three steps apply to the management functions of a newly assigned executive housekeeper in a soon-to-open hotel. Chapters 2–9 will take you through the management tasks of planning for a new hotel, establishing position and job descriptions for both environmental services departments in hospitals and housekeeping departments in hotels, scheduling workers, planning for necessary materials, staffing for housekeeping operations, and operational planning.

Conceptual Planning

As noted in Chapter 1, there are five sequential functions of management: planning, organizing, staffing, directing, and controlling. Planning to administer a housekeeping department affords one of the most classical experiences that might be found in the management profession. It is for this reason that Chapter 1 was devoted primarily to landmarks of professional management development. It would therefore be a good idea for you to refer to Mackenzie's chart of management terms, activities, and definitions while studying this chapter on conceptual development.

The New Executive Housekeeper

Being appointed **executive housekeeper** of an ongoing operation has its challenges. After a brief introduction and orientation, the new manager would normally be expected to improve upon and bring about changes in operations related to the management potential for which he or she might have been selected. Any executive housekeeper who has had this experience might comment about how trying the task of bringing about change can be and how much easier it would have been if the operation could be started over. There is considerable truth in such a statement.

Being involved in a soon-to-open operation in which department planning has yet to be undertaken gives a manager the opportunity to influence how a department will be set up. Involvement in such an experience is both rewarding and enlightening and, once experienced, can prepare managers to bring about changes in an ongoing operation systematically and efficiently. The important

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- **The Executive Housekeeper's Position within the Organization**
- **The Model Hotel**
The Radisson Hotel at Star Plaza
- **Reporting for Work**
- **Early Priority Activities**
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Area Responsibility Plan
Continuous Property Tours
Housekeeping Department Organization
- **House Breakout Plan**
Criteria for Workloads
Room Sections and House Divisions
- **Staffing Considerations**
Team Concept in Staffing
Swing Teams
- **Completion of the Department Organization**
- **The Staffing Guide**
- **Table of Personnel Requirements**
- **Job Descriptions**
Position and Job Descriptions (Hotel Housekeeping Departments)
Job Descriptions (Hospital Environmental Services Departments)

CHAPTER OBJECTIVES

After studying the chapter, students should be able to:

1. Describe, from the executive housekeeper's perspective, the planning that is required to open a new hotel.
2. Describe the intended use of the following documents: Division of Work Document, Area Responsibility Plan, House Breakout Plan, Department Staffing Guide, and the Table of Personnel Requirements.
3. List and describe the preopening priorities of a newly hired executive housekeeper at a new hotel.
4. List possible variables to consider when establishing workload criteria for a guestroom attendant.
5. Define the key terms and concepts at the end of the chapter.

point to remember, as stated by John Bozarth, is, "Good results without planning is good luck, NOT good management."¹ It is therefore essential that planning any operation, change, system, organization, or procedure be allotted a proper portion of the manager's energies.

Chapters 2–9 place you in the role of a newly assigned executive housekeeper in a soon-to-open hotel. You will learn about the management planning that must take place to initiate operations, as well as about organizing and staffing a new operation. Once systems are developed and understood, you will see how they may be applied systematically and efficiently to ongoing operations.

The Executive Housekeeper's Position within the Organization

In the model hotel that we present in this text, the executive housekeeper is in the position of a **department head**. This position and level of responsibility is not uncommon in most transient hotels or hospitals that range in size from 200 to 3000 rooms. However, some executive housekeepers are below the department head level, whereas others may rank even higher. Many become executive committee members (top management within the facility), and others reach corporate executive levels. Many seek careers that develop along housekeeping lines, and others choose to be executive housekeepers and oversee the entire maintenance function of their hotels or health care facilities. Still others see an involvement in housekeeping as an entry into the hospitality or health care field. Regardless of position, all should have the freedom to communicate within channels to every level of the enterprise.

For all illustrative purposes in this text, we presume that our newly assigned executive housekeeper will operate from the department head level and will report to the hotel **resident manager**.

The Model Hotel

Recognizing that the major hotel market in the United States is the corporate transient market, we selected a commercial transient hotel with resort flair—the Radisson Hotel at Star Plaza in Merrillville, Indiana (Figure 2.1)—as a **model hotel** to illustrate the systems and procedures that you will study.

The Radisson Hotel at Star Plaza

Located in the northwest corner of Indiana at the intersection of Interstate Highway 65 and U.S. 30, this Radisson originated as a typical roadside Holiday Inn, a franchised operation, located 6 miles south of the heart of the Midwest steel-producing region near Gary, Indiana. Strategically located on the main southern interstate highway south of the Chicago area, the Radisson at Star Plaza is the result of the vision of its owner and founder, Dean V. White. In 1969, he constructed the first increment of this property as a typical 120-room Holiday Inn, with a small restaurant, a cocktail lounge, and several small meeting rooms. In 1972, the property underwent its first enlargement by having 128 rooms and 6700 square feet of ballroom space added.

In 1979, the property's second enlargement took place, adding 105 guestrooms, more than doubling the size of meeting and convention space, adding an indoor pool and recreation area (Holidome), renovating all older guestrooms and food facilities, and joining a 3400-seat performing arts theater to the hotel. As a result of the 1979 expansion, the property became a system award winner, and in 1983 changed its name from Holiday Inn, Merrillville, to Holiday Star Resort and Conference Center. In early 1990, the hotel franchise was changed from Holiday Inn to Radisson. The theater is now known as the Star Plaza Theatre. Unless otherwise noted, we use this 353-room commercial and resort hotel to show



Figure 2-1 The Radisson Hotel at Star Plaza. The facility has 353 deluxe guestrooms, including 20 suites and 2 bilevel suites, 7 restaurants and lounges, 18,000 square feet of convention space, and a 3400-seat theater. The hotel and convention center are connected to the theater by an enclosed overhead walkway. The conference center is owned and operated by White Lodging Services, a subsidiary of Whiteco Industries in Merrillville, Indiana. (Rendering courtesy of Whiteco Hospitality Corporation.)

you the basis for housekeeping department planning and systems development.

Reporting for Work

Assume that you are in the position of the newly assigned executive housekeeper of the model hotel and have been told to report for work only 6 weeks before first opening. It is necessary for you to set priorities for your first activities. Recognizing that the housekeeping department consists of only one person (the executive housekeeper), you readily see that planning, organizing, and staffing functions are of first importance, and the efficient use of time is paramount. Not only is the planning of people functions important, but the design of systems, the establishment of procedures, the determination of supply and equipment needs, and reporting and coordinating relationships must be considered.

The executive housekeeper's experience usually begins by having the person to whom he or she will report (resident manager) introduce him or her to other on-board members of the hotel staff. These people are usually located in temporary hotel quarters such as a nearby office building.

It is at this time that the executive housekeeper will most likely be given the tentative chart of hotel organization, showing the positions of principal assistants to department heads. Figure 2.2 is an example of a hotel **organization chart** for our model hotel, showing the executive housekeeper position as that of department head in middle management.

Note the positions of the **executive committee** members at the top of the chart—this is the policymaking

body of the hotel organization. Pay special attention to the positions of chief engineer and human resources director, which appear to be above the department heads and below the other members of the executive committee. The incumbents of these two positions are actually department heads, but by virtue of the fact that their staff functions cross all departments to which they will provide a staff service, they are (ex officio) members of the executive committee. They are, in fact, middle managers with department head status.

The executive housekeeper is on equal rank with the front office manager, with both reporting to the resident manager. The executive housekeeper will have an assistant, tentatively titled **housekeeping manager**. In addition, operation of the property's laundry will be placed under the direction of the executive housekeeper, requiring another junior manager, the **laundry manager**, to report to the executive housekeeper.

Considering that we have a new property under construction that has not yet begun hotel operations, it is important to note the probable advance time when different members of the hotel organization may have reported. The director of sales and marketing is usually the first major manager on the site, being there since groundbreaking because advanced group room sales were begun at that time. The next major manager on site would probably be the chief engineer. This manager reports about the time the new building's foundation is completed and the first electrical and plumbing development has started. The chief engineer must monitor the birth of the mechanical systems, in as much as this person will be expected to know these systems with great thoroughness. Sometimes the chief engineer will work as an assistant to the construction manager until construction

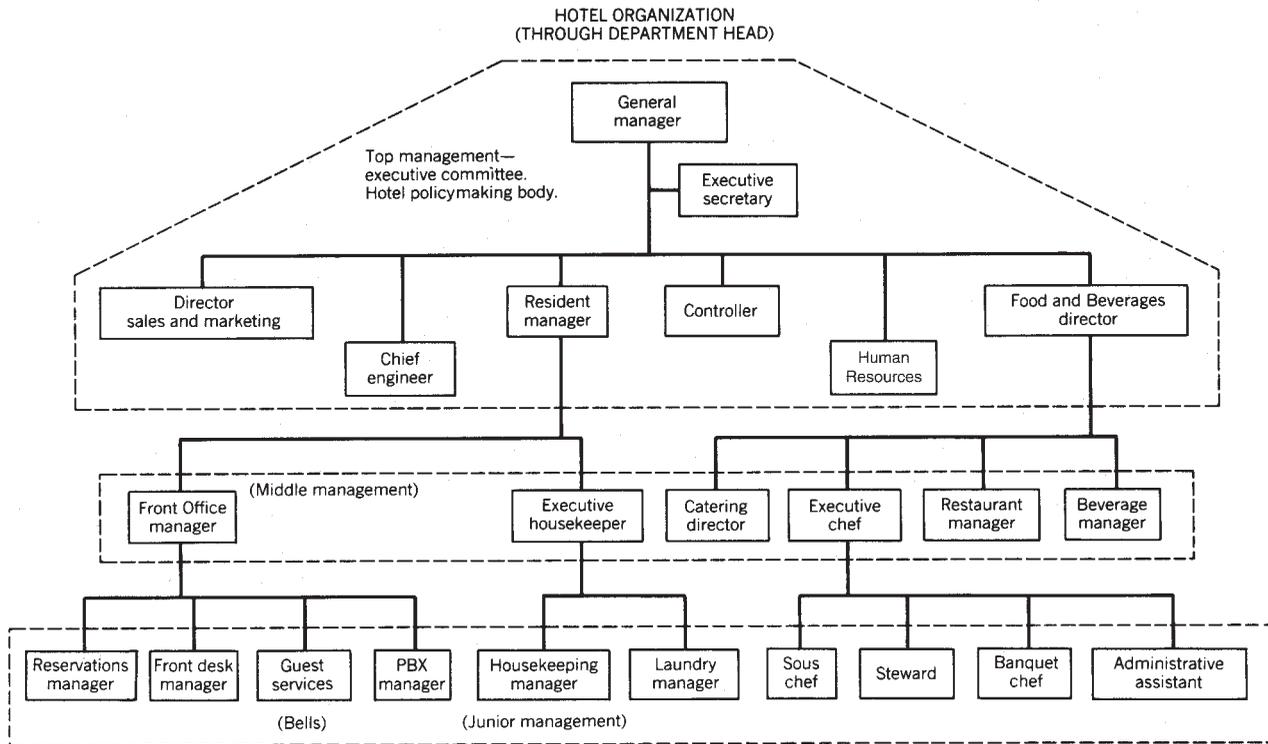


Figure 2-2 A hotel organization chart (through department heads and assistants) that might be presented to the executive housekeeper of our model hotel six weeks before opening. Note the position of the executive housekeeper in middle management and the expectation that the executive housekeeper will manage the laundry as well as the housekeeping department. The junior manager position, tentatively called housekeeping manager, would be the assistant to the executive housekeeper.

is near completion. The third manager to report will probably be the general manager (6 months before opening), followed by the resident manager and director of food and beverage (4 months before opening), and the rest of the department heads (between 6 and 8 weeks before opening). Junior management will report about 4 weeks before opening.

The significance of knowing who reports when becomes evident when we realize that the executive housekeeper must learn in 6 weeks what several others have been exposed to for a far greater time. For example, the executive housekeeper has to learn about available supply, storage, and security spaces before distribution of these spaces is undertaken to make sure that the housekeeping department is not slighted in the assignment of such space.

Reporting relationships also are significant. Coordination between housekeeping and front office personnel requires the respect and understanding of each of the department managers for the others' responsibilities. In addition, the executive housekeeper will have many occasions to relate to other members of the total hotel organization. It is therefore important to know and be-

come known to each of these managers, and a respect and understanding needs to be developed for each of them and their functions. Others should in turn develop an understanding and respect for the functions of the housekeeping department and its significance in the total operation.

Becoming acquainted with the new surroundings includes obtaining a set of working architectural drawings of the rooms portion of the hotel. Such drawings will allow the executive housekeeper to study the physical layout of the facility and will provide the basis for determining the scope of involvement and delineation of responsibilities of the various managers' areas. In addition, working drawings will assist the executive housekeeper when on-site inspections are begun.

Once the executive housekeeper has an understanding of who is who in the organization; has a knowledge of how long each person has been on-site, how knowledgeable certain managers are, and how helpful they can be; has met all the members of the management team thus far assembled; and has a copy of the working architect's drawings of the rooms department and related areas, he or she is ready to be shown the tempo-

rary working area in which departmental planning may begin.

Early Priority Activities

Given the various activities that make up the functions of planning, organizing, and staffing, there will be a mixture of activities that take place at the same time. Whereas there is an obvious need to determine what is to be done and how to go about doing it, there is an equal and urgent need to define the need for, establish the requisite qualifications of, and recruit the housekeeper's two principal assistants as soon as possible—the housekeeping manager and the laundry manager. Until these two managers are present, the entire planning, organizing, and staffing function rests on the shoulders of the executive housekeeper. Thus we see the immediate need to specify the qualifications of these two managers to the personnel director in order that advertisements may be placed and recruitment begun. Recruitment is an immediate concern and will remain a part of the daily concern of the executive housekeeper until these people are hired, usually within 10 days to 2 weeks.

Division of Work Document

The work that must actually be accomplished for the entire property needs to be recognized and identified as soon as possible. The executive housekeeper should make regular daily tours of the property under construction and, as soon as possible, draw up what is known as the **Division of Work Document**. This document is a recognition of what will be required in cleaning the property; all departments must become aware of this. The Division of Work Document should include, but not necessarily be limited to, the care and maintenance of the following:

Rooms Department Includes guestrooms, room corridors, elevators, elevator landings, stairwells, storage areas

Public Areas Associated with the sale of guestrooms; the front desk, main entrance, public thoroughfares, public restrooms, storage areas and similar locations

Recreation Areas Indoor and outdoor pools, health clubs, saunas, game rooms, public restrooms, storage areas

Restaurants Dining areas and service areas

Cocktail Lounges Bar area, service areas, liquor storage areas

Meeting Rooms Each by name, indicating the number of square feet in service and storage areas

Banquet and Ballrooms Each by name, indicating the number of square feet in service and storage areas

Kitchen Areas Main kitchen, banquet kitchens, salad preparation areas, refrigerators, freezers, holding boxes, food storerooms

Employee Areas Includes locker rooms, employee restrooms, employee cafeteria

Offices All offices, such as sales, reservations, and executive offices, that the public might be expected to frequent

Maintenance Shops Main engineering work area; TV workshops; electrical, plumbing, refrigeration, and paint shops

Building Exterior

Landscaping

Lighting

Laundry

Other

Once it is completed, the executive housekeeper should present the Division of Work Document to the executive committee for review, listing the areas by name, noting anything unusual about expected cleaning requirements, and offering a recommendation as to who should be responsible for cleaning and maintaining each area.

Whereas most executive housekeepers are involved only in the guestroom portion of the hotel and related public areas, it is not unusual to be assigned the responsibility for nightly cleaning of kitchens, after-event ballroom cleaning, swimming pool maintenance, and similar tasks. There is essentially nothing wrong with inheriting such responsibilities *provided* sufficient funds and staff are allocated to compensate for the additional workload. Many times trade-offs are reasonable, such as the food and beverage department maintaining the employees' cafeteria at no cost to other departments, and the housekeeping departments maintaining all public restrooms regardless of where they are. However, if the housekeeping department is expected to clean an area foreign to the rooms department, such as kitchens, banquet space, restaurants, or cocktail lounges, then budgetary compensation and personnel must be provided to the housekeeping department and charged to the department receiving the service. It is always proper that costs be levied against the revenue generated in each of the various departments.

A Recommendation for Clean-as-You-Go

It might seem most efficient to place all cleaning responsibilities under one manager for control, but employees are inclined to be more careful and make less mess if they are required to clean up after themselves. Thus, departments charged with cleaning their own facilities create their own cost category for cleaning expense, which is to be charged against revenue generated rather than to another department. At any rate, if the

housekeeping department is to be responsible for cleaning any area aside from the actual rooms department, monetary and personnel compensation is in order.

Area Responsibility Plan

Once the Division of Work Document has been submitted to the executive committee for review, and the executive housekeeper has made recommendations to the resident manager (member of the executive committee), the **Area Responsibility Plan** can be drawn up by the executive committee. This plan is an assignment of responsibility of the various areas mentioned in the Division of Work Document and shows various cleaning area boundaries on a copy of a floor plan blueprint. Such boundary lines are important to ensure that no space is left unassigned and that no overlaps in cleaning responsibilities occur. The Area Responsibility Plan is usually the result of the advance thinking and planning by an experienced executive housekeeper who makes regular tours of the property. The plan should be forthcoming from the executive committee within the first week of the housekeeper’s tenure.

Continuous Property Tours

An important reason for regular and frequent tours of the property before actual operation is to learn the various locations of storerooms and service areas. There is little question regarding the main linen room, the laundry, and major storage areas. However, most hotels have small storage or service areas located in secluded places throughout the facility. It is important that the executive housekeeper note these out-of-the-way areas in order that enlightened negotiations for their use can take place when the time comes. For example, the executive housekeeper will need satellite (floor) linen rooms, and the chief engineer will need storage area and TV repair space. Joint tours are highly recommended in order that department heads can reason with one another about the use of such space.

Housekeeping Department Organization

The next task of the executive housekeeper is to develop the **housekeeping department organization**. Let us assume that the Area Responsibility Plan indicates that the

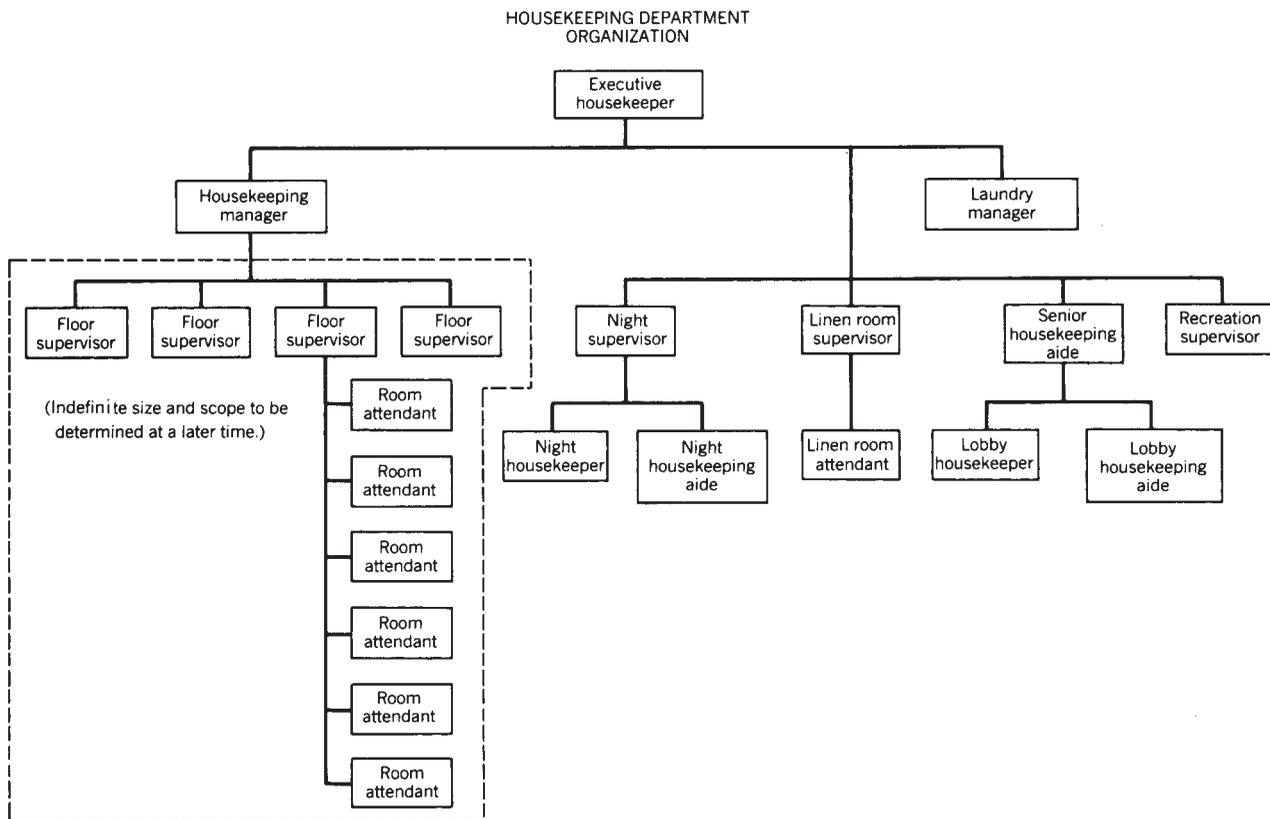


Figure 2-3 Housekeeping department organization. The executive housekeeper’s first conception of department organization. Note the separation or tasks to be performed under various supervisors. The number of floor supervisors and the floor worker organization remain to be determined.

housekeeping department personnel will be responsible for cleaning the rooms and associated public facilities areas, the offices, the recreation facilities, and all public restrooms. Figure 2.3 sets forth an organization chart that indicates the assignment of such responsibility.

Note that a portion of the organization devoted to cleaning rooms is not yet firm and may undergo considerable change before the final departmental organization is arrived at. However, assistant managers are clearly in place, and the task of organizing the laundry will be delegated to the laundry manager as soon as he or she is selected. The first-line hourly supervisory structure provides for evening operations (3:30 P.M. to midnight), linen room operations (communication central), public area and utility personnel supervision, and supervision of recreation areas (two swimming pools, whirlpool, game room, sauna, and associated public restrooms). The actual size of the largest part of the organization (that which is associated with pure guestroom cleaning and servicing) is accommodated by applying a technique known as **zero-base budgeting**. Zero-base budgeting refers to worker use that takes into account actual occupancy on a specific day or for a specified period of time. Worker staffing and eventual scheduling are limited on a daily basis to the service of that specified occupancy and no more.

House Breakout Plan

The next major planning step that the executive housekeeper must undertake is the development of the **House**

Breakout Plan. In order to ensure maximum familiarity with the facility, it is highly recommended that the executive housekeeper personally develop this pictorial representation of every guestroom as it is located within the hotel. This is done by making a line drawing of the guestroom portion of the hotel, showing the relative positions of guestrooms, corridors, service areas, and other areas significant to guestroom cleaning. Figures 2.4 through 2.7 are examples of such drawings for our model hotel.

Criteria for Workloads

As the House Breakout Plan is being created, certain criteria must be established: specifically, the workload of room attendants. The U.S. national average for rooms cleaned per day by one person ranges from 14 to 16 rooms, but the actual number may range from 13 rooms per day (8-hour shift) to a high of 20 rooms per day, depending upon the type and nature of hotel activity. In resort hotels with many metal surfaces to polish, mirrors to clean, and multiple-occupancy guests who sleep in late, the workload of a room attendant may be only 13 rooms per day. In transient operations of standard-size rooms, where room occupancy consists primarily of business people (usually single occupancy) who arise and vacate early each day, room attendants can clean as many as 20 rooms per day—and clean them well if properly equipped and trained for efficient operation. (It is not a matter of working harder, just smarter.) In our model hotel, experience dictates that approximately 18 rooms per day would not be unreasonable, taking into account

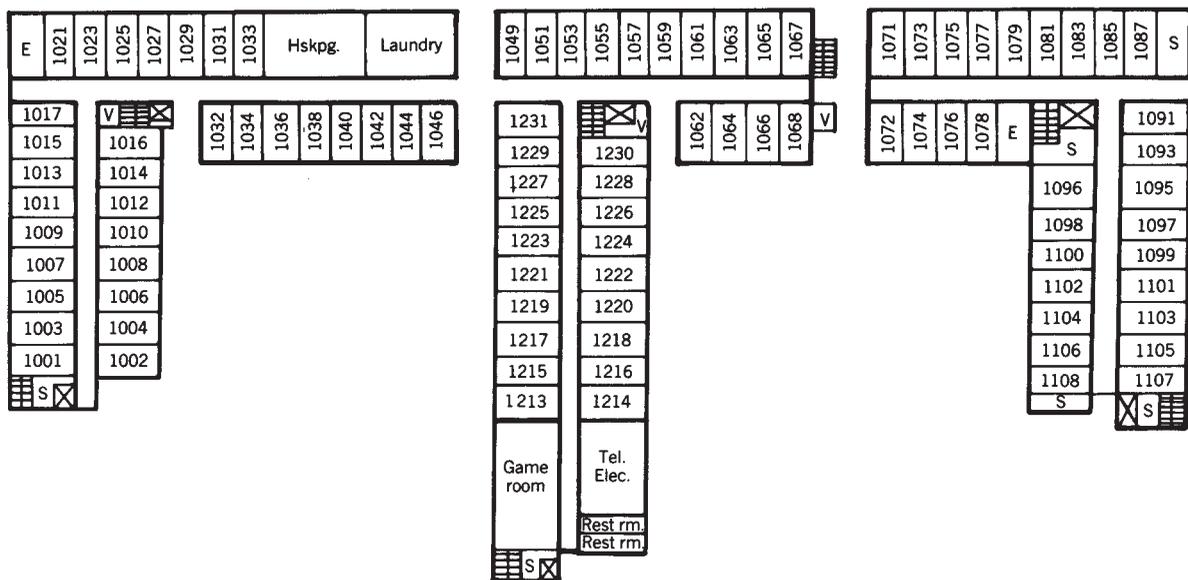


Figure 2-4 Floor plan layout of the model hotel; 94 first-floor rooms. Abbreviations for Figures 2.4–2.7: S, storage; V, vending; E, electrical switch room; X, elevator; GL, guest laundry.

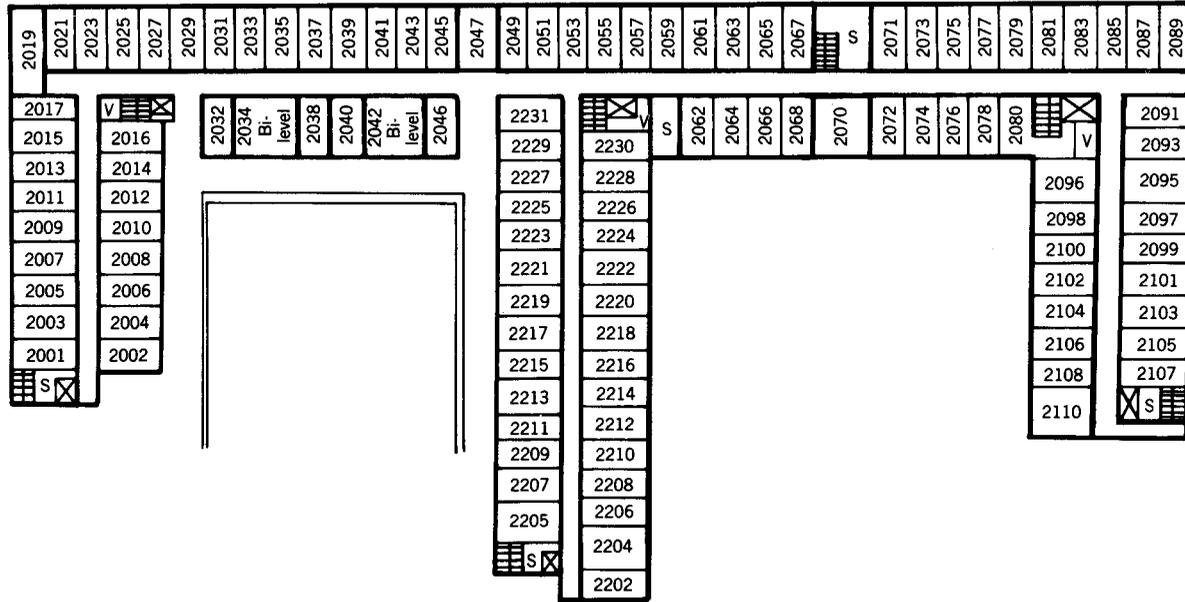


Figure 2-5 Floor plan layout of the model hotel; 114 second-floor rooms.

special areas of the hotel in which cleaning loads might be dropped to 17 rooms per day.

A recent trend in some forward-thinking hotels is to assign room attendants “points.” These points represent a standard daily workload. Then each room is evaluated and receives a point assignment by the executive housekeeper. Larger rooms, rooms with kitchens, and other rooms with special cleaning concerns, have more points assigned to them. Thus, some rooms may be equivalent to

1½ or even 2½ standard rooms. The purpose of this approach is to ensure individual workloads are comparable.

Whether rooms or points are used to set workload criteria, management must remain flexible. When the condition of a room left by a guest is beyond the norm, this must also be factored into a room attendant’s workload for the day.

It seems that every time the union contract for room attendants expires, this author receives a call from rep-

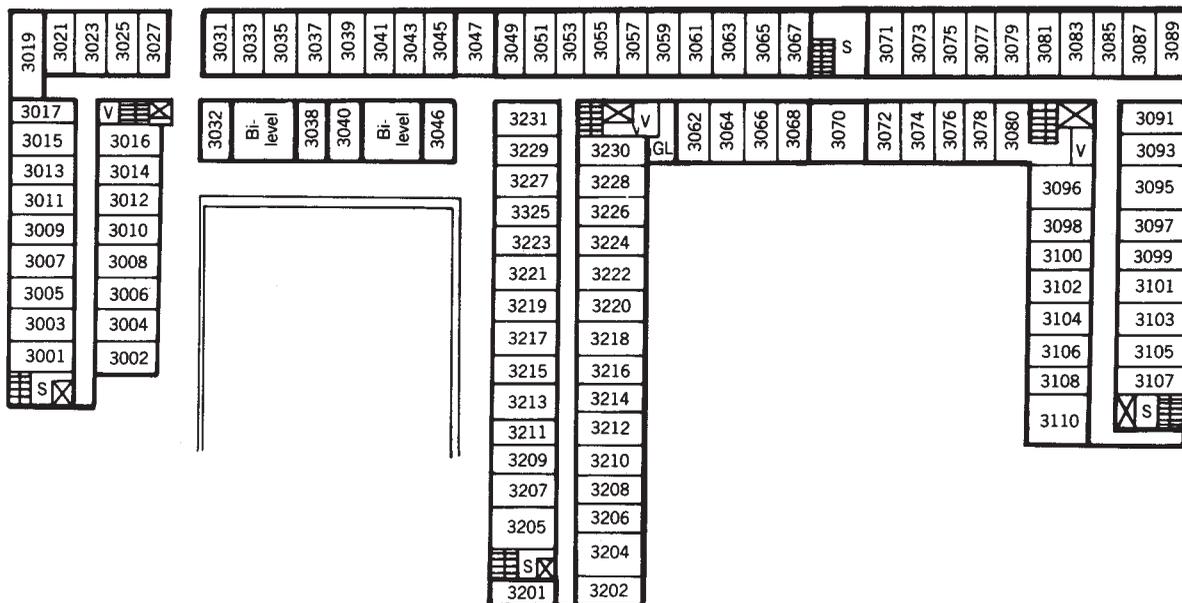


Figure 2-6 Floor plan layout of the model hotel; 112 third-floor rooms.

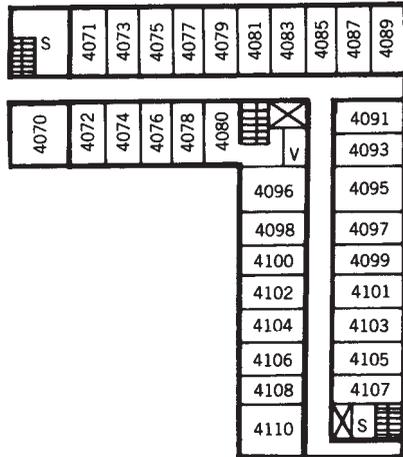


Figure 2-7 Floor plan layout of the model hotel; 33 fourth-floor rooms.

representatives of management asking for a study showing that room attendants can clean more rooms than they are presently required to do. At the same time, the union circulates press releases arguing that room attendants are overworked and underpaid. Typically, slight concessions are won by one side or the other and no real improvements to productivity and working conditions are made. Would it not be in both parties' interests if they

concentrated on how to make the occupation of cleaning safer, healthier, and less stressful to the workers? This focus would not only improve productivity, but would also help to improve worker satisfaction. In the chapters ahead, new tools, chemicals, and methods of cleaning are presented, which may serve to revolutionize the way cleaning is conducted.

Room Sections and House Divisions

Based on the workload criteria, the House Breakout Plan can now show the facility divided into room sections. A **room section** is a group of 13 to 20 guestrooms, reasonably contiguous to each other, that may normally be cleaned and serviced by one person in one 8-hour shift. The room section will normally be assigned a number and, for purposes of illustration, will be cleaned by a person called a **guestroom attendant (GRA)**.

In order for the room sections to be grouped into logical units for supervisory and control needs, **house divisions** will be used. A house division is a group of four to six room sections with associated and/or specified corridors, elevators, stairwells, service areas, and storage areas. It may be assigned a color or letter designation and placed under the charge of a supervisor. For demonstration purposes with our model hotel, house divisions will be color-coded and placed under a supervisor known as a **senior GRA** or **supervisor**.

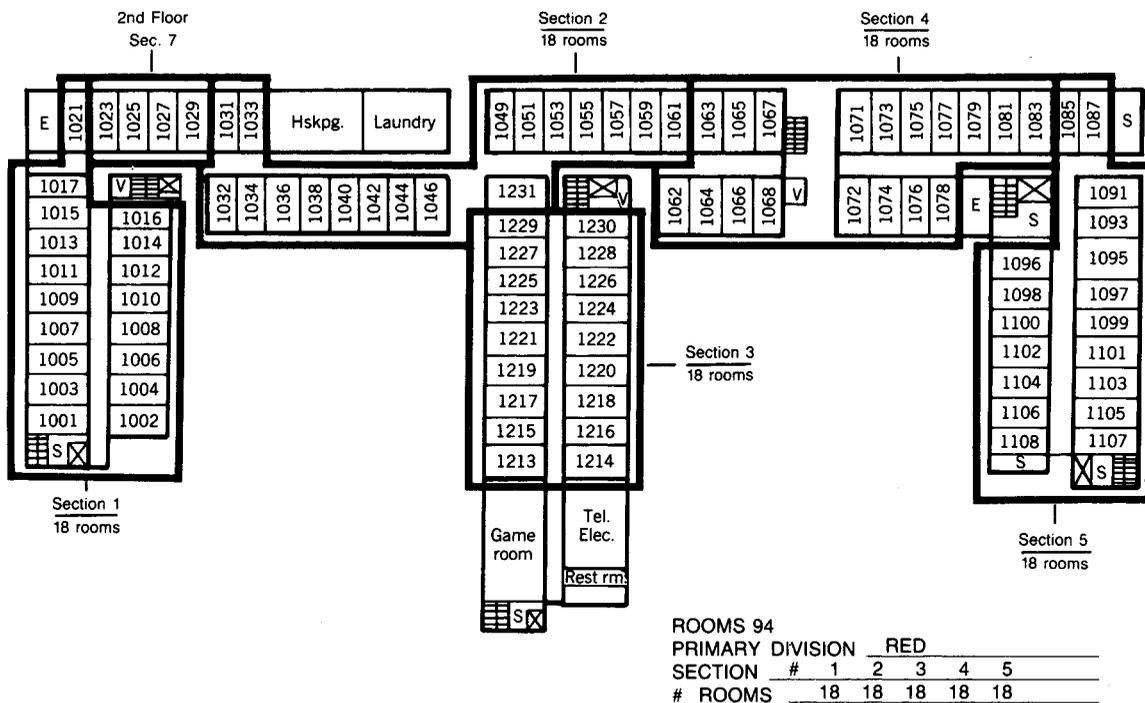


Figure 2-8 House Breakout Plan of the model hotel; first floor. S, storage; V, vending; E, electrical switch room; X, elevator; GL, guest laundry.

We can use the pictorial drawings in Figures 2.4–2.7 to determine the room sections and house divisions in the model hotel. We have the 18-room-per-day criteria and 353 rooms that must be cleaned under 100 percent occupancy conditions. If we divide 353 rooms by 18 rooms per day, we get 19.6 room sections. Because a partial section is not practical or economical, we divide the house into 20 sections of either 17 or 18 rooms each. In addition, five GRAs will form a house division for supervisory and control purposes.

The House Breakout Plan may now be completed by considering the size of sections, assembly of house divisions, location of contiguous rooms, position of elevators, and transportation from room to room.

Figure 2.8 shows how the first floor of the model hotel in Figure 2.4 has been divided into room sections 1 to 5, of 18 rooms each. In addition, the rooms of entire first floor of the model hotel have been combined to form the red division, which contains a total of 90 rooms for supervision and control by the senior housekeeper. Note the four excess rooms on the first floor (rooms 1023, 1025, 4027, and 1029). At 100 percent occupancy, these rooms are not a part of the red division but will be cleaned by a section housekeeper from the second floor, who will pick

up these rooms as part of another section. Figures 2.9, 2.10, and 2.11 show the same planning procedure used in Figure 2.8 for Figures 2.5, 2.6, and 2.7, respectively.

Note that the number of rooms on the second and third floors is much greater than that on the first floor. This requires consideration when forming the remaining house divisions. Figures 2.9, 2.10, and 2.11 show the creation of the yellow division on the second floor (composed of sections 6 through 10 on the west end of the second floor), the brown division on the third floor (composed of sections 11 through 15 on the west end of the third floor), and the green division on the second, third, and fourth floors on the east end of the building. Section 7 is completed by including the four rooms on the first floor that are not a part of the red division. Note the proximity of these rooms to section 7 (directly below and adjacent to an elevator).

The House Breakout Plan developed in this chapter is by no means the only way the model hotel can be broken into logical work units. It does, however, reflect an efficient method of division of the workload. This particular technique also lends itself to a form of work scheduling (known as team scheduling, which will be dealt with in Chapter 3).

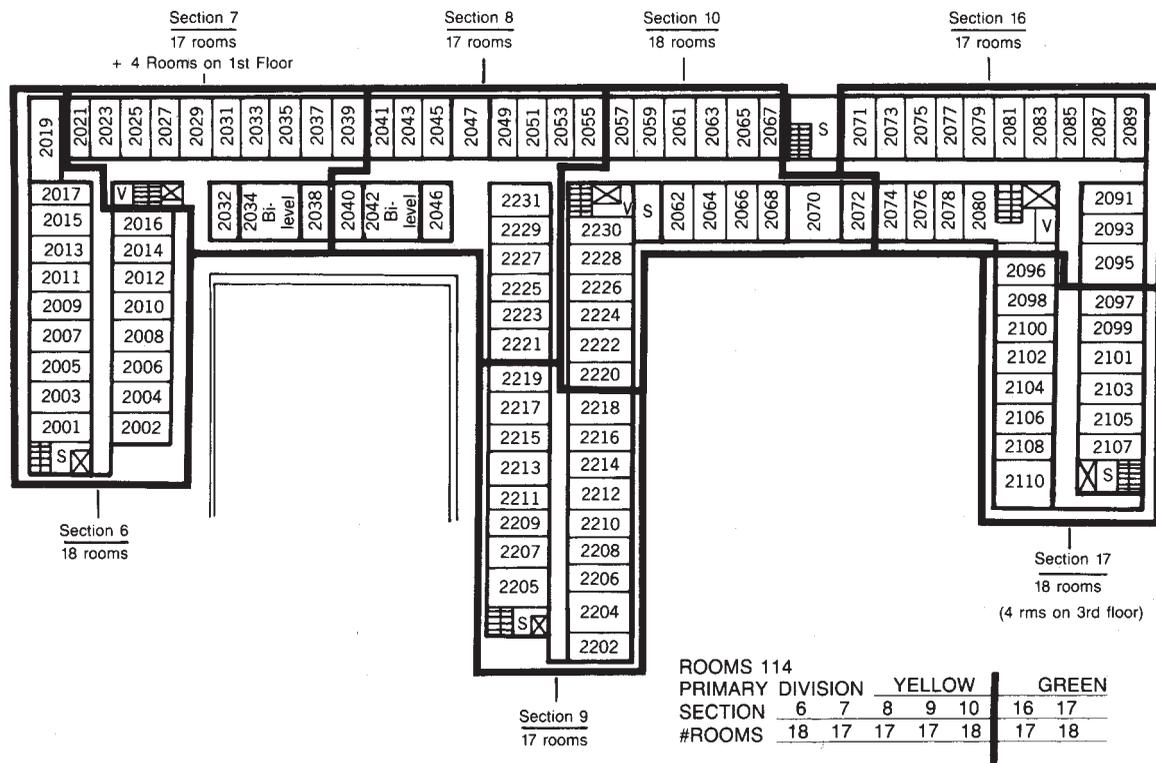


Figure 2-9 House Breakout Plan of the model hotel; second floor.

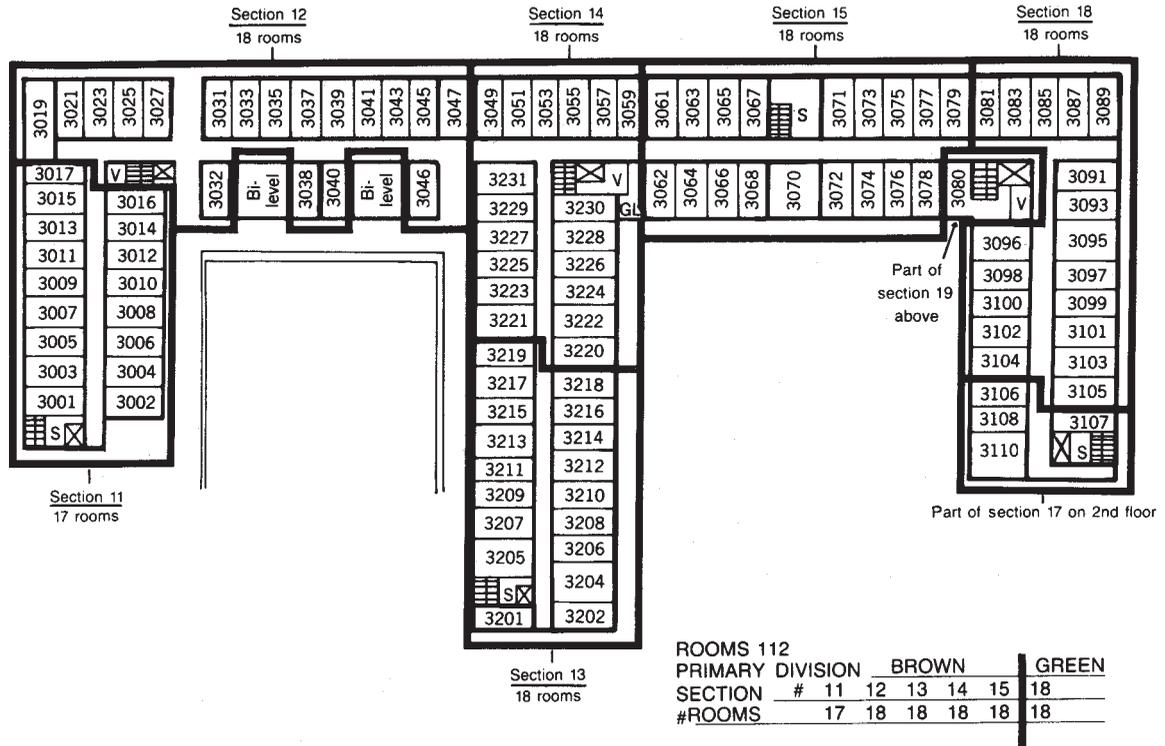


Figure 2-10 House Breakout Plan of the model hotel; third floor.

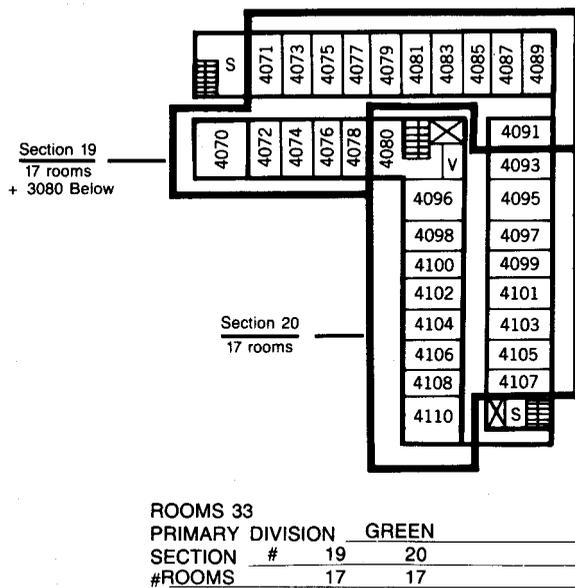


Figure 2-11 House Breakout Plan of the model hotel; fourth floor.

Change Agents

Beth B. Risinger

CEO/EXECUTIVE DIRECTOR
INTERNATIONAL EXECUTIVE HOUSEKEEPERS ASSOCIATION

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She attended Otterbein College, the University of Cincinnati, and Wright State University and received her B.A. from The Ohio State University. She is an active member of the American Society of Association Executives and the International Association of Exposition Managers.

Staffing Considerations

Most hotel housekeeping departments will hire and individually schedule section housekeepers on an as-needed basis depending on occupancy. Whereas union operations may require the guarantee of a 40-hour workweek for **regular employees**, most union houses have few such regular employees. Union operations have considerably more people, referred to as **steady extras**, who can be called upon on an as-needed basis (when occupancy exceeds 25 to 40 percent).

Nonunion operations seldom guarantee a 40-hour workweek but will staff in such a way (based on expected occupancy) so as to provide between 35 and 40 hours of work each week for their regular employees. Recognizing that labor costs within a housekeeping department are the highest recurring costs in a rooms department budget, it is highly inefficient to guarantee a set number of regular employees 40 hours when occupancy is low. For this reason a practical number of employees will be hired based on expected occupancy for a given period of time.

Section housekeepers are scheduled on an individual but rotating basis to ensure a fair and equal spread of the available hours. Sometimes the size of the hotel might warrant the scheduling of several hundred such employees on a daily basis. Such scheduling techniques are time-consuming and tedious. As a result, we will use a different scheduling concept that has been tested and proven to have many advantages over individual housekeeper scheduling.

Team Concept in Staffing

Rather than scheduling housekeepers on an individual basis, **housekeeping teams** may be formed. A housekeeping team consists of one supervisor (senior GRA) who is in charge and one section GRA for each section within a division. Because a house division includes the cleaning and care of corridors, stairwells, elevators, and designated service areas, as well as associated guestrooms, the additional position of **section housekeeping aide** is required on a team. (This is the nonsexist term for *houseman*.) This position may be filled by any person capable of performing the work set forth in the job description (see job description of the section housekeeping aide in Appendix B). Teams consisting of one senior GRA, five guestroom attendants (GRAs), and one housekeeping aide can now be formed, identified by a corresponding color designation, and assigned to corresponding house divisions (for instance, red team to the red division; yellow team to the yellow division). Recall that the team system of organization thus far deals only with the subject of staffing. The actual day-to-day scheduling within teams will be based on actual occupancy, as discussed in Chapter 3.

Swing Teams

The assignment of regular teams to house divisions for staffing purposes satisfies the need for division coverage, but it becomes obvious that the hotel operating on a seven-days-per-week basis will require additional personnel to work when regular teams have days off. To accommodate days off, **swing teams** may be formed.

Consider the requirement that no employee may work more than a 40-hour week without the provision of overtime. It becomes prudent to assume that a 40-hour week consisting of five regular 8-hour days will be the standard and that the sixth and seventh day of work in a house division must be accomplished by using additional employees.

Recall that the housekeeping department in the model situation will also operate a laundry. The laundry has about the same staffing requirements and will face the same situation of a seven-day operation, with employees requiring two days off each week. By combining the total workforce of the GRAs and laundry attendants (20 GRAs, five laundry attendants, supervisor and aides for each group), a relief situation can be developed as follows:

$$\begin{aligned}
 &20 \text{ GRAs} + 5 \text{ laundry attendants} \\
 &= 25 \text{ employees} \\
 &25 \text{ employees} \times 7 \text{ days/week} \\
 &\text{requires } 175 \text{ man-days of effort} \\
 &175 \text{ man-days} \div 5 \text{ maximum number of days allowed} \\
 &= 35 \text{ employees needed}
 \end{aligned}$$

This same formula can be applied to supervisors and section housekeeping aides.

The original 25 employees will require an additional 10 employees to relieve them if a five-day workweek is to be adhered to. By forming two extra teams from the 10 extra employees, with each team having a supervisor and a housekeeping aide, a staffing rationale may be created as follows:

Regular Assigned Employees	Relief
Red team	Swing team 1 relieves two days per week
Yellow team	Swing team 1 relieves two days per week
Brown team	Swing team 2 relieves two days per week
Green team	Swing team 2 relieves two days per week
Laundry team	Each swing team relieves in the laundry one day per week

As you can see, not only are the four regular teams and the laundry staff now regulated to five days each week for staffing purposes, each swing team is also

staffed for a five-day week. It should be remembered that the development of these criteria pertains to staffing only. The actual day-to-day scheduling and employee needs based on occupancy considerations are discussed in Chapter 3.

Completion of the Department Organization

The staffing requirement of the housekeeping department may now be completely defined. The incomplete department organization shown in Figure 2.3 may be completed by the addition of six teams—four regular teams (identified as red, yellow, brown, and green), each having one supervisor, one section housekeeping aide, five GRAs, and two swing teams (identified as swing teams 1 and 2). The swing teams will each work four days in the rooms section of the hotel and one day in the laundry.

The Staffing Guide

A major phase of human resources planning may now be completed by formulation of the **Department Staffing Guide**. Table 2.1 sets forth a staffing guide showing each and every position that must be filled within the department, using the team concept of staffing.

The Department Staffing Guide provides for personal and numerical identification of every person who must be hired for the department. A copy may be given to the human resources department and the resident manager for review and critique of staffing plans. Note that space is provided for writing in the employees names opposite the position numbers. When vacancies occur, they will occur by position numbers and may be readily identified. Should projected occupancy be less than 90 percent for the upcoming year, certain established positions may be left unfilled until such time as increased occupancy is forecast.

TABLE 2.1 Department Staffing Guide

Position No.	Title	Name Assigned
Management Team		
1	Executive housekeeper	_____
2	Housekeeping manager	_____
3	Laundry manager	_____
Fixed Team		
4	Linen room supervisor	_____
5	Linen room attendant	_____
6	Senior housekeeping aide (public area supervisor)	_____
7	Public area housekeeper 1 (male)	_____
8	Public area housekeeper 2 (female)	_____
9	Public area housekeeper (relief)	_____
Evening Team		
10	Night supervisor	_____
11	Night GRA	_____
12	Night housekeeping aide	_____
13	Night (public area) housekeeper 1 (male)	_____
14	Night (public area) housekeeper 2 (female)	_____
15	Night (public area) housekeeper (relief)	_____
Regular Rooms Cleaning Teams:		
Red Team		
16	Senior GRA (supervisor)	_____
17	Section housekeeping aide	_____
18	GRA 1	_____
19	GRA 2	_____
20	GRA 3	_____
21	GRA 4	_____
22	GRA 5	_____

TABLE 2.1 (Continued)

Position No.	Title	Name Assigned
Yellow Team		
23	Senior GRA (supervisor)	_____
24	Section housekeeping aide	_____
25	GRA 6	_____
26	GRA 7	_____
27	GRA 8	_____
28	GRA 9	_____
29	GRA 10	_____
Brown Team		
30	Senior GRA (supervisor)	_____
31	Section housekeeping aide	_____
32	GRA 11	_____
33	GRA 12	_____
34	GRA 13	_____
35	GRA 14	_____
36	GRA 15	_____
Green Team		
37	Senior GRA (supervisor)	_____
38	Section housekeeping aide	_____
39	GRA 16	_____
40	GRA 17	_____
41	GRA 18	_____
42	GRA 19	_____
43	GRA 20	_____
Laundry		
44	Laundry supervisor (washer)	_____
45	Laundry helper/sorter	_____
46	Laundry attendant (ironer)	_____
47	Laundry attendant (ironer)	_____
48	Laundry attendant (folder/stacker)	_____
49	Laundry attendant (folder/stacker)	_____
50	Laundry attendant (folder/stacker)	_____
Swing Team 1		
51	Senior GRA (swing supervisor)	_____
52	Section housekeeping aide (ST-A)	_____
53	GRA A-1	_____
54	GRA A-2	_____
55	GRA A-3	_____
56	GRA A-4	_____
57	GRA A-5	_____
Swing Team 2		
58	Senior GRA (swing supervisor)	_____
59	Section housekeeping aide (ST-B)	_____
60	GRA B-1	_____
61	GRA B-2	_____
62	GRA B-3	_____
63	GRA B-4	_____
64	GRA B-5	_____

Table of Personnel Requirements

After developing the House Breakout Plan and the Staffing Guide, the executive housekeeper can develop one of the most important day-to-day tools for effective management of the housekeeping department—the **Table of Personnel Requirements**—illustrated in Table 2.2. This table has been developed for the model hotel, in which there are 353 rooms and in which each section housekeeper will clean an average of 18 rooms per day.

At each percent of occupancy, the table establishes the number of rooms that will require service, the number of housekeepers required at the rate of 18 rooms cleaned per day each working 8 hours a day, the number of housekeeper-hours required in an 8-hour workday, the number of housekeeper-hours per week, and the number of housekeeper-hours per 28-day period.

Construction of the table starts at zero base (see end of table), noting that at zero occupancy no GRAs are required. Occupancy through 18 rooms requires one section housekeeper working an 8-hour day, occupancy through 36 rooms requires the addition of the second section housekeeper, and so on until occupancy above 96 percent requires the addition of the twentieth section housekeeper.

Every executive housekeeper must have a table of personnel requirements in order that the number of GRAs and the number of GRAs hours per day, per week, and per period may be determined quickly for every given occupancy. Such information becomes vital to the efficient scheduling and administration of any housekeeping department.

Job Descriptions

Along with the development of the Table of Personnel Requirements, a set of **job descriptions** and/or **position descriptions** must also be developed. This is done by developing a sequence of individual tasks for operations that may be grouped and then assigned to a single person. The grouping of such tasks is the creation of the position and job description.

If one is to take full advantage of the **motivators of achievement**—growth, responsibility, and recognition—one must examine every job very closely in order to see to it that the factors that make up the job itself will form the “satisfiers” referred to by Herzberg in Chapter 1. All too often, jobs are designed around people of special ability. This is not necessarily unprofessional, provided there is *no* possibility of losing the person for whom the job was designed. In most situations, however, this is not possible. When a person of special quality leaves or is transferred, we hope to fill the position with someone of equal capability. If no one can be found with the same abilities, the job must be redefined. This is often time-

consuming and may cause some reorganizing. It is a much wiser course of action to first specify the tasks that must be accomplished and then to group these tasks into logical units that have the lowest per unit cost.

When there is a choice about which tasks should be combined into a single job, the criterion of *lowest per unit cost* is applied. Because cost is to be minimized, it is logical to design tasks and combine them in such a fashion that the lowest level of skill is required. For example, we would not want to combine the task performed by a guestroom attendant with those of a supervisor, because different skill levels are required. Similarly, the tasks involved in the job of a guestroom attendant should not be combined with those involved in the job of a lobby housekeeper. The rationale is that it would not be cost-effective to have people cleaning rooms one minute and fulfilling other maintenance tasks in the lobby the next.

The objectives of a study of job descriptions must therefore be:

1. To find out what the individual tasks of operations are that make up the work of a housekeeping or environmental services department
2. To see how these tasks are grouped into positions and job descriptions
3. To understand the difference between position descriptions and job descriptions, and how each is used
4. To see what goes into writing such documents

Appendix B contains a set of job descriptions for a hotel housekeeping department.

Even though job descriptions may be written for unskilled, semiskilled, and skilled employees, they may also be written for supervisors, managers, and executives.

Position and Job Descriptions (Hotel Housekeeping Departments)

Position descriptions are sometimes written for managers, or for those who have management prerogatives. Such people hire, fire, set wages, and make policy. The position description type of document sets forth the **basic function** of the manager and defines the **scope** of the manager’s responsibilities and authority. **Specific responsibilities** that have been created for the manager and the **reporting relationships** they have with other members of the organization are listed. There is usually a statement, referred to as a **work emphasis**, about how a manager should allot his or her time and efforts.

In the position description for an executive housekeeper in Appendix B, note that the basic function listed in the position description is a simple statement of overall responsibility. The scope helps the manager define the limits of managerial authority. What usually follows the scope is a group of specific responsibilities (actual tasks that must be accomplished). Note that the terms “coordinate,” “administer control,” and “be responsible

TABLE 2.2 Table of Personnel Requirements^a

Percent of Occupancy	Number of Rooms	Number of GRAs per Day	GRA Hours/Day	GRA Hours/Week	GRA Hours/28-Day Period
100	353	20	160	1120	4480
99	350	20	160	1120	4480
98	346	20	160	1120	4480
97	343	20	160	1120	4480
96	339	19	152	1064	4256
95	336	19	152	1064	4256
94	332	19	152	1064	4256
93	329	19	152	1064	4256
92	325	19	152	1064	4256
91	322	18	144	1008	4032
90	318	18	144	1008	4032
89	315	18	144	1008	4032
88	311	18	144	1008	4032
87	308	18	144	1008	4032
86	304	17	136	952	3808
85	300	17	136	952	3808
84	297	17	136	952	3808
83	293	17	136	952	3808
82	290	17	136	952	3808
81	286	16	128	896	3584
80	283	16	128	896	3584
79	279	16	128	896	3584
78	276	16	128	896	3584
77	272	16	128	896	3584
76	269	15	120	840	3360
75	265	15	120	840	3360
74	262	15	120	840	3360
73	258	15	120	840	3360
72	255	15	120	840	3360
71	251	14	112	784	3136
70	248	14	112	784	3136
69	244	14	112	784	3136
68	241	14	112	784	3136
67	237	14	112	784	3136
66	234	13	104	728	2912
65	230	13	104	728	2912
64	227	13	104	728	2912
63	223	13	104	728	2912
62	220	13	104	728	2912
61	216	12	96	672	2688
60	212	12	96	672	2688
59	209	12	96	672	2688
58	205	12	96	672	2688
57	203	12	96	672	2688
56	199	12	96	672	2688
55	195	11	88	616	2464
54	191	11	88	616	2464
53	187	11	88	616	2464
52	184	11	88	616	2464
51	181	11	88	616	2464
50	177	10	80	560	2240

TABLE 2.2 (Continued)

Percent of Occupancy	Number of Rooms	Number of GRAs per Day	GRA Hours/Day	GRA Hours/Week	GRA Hours/28-Day Period
49	173	10	80	560	2240
48	169	10	80	560	2240
47	166	10	80	560	2240
46	162	9	72	504	2016
45	159	9	72	504	2016
44	156	9	72	504	2016
43	152	9	72	504	2016
42	149	9	72	504	2016
41	145	9	72	504	2016
40	142	8	64	448	1792
39	138	8	64	448	1792
38	135	8	64	448	1792
37	131	8	64	448	1792
36	127	8	64	448	1792
35	124	7	56	392	1568
34	121	7	56	392	1568
33	117	7	56	392	1568
32	114	7	56	392	1568
31	110	7	56	392	1568
30	106	6	48	336	1344
29	103	6	48	336	1344
28	99	6	48	336	1344
27	96	6	48	336	1344
26	91	6	48	336	1344
25	89	5	40	280	1120
24	85	5	40	280	1120
23	82	5	40	280	1120
22	78	5	40	280	1120
21	75	5	40	280	1120
20	71	4	32	224	896
19	67	4	32	224	896
18	64	4	32	224	896
17	60	4	32	224	896
16	57	4	32	224	896
15	53	3	24	168	672
14	50	3	24	168	672
13	46	3	24	168	672
12	43	3	24	168	672
11	39	3	24	168	672
10	36	2	16	112	448
9	32	2	16	112	448
8	29	2	16	112	448
7	25	2	16	112	448
6	22	2	16	112	448
5	18	1	8	56	224
4	15	1	8	56	224
3	11	1	8	56	224
2	7	1	8	56	224
1	4	1	8	56	224
0	0	0	0	0	0 base

^aThis table is for a 353-room hotel with a work criterion of 18 rooms per day to be cleaned by one GRA.

for” are used frequently. They imply that the specific tasks have been delegated to someone who is working for the manager. Note also the *standard form*, first of the position descriptions for the department manager, then of the job descriptions for the working line personnel of the housekeeping department.

Job Descriptions (Hospital Environmental Services Departments)

The **environmental services department** has similar requirements for job descriptions. The same form for the job description (JD) is used whether for manager or for worker. The documents remain an essential ingredient for all departments within the hospital and all departments will use the same format. The JD provides a synopsis of the requirements for each job classification. It is used by the human resources department when it recruits to fill an open position, as reference for a current employee, and as a resource in conducting performance evaluations.

The structure and number of job descriptions depend on the individual facility. The human resources department often has a preferred format for job assignments; the number needed will depend on the size and structure of the department. Departments that are structured differently may require more, fewer, or have differing types of job descriptions. The uniqueness within each facility must be taken into consideration when developing a job description.

Summary

Although the day-to-day operation of a hotel housekeeping department can be interesting and rewarding, it also has its limitations. Many of the systems and procedures used in day-to-day operations are already developed. For this reason, we began from the point of view of a newly assigned executive housekeeper for a soon-to-open hotel. This situation required that planning be started from the beginning.

In this chapter, we selected a model hotel and showed many of the first plans that must be established. We also saw that priorities for activities become paramount. The executive housekeeper must quickly become familiar with the hotel organization, which has been created before his or her arrival; making the acquaintance of staff

members already present can ensure valuable sources of information, including where future roadblocks may occur. The executive housekeeper must quickly obtain a set of architect’s drawings and begin planning staffing requirements and methods of operation. Daily property tours are a must so that the executive housekeeper can quickly learn every space that may be encountered in the future. Departmental organization must be started, a Division of Work Document created, an Area Responsibility Plan recommended and approved, and the House Breakout Plan created.

First personnel planning is finished when the staffing guide is complete and a Table of Personnel Requirements has been constructed. At this time the executive housekeeper is in a position to provide first labor budgets and actual staffing requirements. Immediate steps can be taken to acquire the two junior managers noted in the organization and to make the department ready to hire personnel at least two weeks before opening.

In this chapter, you were also introduced to the team system of staffing. Much more will be said about this method of staffing when you study scheduling, supervisory direction of effort, and morale-building environments. The scenarios presented here should in no way detract from other techniques that are workable and have been proven efficient and effective. Conversely, other departments outside of housekeeping, which must schedule in a manner sensitive to occupancy changes, would do well to consider team staffing as explained herein.

The third activity of Mackenzie’s sequential functions of getting organized involves the creation of position and job descriptions. In order to take full advantage of Herzberg’s satisfiers (see Chapter 1), position and job descriptions need to be designed based on the job, and not on the talents of specific people.

Job descriptions are written for unskilled, semiskilled, and skilled employees, as well as for supervisors, managers, and executives. The job descriptions in this chapter are for hourly employees; included here are first-line workers and supervisors who perform hands-on work.

Position descriptions are written for employees with management prerogatives who hire, fire, and set wages. Each position description gives the basic function, scope, specific responsibilities, relationship to responsibilities, and work emphasis. Examples were presented.

Appendix B contains a partial set of job and position descriptions for a hotel housekeeping department.

KEY TERMS AND CONCEPTS

Executive housekeeper
Department head
Resident manager
Model hotel
Organization chart

Executive committee
Housekeeping manager
Laundry manager
Division of Work Document
Area Responsibility Plan

Housekeeping department
organization
Zero-base budgeting
House Breakout Plan
Room section

Guestroom attendant	Swing team	Basic function
House division	Department Staffing Guide	Scope
Senior GRA	Table of Personnel Requirements	Specific responsibilities
Regular employees	Job description	Reporting relationships
Steady extras	Position description	Work emphasis
Housekeeping team	Motivators of achievement	Environmental services department
Section housekeeping aide	Satisfiers	

DISCUSSION AND REVIEW QUESTIONS

1. Assume you are a newly assigned executive housekeeper for a soon-to-open hotel. Develop a priority list of action items to be completed before opening. How would you modify this list if the operation were already in progress?
2. In your own words, define zero-based staffing.
3. Discuss reasons why the executive housekeeper should develop a Division of Work Document. What is its relation to an Area Responsibility Plan?
4. The House Breakout Plan is developed from a line drawing of a floor plan of the guestroom portion of a hotel. Why should the executive housekeeper *personally* prepare this drawing?
5. Give four reasons why the executive housekeeper should make daily tours of a new facility before opening. Should these tours be made alone? If not, who should accompany the executive housekeeper?
6. What is the difference between a job description and a position description? Outline the elements of each.
7. Would it be inappropriate to indicate a wage or pay scale on a position description? On a job description? Justify your answer.
8. What is a management prerogative? Give several examples in addition to those listed in the text.
9. The preparation of a set of job descriptions is a part of which sequential function of management?
10. Using the job and position descriptions found in this chapter as a guide, prepare a position description for a laundry manager, a recreation supervisor, and a management trainee who is trained within the housekeeping department for six weeks.

NOTE

1. John Bozarth, C.E.H., "Leadership Styles—Where Do You Fit In?" *Executive Housekeeping Today*, May 1983, p. 20.