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## HOTEL ORGANISATION

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The Front Office in a hotel is the department responsible for the sale of hotel rooms through systematic methods of reservation, followed by registration and assigning rooms to customers. The term 'sale of rooms' may appear misleading to those unfamiliar with the industry. 'Sale' here means the use of hotel rooms at a price. A room is termed 'sold' for the day when a guest leases the room for stay in the hotel. "Room tariff" i.e. rate charged per room is computed for a "revenue day" which begins at noon of a particular day and ends at 12.00 hrs. the next day. In other words room charges are levied for a revenue day which is between noon and noon. Of course, a room may be sold for half-a-day as well, for which special rates are applicable. Such rates are referred to as "half-day" rates.

The front office in a hotel holds prime importance in view of the basic nature of business of a hotel, i.e. to sell rooms. Revenue collected from the sale of rooms contributes to more than 50 per cent of total hotel sales. The profit percentage from sales of rooms is very high. It has a complementary role of image-building, which is the first and last point of contact of

every guest. If one looks at each component of a front office role, one could have a better perception of this department. While the title Front Office is a generic term to include a number of activities, smaller hotels are satisfied to call it simply Hotel Reception. Thus the role of the front office is thus to reserve, receive, register, assign rooms to guests and act as a continuous source of information to guests during their stay at the hotel.

A section of the front office is called the Reservation. This section is the hub of the department. Requests for reservation of rooms from various sources are received and the information is processed, properly documented, stored and retrieved at the appropriate time to ensure a guest his room upon arrival. Room, the chief product of a hotel, being a highly perishable commodity (as its sale is linked with a time element) the reservation department ensures that rooms are not allowed to “perish”.

This activity is handled by the section called Reception. The personnel in this section actually welcome and receive the guests and assign them a room after a few registration formalities.

### **MEANS OF KNOWLEDGE**

The Information section is vital to front office operation. It controls the room keys, mail and messages. It is also equipped with all the information of the Hotel facilities and the city. Though the major functions of the Front Office may seem simple, the actual mechanics to execute them successfully is complicated. The various systems and procedures on which the front office hinges shall be explained in detail later.

### **TRAITS OF WORKERS**

As the front office is a critical department in a hotel in view of its revenue generating capacity and influence in image-building, the staff working in it assume a special importance.

Great care is taken in the selection of front office staff as they play a key role as:

They motivate the guest to spend more on the various hotel facilities.

Guests invariably approach the front office for help in case they have a problem or complaint. The staff have to be diplomatic and resourceful to solve the problem at the shortest possible time.

Guests who want information or want to pass on information use them for this purpose.

Since they are a reference point, the front office staff are required to coordinate with other departments, airlines, travel agencies and city tour offices to give the guest personalised service.

As an extension to their salesman's role, front office staff can certainly generate a good image for the establishment in their manner of dress, communication, personal conduct and efficiency.

In view of the important role they play, the front office staff must have the following essential attributes:

Uniforms must be clean and neatly pressed. Hair should be groomed well. It is preferable for ladies to tie their hair up in a bun. Nails should be manicured. A soft cologne is preferable instead of heavy perfumes. Jewellery should be restricted to one ring and a necklace for ladies. In short, the front office staff must be seen at their best at all times.

This is imperative to front office personnel. As they are constantly exposed to hotel guests, a clean appearance helps to project a good image not only of themselves but of the establishment as well.

This is necessary as front office personnel meet guests of different countries, statuses and cultures. They should be comfortable and feel at ease in dealing with these people.

It is preferable that front office staff know more than one language. It helps in communicating with guests who cannot speak English or the local language.

Very often there are situations when a guest is irate over something; a diplomatic dealing helps in diffusing the explosive moment. It is quite common for a busy hotel to have no room to offer a guest who has come with a confirmed booking. A diplomatic approach is the only way by which the guest can be pacified.

Being the nerve centre of the hotel, the front office is constantly in touch with guests and therefore invariably comes under tremendous pressure. The guests always expect personalised, priority treatment and the pressure of demand never ceases. Coupled with this are difficult guests who can unnerve a person. The front office staff should thus have a high degree of tolerance for pressure of work and be calm and composed at all times.

This single attribute distinguishes the good from the average amongst the front office staff. Every individual has an ego and his/ her name is most precious and personal to him. If the front office staff can call most guests by their names, this immediately flatters them and personalises the guest experience. The guest begins to feel he is welcome as people recognise him by name.

As the hotel is a meeting place of social elites all the grace and etiquette associated with good society comes into play. Guests of all statuses come to stay in the hotel and they are used to good manners and politeness. Wishing a guest the time of the day and saying "Thank you" are basic etiquettes shown.

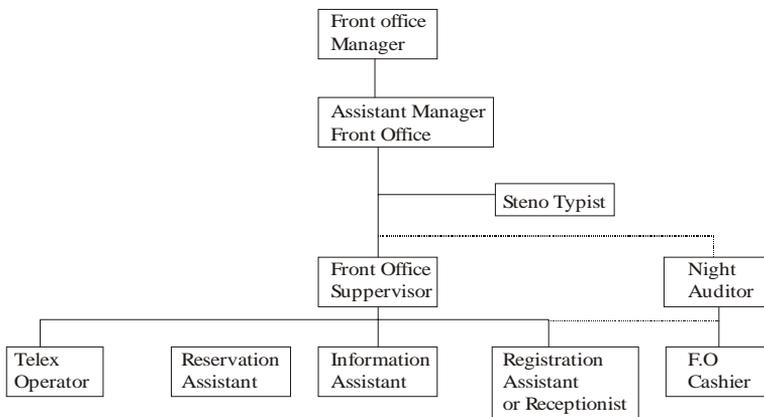
This is very becoming to front office operation. Guests like to be handled by a cheerful staff at the desk. Their smile exudes cheer to the guests and puts them at ease.

Front office operations require the staff to stand for long hours at a stretch. The staff must be sturdy, agile and active.

Guests often approach the Front Desk with problems and requests. Front office staff must be able to decide quickly a course of action that satisfies the guest, at the same time keeping the interests of the organisation alive.

Possessed with the attributes mentioned above, the front office staff could make a fine team that is an asset to the hotel. Figure below suggests an organisational hierarchy for a typical large metropolitan hotel.

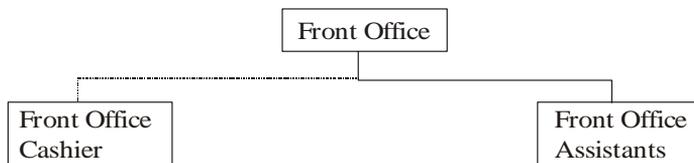
**Front Office Organisational Hierarchy of a Large Hotel**



**Note:** Dotted line indicates operational control relationship as opposed to administrative control relationship.

The figure below suggests hierarchy of a small hotel.

**Front Office Organisational Hierarchy of a Small Hotel**



**The Assistant :** A Job Description, by its very nomenclature is a written description of the job to be performed in a job

position. It specifies the parameters within which a job is done. It is thus a realistic guide to any employee recruited for a particular job. These parameters not only include the duties and responsibilities of the job position but also the working hours, reporting relationships, authority, equipment handled, coordinational specifications with other departments and job positions, status within the departmental hierarchy, etc. Professional organisations would normally hand over a job description to all new recruits. This offers several advantages:

1. The new recruit knows exactly what his job entails. This in itself is a vital part of induction.
2. A job description acts as a basic foundation to set standards of performance. This induces and informs the employees of what exactly is expected of them.
3. The job description ensures that both the superior and subordinate view the job required to be performed in commonality, otherwise this could lead to misperception of the job and thus friction.
4. It acts as a legal document for any disputes arising out of lack of role clarification.
5. It protects an employee from an unreasonable superior who may like to over-burden an employee through unnecessary role deviations.

To enable readers of this book to appreciate the full significance of subsequent chapters, the following pages elucidate typical job descriptions of front office personnel. In order to comprehensively cover the front office operations the job descriptions of the Front Office Cashier and Night Auditor, have been included. These two positions would normally be under the Accounts Department but their roles would take us a step further to complete the cycle of front office actions. It is prudent for hotels to train their front office staff to acquire multiple skills thereby enabling them to handle the reception, reservation and information. Multiplicity of skills gives the

management the flexibility while scheduling staff so that all positions are manned in spite of absenteeism, leave, staff turnover, etc. the front office employee reciprocally views his job as enriched and is saved from the monotony of doing one job only. The job description offered for front office basic staff is common, with subsections provided for the unique activity offered in various job positions in the departments. We have found it important to give the front office cashier and night auditor separate job descriptions in view of their specialised tasks though front office staff in smaller hotels are adept at these roles also.

***Job Description of Front Office Assistants***

***Job Position*** : Front Office Assistants

***Category*** : Non-Supervisory

***Reports to*** : 1. Front Office Supervisor  
2. Front Office Manager

Reserve, register and assign rooms to guests and be a continuous source of information during their stay in the hotel.

Room racks, Arrival-departure register, Guest racks, Reservation racks, Guest room keys, Guest mail.

Front Office: Information, Reception and Reservation Desks.

One shift in 24 hours for 8 hours or as per policy of the Management.

Refuse reservations; give discounts as per policy; assign rooms and deal with guests as found fit; can refuse divulging guest informations to others.

***Work Performed : Reservation***

1. Promptly and courteously handle all reservation requests.
2. Update regularly the reservation chart and rack.

3. Keep all reservations correspondence up-to-date.
4. Keep room availability status board up-to-date.
5. Handle amendments and cancellations of reservations.

**Reception**

1. Promptly and courteously register guests and assign them rooms.
2. Update the room rack continuously.
3. Calculate room availability position and advise reservation.
4. Issue VIP amenities voucher.
5. Complete pre-registration formalities for VIPs, invalids, old people, groups and airline crews.
6. Execute government formalities regarding foreigners.
7. Coordinate closely with Housekeeping for clearance of rooms to sell.
8. Prepare room-reports and occupancy statistics.

**Information**

1. Maintain guest-room keys safely and accurately.
2. Provide up-to-date information on the hotel and city to guests.
3. Receive and disburse guest mail.
4. Continuously update the guest rack.
5. Receive messages of guests and forward them correctly and promptly.
6. Liase with lobby to page guests.

**Bell Captain**

**Job Title :** Bell Captain

**Category:** Supervisory

**Reports to**

1. Sr. Bell Captain
2. Lobby Manager

To supervise and provide all porter services with efficiency and politeness.

**Bell-boys**

Principally the lobby area but is authorised to work in any part of the hotel depending upon the errand demanded. One shift of 8 hours in 24 hours, or as per policy of the management.

To check bell boys in their daily operations.

To appraise their performance.

**Work Performed**

1. Brief all bell boys at the beginning of a shift.
2. Ensure that bell boys in their shifts are well groomed and uniformed.
3. Control the movement of all bell boys.
4. Assign errands to bell boys.
5. Ensure that the bell desk is well stocked with postage.
6. Initiate action again "scanty baggage" guests.
7. Organise paging services in the lobby.
8. Execute formalities regarding "left luggage".
9. Assist in security vigilance functions.
10. Assist in crew and group wake call procedure.
11. Perform any other duties that are required by management front time to time.

**Bell Boy**

**Job Title** : Bell Boy

**Category** : Non-Supervisory

**Reports to**

1. Bell Captain
2. Sr. Bell Captain
3. Lobby Manager

**Job Definition :** To handle guest baggage at the time of arrival and departure and to do errands as required.

**Directly Controls :** Guest baggage during transit in the hotel.

**Assigned Area of Activity :** Principally the lobby area boy is authorised to work in any part of the hotel depending upon the errand demanded.

**Hours of Operation :** One shift of 8 hours in 24 hours, or as per the policy of the management.

**Authority :** None

**Work Performed**

1. Carry guest baggage at the time of guest arrival.
2. Carry guest baggage into the guest room and explain all controls in the room to the guest.
3. Issue postage against cash to guests.
4. Deliver guest baggage to "left luggage" room if required.
5. Check the guest room at the time of guest departure.
6. Carry baggage at the time of guest departure.
7. Check guest rooms to validate the Discrepancy Report.
8. Page guests in the lobby area if required.
9. Report "scanty baggage" guests to Bell Captain.
10. Perform any errands as required by guests and management.

**Front office:** for the arrival and departure of guests to validate Room Discrepancy Report.

**Security:** for reporting and assisting in dealing with undesirable elements in the lobby.

As is evident from the job description of the Bell Captain, one of his primary functions is to control bell boys. This control is necessary as bell boys are subject to many errands that take them to all corners of the hotel and even outside. To be able to optimise the productivity of the team within a given shift the Lobby Control Sheet is constituted. The purpose of this sheet is to keep a record of and check on the movement of bell boys.

**HOTEL XYZ LTD.  
LOBBY CONTROL SHEET**

Captain.....						Sheet No.....			
Date .....198.....						Shift- from ..... To .....			
Room No.	Attendant No.	Arr	Dep.	Room	Service Change To	Call	Time		Comments
							From	To	

The control sheet above is self-explanatory. The bell boys are given code numbers to easily record their activities. Alternatively, the bell boys names may be also used. For an arrival, the room number is filled in after the front office has intimated the same. The “room changed to” column would indicate the number of the new room a guest has been allotted. His old room number is mentioned in the first column.

Through this sheet the work-load per bell boy is ascertained and the bell captain is able to distribute work-load uniformly. He gets a chance to find out who the lethargic members of the team are through the time control. Of course, the bell boy should know in advance a reasonable time that an errand would take to fill his remarks in the last column.

**The Salesmanship :** The difference between a successful hotel and an unsuccessful one is the ability of the staff to get a guest to spend an extra rupee and get the value for it. Very often a guest may enter a hotel without an exact idea of how he is going to utilise his free time. A gentle suggestion by an employee at the right time can stimulate a guest to utilise a service and pay for it. The front office staff have a key role to play in hotel selling.

This is one of the most important factors for salesmanship. Here is a checklist of things that front office personnel should be knowledgeable about:

Location, view it commands, size, type, room rate, decor, guest facilities in the room such as hot/cold water, channel music, telephone, refrigerator, television, weather controls, etc.

Number of outlets, locations, types of cuisine, entertainment, timings, buffet or a'la carte, menu, table reservation procedures.

Service offered by travel agency, bank, post and telegraph office, health club, swimming pool, barber shop, pastry shop, shoe-shine, beauty saloon, drugstore and shopping.

Telephones, party arrangements, baby sitter services, valet and laundry service, reservations for other hotels of the chain, telex, typist facility, doctor service.

City tour facilities, church timings, theatre timings, maps and locations of shopping centres, historical, business and cultural places of interest, railway timings, airline schedule, inter-state bus terminals, nearest location of a 24-hour chemist shop and nearest hospital.

There are many more items of information that front office staff are equipped with to make them living encyclopaedias. The important point to remember is that only with a knowledge of the product can one actually sell it.

Front office staff must be aware that the guest attaches value to the service sold and will be prepared to spend for it. For example, if a room has a maximum, moderate and minimum rate attached to it, the maximum must be quoted but the value of this rate must be sold. The room may be overlooking the swimming pool, or be away from the noisy elevator foyer, or have soft decor to please a guest on a hot day. Whatever it be, each proposition must be given a value.

After the room is allotted the front office assistant may recommend a suana bath and massage at the health club especially after the guest has returned from a long journey. The assistant may volunteer to reserve his table at one of the restaurants and bars.

The good front office assistant must always give the guest a choice so that he feels that the final decision was his. While offering a room two locations should be given. When recommending a restaurant two are offered to choose from (provided the establishment has more than one dining place).

As individuals have varying needs, a guest may stay in a hotel for comfort, address value, entertainment, convenience of location, standards of facilities offered, etc. It is important to identify the needs of each guest and try to appeal to those needs. Another important aspect of a guest is that he has left his home and would like a home away from home.

It is a question of emotional adjustments to unfamiliar surroundings. An employee should try and make him feel at home and anticipate his needs for home comforts through personalised service. By appealing to a guests' needs one can stimulate sales.

This trait could be the cornerstone to successful salesmanship in the hospitality industry—it is essential to be genuine in all communications with guests. The more genuine the front office staff are in their approach, the greater is the desire to be helpful. A guest is sensitive and can see through a “put on” act as against sincerity in words and deeds. Unless an employee enjoys being hospitable, genuine concern becomes act. A simple way of bringing out this genuine concern is to display empathy. Empathy is energised by asking oneself, “what would I expect of the hotel if I were a guest”.

How one speaks is important to all sales efforts. Brusque language is bound to put guests on the defensive and a sale can never be energised. Here are some typical phrases to use:

“May I help you”.

“May I suggest (or recommend).....”

“I beg your pardon”

“May I request you to.....”

“One moment please.....”

“Would you kindly.....”

It is highly recommended that one should avoid the use of slang or abbreviation. Always refer to male guests as gentlemen and female guests as ladies or young ladies. Normally the establishment would select those candidates for the post of front office assistant who have a clear, mellow and proper mode of speech.

## **BUSINESS HELP**

**Lobby** : The bell boy escorts guests from the main door with their luggage to the front office. After the guest has been registered the front office informs the bell boy of the room number so that the guest may be escorted to his room and his luggage placed in the room.

In most hotels, a guest wishing to check out of the hotel calls the bell desk for a porter to carry his luggage down. The bell desk informs the front office of the intentions of the guest so that the cashier can prepare his bill. It is only after the front office is satisfied regarding the payment of bills and retrieval of room key will they allow the bell boy to remove the luggage outside the premise of the hotel.

Often, a guest requests the front office for a change of room. The front office intimates the bell desk to send bell boys to help in the shifting of luggage.

“Skippers” are those guests who leave the hotel without paying their bills. This is made possible because the “skipper” comes with little luggage to avoid bringing the attention of the bell boys to his “secret” check out. Alternatively, if he has just a briefcase, he may leave the hotel under the pretext of a business call. The bell boys have to be alert to notify the front office about guests with scanty baggage so that a necessary advance is taken from them and a close watch is kept on them.

The information section of front office alerts the bell boys to deliver messages received by them for guests in the hotel.

“Paging” is the system of displaying the name of a guest on a small board with a long handle. The board is held above the head of the bell boy and has small bells which are rung to draw the attention of customers to the board.

When a phone call is received for a guest in a specified location, this paging system is used to contact guests. The bell boy does the paging in most public areas especially the lobby.

To keep a tight control on rooms, the housekeeping and front office have to closely coordinate. One way is through the room report whereby the housekeeping staff checks each room on every floor and advises their status through a report.

**HOTEL XYZ LTD*****Discrepancy Report***

Room	Per Room Asstt.		Per House Keeper		Investigation Remarks
					Asstt. Manager

A discrepancy report is prepared by the front desk on receiving the Room Report from the Housekeeping. The front office compares it with the Room Rack for reconciliation of room status. Discrepancies noticed between room rack and housekeeping room report are noted down on a separate report called the “discrepancy report” which is then handed over to a bell boy for physical check and reporting back of the room under discrepancy. After a physical check of the room the bell boy notes down the correct status which is accepted by the front office and room rack and reconciled accordingly.

When a guest checks out, the front office has to immediately inform the housekeeping desk (which is the central point of information for housekeeping) or the floors, to clean the room so that it is ready for sale again. This information is controlled on a Departure Intimation control sheet. Housekeeping in return would have to inform the front office immediately after a room



After reconciling the “Room Rack” with the Housekeeping Room Report, the Front Office Reception compile data on the “occupancy” position of the hotel for the day in the form of a report for the purpose of management information. This compilation and analysis of occupancy data is referred to as “night room report” and is invariably prepared by the night receptionist.

The front office informs housekeeping to be alert to attend to rooms occupied by groups or VIPs. Service has to be quicker and efficient. Housekeeping provides “flowers” for VIPs in the room on receipt of the Amenities Voucher issued by the Front Desk.

Day	Date
<ul style="list-style-type: none"> <li>● Please Send Complimentary</li> <li>● Flowers</li> <li>● Full—Single ( )—Double ( )—Special ( )</li> <li>● .....</li> </ul>	
To ..... Arriving .....	
Room No. ....	
.....	
Authorised by .....	
Copy of Auditor MAURYA—FO—021	

**Accounts :** The front office cashier receives payments for a guest’s stay in the hotel. This is the point where all the charge vouchers (bills) generated by the guest are received, to be included in the overall bill. Close liaison between the lobby staff and cashier is imperative. The Bell Captain must inform the cashier about the intended check out of a guest so that the guest’s bills are updated and kept ready for presentation. Also, the cashier is informed of a new arrival by the Reception by

opening and forwarding a new folio in the guest's name giving room number and time of check in, with defined billing instructions which the cashier places in the bill tray against the appropriate room.

The Night Auditor audits all guest bills received by the front office cashier and prepares and proves for the calendar day.

This is the credit section which receives bills from front office that has extended credit as per previous arrangement between the hotel and the guest. This department follows up with the individual or company for the payment of the bills.

The Room Service is kept closely intimated on arrivals and departures of guests. It is this department that provides food and beverage services to the room and must be informed as to the occupant in order to raise bills accordingly.

The front office informs room service through the Amenities Voucher and a List of the VIPs' expected to arrive in the hotel so that special service is extended. Also the room service provides a complimentary basket of fruit, liquor, cakes and pastries or whatever gesture the establishment wishes to extend to a VIP as per the policy.

**Telephones :** This is another department that is informed immediately of the arrival and departure of a guest so that when calls come for a particular guest it is fully knowledgeable about his/her presence in the hotel so that calls may be connected to him/her. Also calls made by the guest are recorded or metered.

The engineering department is responsible for any maintenance of furniture, fixtures and equipment and for rectifying faults in the services provided, like air conditioning, plumbing, etc. Sometimes when guest keys are lost, the workshop of the engineering department makes duplicate keys from key blanks, besides changing the location of the lever by altering the lock and key plan of the hotel. The stores are responsible for supplies of relevant forms, formats and stationery.

There is very close coordination between the front office and sales especially in soliciting their help in improving room sales on lean occupancy days. The front office also informs sales whenever an important guest, who influences the business of the hotel 'checks in', so that special attention can be given to him/her. Sales keeps the front office updated with the new agreements made with travel agents and airline crews and viable accounts.

### **METHOD OF DEPARTURE**

**Step 1 :** When a guest arrives, the doorman buzzes the Bell Captain Desk for a bell Boy.

**Step 2 :** The bell boy should wish the guest and collect his baggage and bring it into the lobby via the baggage entrance and place baggage at the bell desk which is located normally opposite the Reception counter. The bell boy should wait for the guest to register at the front office. If the hotel has tags to identify baggage these should be attached to the baggage. Inform scanty baggage to the lobby manager or front office.

**Step 3 :** The Information counter at the front office will indicate that the guest has been allotted a room by handing over the errand card which mentions the room number. The room key is also handed over with the errand card. Bring to the guest's attention any baggage damaged to protect the hotel from blame.

#### ***Guest Arrival Errand Card***

Bell Boy No.		Date		
Room No.		Name		
Suit Case	Brief Case	Hand Bag	Packets	Others
Remarks				

Bell Boy Sig.

Capt's Sig.

**Step 4 :** Lead the guest to his room along with his baggage. Some hotels have separate baggage elevators.

**Step 5 :** The bell boy should open the door of the guest-room and let the guest enter first. After positioning the baggage at the allotted rack in the room, the guest must be told where the floor-lights are located, channel music, air-conditioning/central heating thermostat control, internal locking system, etc. are located.

**Step 6 :** Offer any other help and if not required, wish the guest a pleasant stay. Do not solicit for tips.

**Step 7 :** Report back to the bell desk.

**Note:** A hotel may have different coloured errand cards for arrival and departure of guests.

### ***Departure Procedure***

**Step 1 :** The bell desk will receive a phone call from the guest about his intention to check out. Write the room number carefully on the errand card, a stack of which is kept at the bell desk itself. Inform the Bell Captain and proceed to the room.

**Step 2 :** Knock on the guest's door and announce yourself. Look around the room for any guest articles left, any damaged hotel property and switch off the air-conditioning/ heating, lights, etc. Collect the room key and depart from the room letting the guest lead the way. Ensure that the guest room is locked. If the guest wants to carry the room key himself, permit him to do so.

**Step 3 :** Place the baggage at the bell desk. Stick on any hotel stickers or publicity tags. Hand over the room key to the Information counter and errand card to the Front Office Cashier. Wait for the guest to pay the bill.

**Step 4 :** The bell boy will receive an authorisation to take the baggage out of the hotel only after the Front Office cashier has signed that the guest has paid his bills, and the Receptionist that the room key has been received.

**Step 5 :** Take the baggage to the car porch and load it to the transport.

**Step 6 :** Report back to the bell desk and hand over the errand card with the authorisation signatures.

## **METHOD AND EXECUTION**

***Making of Schedules :*** Briefing is that process at the beginning of a work shift which is provided by management to facilitate a two-way communication between management and staff. It is the one time during a shift that all housekeeping staff are together to share information and feelings before they disperse to their work areas.

Briefing is normally undertaken where all employees have to report on duty at the beginning of the shift. This is after the employees have formally clocked into the hotel at the time office and have already received their fresh uniforms which they change into in their respective locker rooms. All employees must report for briefing properly attired and at the scheduled commencement of the shift or earlier.

In Housekeeping briefing is conducted at a prescribed common Housekeeping Lounge or at the Housekeeping Control Room. Ideally, the Executive Housekeeper must conduct the briefing; however, due to odd shift timings she may delegate this responsibility to her deputy. Here are some issues that should normally be covered in a briefing that should last no longer than 15 minutes.

Housekeeping staff are mostly in guest visibility and contact areas. It is thus important that they are well-groomed and clean. While grooming projects the image and quality of the hotel, a guest also likes to feel that the people who clean his room are themselves very clean.

It is thus important for the Housekeeper to ensure the following:

1. Personal cleanliness—fingernails should be clean and cut short; men should have shaved and should emit no body odour.
2. Hair should be clean and neatly combed/arranged. Hair nets are suggested but not essential.
3. Little or no make-up.
4. Careful use of lipsticks for maids.
5. No necklaces or bracelets—earrings, if worn, must be small and unobtrusive.
6. Uniforms must be clean and well pressed. They must be of the proper size and well fastened.
7. Stockings (if required) should be clean, of a permitted colour and free of holes.
8. Shoes should be dark in colour, low-heeled and clean.

Any new policies and procedures introduced by management must be made out and explained to the staff.

The names, room numbers and the importance of each VIP staying in the hotel must be communicated to all staff, especially those assigned to their floors.

At a briefing the duties of each staff member and the areas of accountability are explained. This would mean that maids are assigned a floor and allotted their number of rooms. The housemen, likewise, are told which floors or public areas they are assigned to for cleaning. They are also told which supervisor would be in charge.

The Executive Housekeeper must receive any professional or personal grievances of staff. It would help productivity if problems are resolved or at least heard with the intention of resolving them. This can also be an opportunity to test out whether policies and procedures already explained have been understood and implemented.

Briefing is a time which can be used as a training opportunity.

Simple tasks may be demonstrated so that they can be practiced under supervision at their work place.

An Executive Housekeeper must constantly remind housekeeping staff of the standards expected by management. Standards could be the number of rooms to be completed by a maid in her shift or the time taken to complete a departure room etc. At a briefing, the housekeeping staff should get a first hand feedback on whether they are maintaining the required standards.

Since all housekeeping staff on a given shift assemble for a briefing, it is the ideal time to give a word of praise or recognition to deserving candidates.

It is important to give information of a general nature, especially of the going-on in the hotel to staff. One normally shrugs off general information as it does not concern staff—but all information is knowledge and brings in a feeling of pride and a team spirit to the totality of hotel operations. Information like the gala functions in the hotel, the re-assignment of people in the hotel, promotions, increments, etc. must be shared.

The sale of rooms constitute approximately 50 per cent or more of the total hotel revenue. A 'sale' of room would mean the leasing of the room for occupation for 24 hours at a predetermined cost. A room not sold on a particular day has lost its opportunity to earn revenue for that day. Hence rooms are referred to as highly perishable commodities. The loss of an opportunity to sell a room can also be due to inefficiency of housekeeping in having a room ready when required. What does a room mean to a guest?

Hence, hotels spend efforts in ensuring the quality of beds, mattresses; weather, control, channel music, hot and cold water, attached baths, etc. The comforts must be regularly maintained and functioning. It is Housekeeping's responsibility to ensure this.

The primary security device that hotels provide is to restrict entrance to the room/suite through only one door; a double locking system from inside; strict control on room keys and master keys; chain locking the door from within to further augment the door locking system; precautions in the room to ensure all electrical wiring is concealed and no equipment in the room is faulty; fire exit layout in the room, etc.

Room windows are provided with curtains. Superior hotels would have daylight curtains and heavy night curtains. Windows would normally overlook good scenic views, away from the prying eyes of others in the hotel or the outside public.

The entrance into a room procedure is well defined to ensure guest privacy. Attached baths are also a measure towards privacy.

A guest is provided entertainment, food and beverage services, telephone services, etc. in his or her room. The guest is thus free to spend all the time towards fulfilling the purpose of his visit—be it a holiday or business. The House keeping Department should ensure such literature in the room as to enable a guest to know how to reach such conveniences and avail of them.

The Housekeeping Department has a pivotal role to play in this aspect.

Hence he demands the highest standards in everything that the room stands for.

In addition to the above, it is important for all housekeeping personnel to know the different types of rooms that hotels provide.

Single Room	Meant for a single occupancy. The room has one normal sized bed.
Double Room	Meant for double occupancy and has one large bed meant for two.

Twin Room	Meant for double occupancy. The room provides two single beds.  Hotels may reserve the flexibility to sell it on single occupancy as well.
Studio Room	Meant for single or double occupancy. It has one normal bed and a sofa-cum-bed which acts as a sofa during the day and can be pulled out into a bed for the night.
Single Suite	Meant for single occupancy. A suite is a two-room set—one room furnished with drawing-cum-dining facilities and the other as a bedroom with a normal bed.
Double Suite	It is the same as a single suite in concept, except that the bedroom has a large double bed, or two normal sized beds to facilitate double occupancy.
Cabana	Rooms attached to the pool-side for changing or resting. The room has one sofa-cum-bed.
Duplex Suite	Room built on two floors with an inter-connecting staircase.  Such suites normally have two bedrooms.
Triple Room	Provided mostly for families. It has twin beds with an extra cot.

All the above rooms may be furnished with extra roll-away cots on the demand of the guest at an extra charge. All rooms normally have attached bathrooms. Exceptions would be in hostel where common bathrooms per floor is more economical for the guest and management for the low charges they levy on rooms.

Prior to commencing work, all housekeeping staff, especially room attendants, must follow some floor rules that lend an air of efficiency and least inconvenience to guests.

The floor and rooms are most private and personal to guests who are concerned by the people who frequent them. They lay a large trust in the management of the hotel through the room attendants who are privy to their rooms and belongings. To uphold this trust the following rules must be strictly observed:

1. Speech amongst the floor staff must be restricted to a minimum. In case communication is necessary, this must be done in low tones even when guests are not in sight.
2. Unnecessary movements like running or jumping must be avoided.
3. The passageway must be kept free of equipment, trays or trollies.
4. The floor telephones must be attended to promptly.
5. Room attendants must greet all guests according to the time of the day.
6. Staff must be helpful and readily give required information. Misleading a guest through misinformation must be avoided.
7. Alertness to guest movements is necessary so as to report anything suspicious.
8. Remember the guest is always right. Arguing with a guest is prohibited. If a guest is being unreasonable refer him/her to the next superior.
9. It is prohibited to enter rooms which display a "Do not disturb" sign outside. If a DND sign is on for a long time, this may be reported to the floor supervisor.
10. The door of the room in which the attendant is cleaning should always be kept wide open.

11. If the guest returns when the room is being cleaned the room attendant may ask the guest if she can continue or come later.
12. In spite of following the procedure for entering a room, if the guest is inside either sleeping or awake, quickly withdraw, apologising if required and shut the door softly.
13. Always follow the procedure of entering a room even if the room is seemingly vacant.

The maids cart is a trolley meant to stock a given number of linen item, supplies and equipment to service an allotted number of rooms. Each maid, after receiving her room assignment, should check her supplies against a standard list to avoid needless trips. The maid is responsible for the condition, cleanliness and appearance of her cart.

The lower shelf of the cart is used to carry heavier items like mattresses, protectors and bed sheets and night spreads. The middle and top shelf stock pillow slips and bath linen. Linen will include:

Night spreads	1 for each bed
Sheets	2 for each bed
Pillow cases	2 for each bed
Bath towels	1 for each guest
Face towels	1 for each guest
Hand towels	1 for/each guest
Bath mats	1 for each bathroom
Mattress protectors	few to replace as necessary

These terms should be arranged in neat stacks, the heavier items below and the lighter ones on top.

The top tray should be neatly arranged with the following guest room supplies and cleaning agents:

<i>Room</i>	<i>Bathroom</i>
Water tumblers	Gargle tumblers
Service directory	Shoe mitts
'Do not disturb' cards	Soaps/soap dish
Guest stationery	Toilet rolls
Ball point pens	Toilet tissues
Telegraph forms	Blade dispensers
Bibles/Gita	Shower caps
Ash trays	Soap suds
Match boxes	Shampoo bottles
Laundry forms	Disposal bags
Laundry bags	
Clothes hangers	
Candle stands	
Scribbling pads	
Guest house rules	
Guest comment forms	
Sewing kits	
Breakfast knob cards	
Plastic shirt bags	
"Polish my shoe" card	

In addition, there should be supplies of such promotional material as the management of the hotel may from time to time prescribe. In any event, this material should include:

Room service menu.

Room service beverage list.

Tent cards for special promotion.

In addition, the cart may carry cleaning equipment such as feather brush, dustpan, mops, sponges, dusters, carpet brush or vacuum cleaner, clean scrub bucket, scrub brush on the same end of the maids cart as the trash bag. The exact location is below the trash bag.

The cleaning material will include:

Disinfectants: dettol, deodorizer.

Cleaning agents: Vim, sanitizer (sanifresh), liquid soap (teenopol), naphthalene balls, room freshner and anol.

Polishing material: Brasso, wax polish.

After securing all the supplies and equipment outlined above, each maid should proceed to her duty station and begin the cleaning procedure on the assigned number of rooms with room checklists.

Maid carts are to be placed along the corridor wall on the same side of the corridor where rooms are being serviced. The cart should be so positioned as to service a minimum of two rooms without much movement of the room attendant to minimise trips to the cart and thereby reduce the fatigue factor.

When designing maid carts consideration must be given to the fact that the cart should be lightweight to ensure easy mobility by the maid. Heavy carts also pucker corridor carpets. The wheels of the cart must be of a good standard and well oiled periodically to ensure smooth movement.

<b>Room No.</b>	<b>Name of Article</b>	<b>Room No.</b>	<b>Name of Article</b>	<b>Remarks</b>
1.	Room number	2.	Door	
3.	Lock Operation	4.	Threshold	
5.	Peephole	6.	DND-Make my room card	
7.	Lights -md switches	8.	Wardrobe door	
9.	Micro light	10.	Hangers	
11.	Extra Pillows	12.	Laundry bags	

Contd...

<b>Room No.</b>	<b>Name of Article</b>	<b>Room No.</b>	<b>Name of Article</b>	<b>Remarks</b>
13.	A.C. Operation	14.	Luggage chest	
15.	Lining paper	16.	Shoe shine card	
17.	Wall paper	18.	Vestibule ceiling	
19.	Dresser and stool	20.	Ash tray	
21.	Matches	22.	Candle and candle stand	
23.	Tent card	24.	Portfolio	
25.	Guest house rule	26.	Writing material	
27.	Telegraph form	28.	Guest comment form	
29.	Room service menu	30.	Breakfast knobs	
31.	Laundry and Valet list	32.	Sewing kit	
33.	Plastic bags	34.	Waste paper basket	
35.	TV and TV programme	36.	TV Comments form	
37.	Mirrors	38.	Chairs and tables	
39.	Heavy curtain	40.	Sheer curtain	
41.	Window operation	42.	Window Cleaning	
43.	Safety	44.	Safety bar	
45.	Headrest	46.	Bed and mattress	
47.	Bed cover	48.	Studio bed	
49.	Wall plaques	50.	Bedside table	
51.	Bedside lamp	52.	Lamp shade	
53.	Telephone	54.	Message pad	
55.	Service directory	56.	Pen	
57.	Thermos flask	58.	High ball glasses	
59.	Telephone	60.	Gita	
61.	Bible	62.	Light switch	
63.	A.C. switch	64.	Message light	
65.	Music operation	66.	Carpet	
67.	Skirting	68.	Walls & Ceiling	
69.	Cobweb chicking	70.	Toilet door	
71.	Toilet door latch	72.	Bolt	
73.	Robe hook	74.	Bottle opener	
75.	Washbasin and counter	76.	Mirror	

*Contd...*

<b>Room No.</b>	<b>Name of Article</b>	<b>Room No.</b>	<b>Name of Article</b>	<b>Remarks</b>
77.	Mirror screw caps	78.	Tissue & blade box	
79.	Soap & soap dish	80.	Ash tray	
81.	Toilet tumblers	82.	Shower cap	
83.	Shoe shine strip	84.	Soap suds	
85.	Toilet rolls	86.	Spindle	
87.	Tissue	88.	Waste paper basket	
89.	Disposal bag	90.	WC	
91.	WC Band	92.	Flush	
93.	Drain & C.P. grating	94.	Bath tub/Bath tub stopper	
95.	Bath tub nuts, bolts & caps	96.	Tap & shower operation	
97.	Shower curtain	98.	Clothes line	
99.	Bath mug	100.	Towel rack-Towels-Bath mat	
101.	Chrome fittings	102.	Tiles & Ceiling	
103.	Toilet marble	104.	Light fixture	
105.	Prismatic cover	106.	Tidy Guest clothes & belongings	

Code G : Good 1 : Needs Improvement P : Poor N : not done

### ***Fig. Room Checklist***

Prior to reporting on a floor the room attendant already knows the status of a room in her given lot of rooms. The room attendant can prioritise rooms to be attended to first on the basis of immediate needs; however, the normal practice is to attend to vacant rooms first, then departure rooms, "Clean my rooms," and finally occupied rooms.

For occupied rooms look whether the room has a "Do not disturb" card on the door knob. If it does, then go to a room which does not. Knock at the door firmly with the index finger knuckle announcing clearly "Housekeeping." When there is no answer, repeat the knock after 10 seconds announcing yourself as before. If there is still no answer open the door with the floor master-key. Push the door again, knock announcing inside

the room "Housekeeping." When there is no reply and one is relatively sure that there is no one in, open the door wide and keep it that way till the entire cleaning cycle in the room is complete.

1. Switch off the room air-conditioner or heating. Draw all curtains and open the windows for airing the room.
2. Remove soiled linen from beds and bath. Shake out the linen to ensure that no guest articles are lost in the folds of linen. Put the soiled linen in the linen hamper provided in the maids cart.
3. Check for maintenance requirements and report the same to the control desk and enter in room check-list.
4. Check for lost and found in departure rooms and report to supervisor desk.
5. Contact Room Service to remove used trays.
6. Turn the mattress side-to-side on succeeding days followed by end-to-end turning. Smooth out mattress to air it.
7. If a vacuum cleaner is not available, brush the carpet first to enable the dust to settle while doing the next task.
8. Clean bathroom.
9. Empty all ash trays into the waste paper basket in the room. Collect other loose trash on tables and floors and throw them in the waste paper basket.
10. Pick up guest clothes and hang in closet or place in dresser.
11. Collect all loose papers or magazines and stack them neatly on the desk.
12. Clean all the surfaces in single circular motions with a dry cloth. Use a hand dust pan to collect any unwanted matter on the surfaces without lifting dust in the air.

Ensure that all surfaces are spotlessly clean. Pay special attention to nooks and corners especially those points that may not obviously be visible to the guest eye.

13. Use a stiff upholstery brush or vacuum cleaner (with the appropriate attachment) on upholstered furniture arms, backs and seats.
14. Replace, if necessary, stationery as prescribed by management. The number of items must exactly be as per standard.
15. Dust and replace each item on dressers, bureaus and desks. Special attention must be given to the display of publicity material as prescribed by the management.
16. Clean lamp shades with a clean dry duster. Lift lamps and clean under the base. Replace lamp and adjust the shade.
17. Disinfect telephone mouthpiece with dettol. Wipe balance of the telephone with a damp cloth. Check phone for the dial tone.
18. Clean mirror with a dry cloth first and then with a damp newspaper to make it sparkling.
19. Dust closet, shelves, hangers and rods. Brush the closet floor. Supply new laundry bags and replace missing hangers and drawers/shelf with plastic or paper liners.
20. Dust both sides of all room doors, baseboards, window sills, inside and out, bottom and centre sashes or windows, sash rails and tops of radiators and air-conditioning units.
21. Close windows.
22. If a vacuum cleaner is available then vacuuming of carpet should be done at this stage as against brushing the carpet.
23. Arrange furniture if necessary.

24. Switch on the air-conditioning or heating on the minimum temperature for a departure room and at the same temperature the guest has left it for an occupied room.
25. Have a last look at the room referring to the checklist for completion of work.

***Making a Bed***

1. Remove soiled sheets and pillow cases and shake out individually.
2. Turn out mattress as previously described.
3. Shake out mattress protector and relay it on the mattress. Change the protector if soiled or smelling.
4. Open out fresh lower sheet evenly and tuck it securely at the head, foot and sides.
5. Open out fresh top sheet and distribute it evenly over the lower bedsheet. Ensure that the laundry crease is in the same line as the inner sheet for even distribution. The sheet hem should be evenly pulled up to the headboard. Tuck this sheet at the foot.
6. Open out blanket and distribute it evenly on the top sheet using the crease as described earlier for even distribution. Ensure that the blanket labels are at the foot. Pull the blanket four inches from the headboard.
7. Fold top sheet, at the head of the bed, over the blanket and fold the sheet and blanket once again.
8. The blanket and top sheet are together tucked uniformly on both sides while the corners at the foot of the old are mitred.
9. Cover pillows with fresh pillow slips. Fluff the pillow and even out pillow slips to look neat and tidy. Since pillow slips are larger than the pillow the excess slip should be neatly folded downward. The side of the pillow which has the fold should be away from guest view.

10. Cover completed bed with the bed spread ensuring it is right side up and falling evenly all around the bed. Keep extra bed spread towards the head board to crease in between the pillows so as to make the bed look appealing. The bed spread corners should be aesthetically done.
11. Put spare blankets in plastic bags in the uppermost or lowermost shelf in the guest closet. Blankets are folded in such a manner that the hotel insignia appears on the top.

Certain areas in the room or bathroom elude the maid's attention and tend to accumulate dust. Such areas are normally hidden from a guest's eye. However, its cleanliness reflects the standard of cleaning of the hotel. Experience shows that the following areas are overlooked and appropriately called the "dirty dozen."

1. Top of door edges and ceiling.
2. Air-conditioning ducts and diffuser grills.
3. Under bathroom counters.
4. Beneath the grab-bar and dresser table.
5. Behind the WC bowl—the Strap.
6. In the toilet roll niche.
7. Faucet nozzle filter.
8. Toilet vents.
9. Top of picture frames.
10. Area above pillow racks.
11. Rear surface of doors.
12. Interior surfaces of drawers.

***Cleaning a Bathroom*** : Basic principles:

- (a) Cleaning activity starts from the ceiling downwards to the floor.

- (b) Floors are cleaned from the wall farthest to the door to the exit.
1. Open all windows and exhaust vents.
  2. Shake out all soiled bathroom linen, e.g. towels, bathroom mats. etc. and deposit in the linen hamper of the maids cart.
  3. Collect all trash in bathroom waste basket and deposit in trash hamper of the maids cart.
  4. Clean the ceiling and air-conditioning vents for cobwebs.
  5. Wipe off light bulbs and shades with a dry cloth. Check that all bulbs are working.
  6. Wipe down the walls using a sponge or damp cloth. Follow with a dry cloth ensuring that tiles are free of water marks.
  7. Clean mirror first with dry cloth, then with damp newspaper and finally with dry cloth. Ensure that the mirror is smudge and scar-free. Clean the medicine cabinet.
  8. Wipe dry the shower curtain with a sponge.
  9. Scrub dry the area next to the wash basin.
  10. Scrub and clean dry the bath tub ensuring that the water faucets and shower are sparkling and in working condition.
  11. Scrub the toilet bowl and bidet using the special brush or mop and the prescribed sanitizer. The inner rim should be cleaned. Ensure it is dry and spotless inside. Clean the WC from the outside with a sponge till it is sparkling and dry. Clean the lid and toilet seat of the toilet bowl dry and close them by placing the disinfectant label.
  12. Replenish fresh bath linen and guest supplies as per the number of persons in the room at the following number per person.

<b>Linen</b>	<b>Supplies</b>
One bath towel	2 toilet rolls
One face towel	1 bathroom tumbler per person
One hand towel	1 soap dish
One bath mat	2 soaps per guest (25 g each)
	1 candle stand with candle
	1 ash tray with a match box
	1 shoe mit
	1 soap sud satchel per person
	1 shower cap per person
	2 disposal bags
	1 blade dispenser
	1 face tissue box
	1 waste basket

Place advertising material as prescribed.

13. Scrub the floor with the prescribed mop and ensure it is dry.
14. Finally close the windows, shut all lights and close the bathroom doors.

**Note:** In occupied rooms, when cleaning the counter around the wash basin, collect all guest belongings onto one side and clean the other. Shift the belongings to the other side to clean the surface they were occupying. Finally replace all belongings as the guest had left them.

As Housekeeping has contact with all rooms and public areas practically in every shift, it is they who detect, report and ensure the completion of all maintenance work. This requires close coordination with the Engineering Department. It is important for housekeeping personnel to know the exact discipline

under Engineering that various maintenances come. Given below are some suggestions.

Air-conditioning or heating, fused bulbs, lights and lamps not working, defective plugs and plug points, short circuiting of any kind, faulty geysers and refrigerators.

For supply of hot water to guest bathrooms.

Faulty equipment of any kind would come under this category, e.g. vacuum cleaners, ice cube machines.

Faulty taps, showers, drainage systems, water closets, etc.

Any masonry work.

Broken or shaky furniture, mirrors, woodwork, cupboards, etc.

In addition to the above the locksmith is a specialist who attends to locks and keys of any kind.

The moment a housekeeping member detects a maintenance requirement he or she must call the Housekeeping Desk and lodge the complaint, clearly stating the nature of complaint, the kind of assistance required and the exact location of the complaint. The attendant at the Housekeeping Desk will then prepare a "Maintenance Order" which is handed over to the Engineering Control Room. The Engineering Control Room, classifies the complaints and gives "work orders" to the concerned mechanic, carpenter, plumber, etc. who would go on his round of attending to such complaints.

The room attendants role is to open the guest room where maintenance is required and under his/her supervision ensure that the maintenance work is complete in all respects. Only when housekeeping is satisfied will they sign the "work order" slip in acknowledgement that the work is complete.

From : Housekeeping Dept.      To : Engineering Dept.

Please do the Following.

Room ..... Date ..... Time .....



**Plumbing**

Shower rose	Tub stopper	Tub mixer	Hot water tap	Basin waster	Cold water tap	Flush valve	Floor drain c.p. gr.	

**Carpentry/Misc.**

**Others (Specify)**

Curt: railing	Ward robe		Music/ T.V./ Locks/ Mirrors/ Shade
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Job completed by..... date.....time.....

**Work Order**

In hotels, normally the bulk of room cleaning should have been done in the morning shift. The exception would be rooms with the “Do not disturb” sign. Such rooms are normally occupied by late night/early morning arrivals by international flights. All rooms, however, require an evening service mostly to prepare the room for the night. This service should be done prior to the guest retiring for the night. Following is the procedure:

1. Knock at the door and enter the room as per the procedure mentioned earlier.
2. Put floor lights switch on mainly to ensure that all lamp bulbs are functioning.
3. Draw the heavy curtains.
4. Hang guest clothes if lying around.
5. Take off bed cover, fold neatly and store in the room cupboard, either in the topmost or lowermost shelf.
6. Fold one corner of the blanket to enable a guest to slide into bed.
7. Place the breakfast knob order card along with posette/ chocolate/sweet as prescribed on the pillow.

8. Remove soiled glasses and bottles if any. Replenish fresh glasses and fill the water flask with drinking water.
9. Empty and clean ash trays and waste basket.
10. Replace soiled towels.
11. Replenish missing toiletries and other supplies.
12. Set climate control as directed.
13. Turn out all lights except the passage lamp/night lamp as prescribed.
14. Lock the door properly.

This is a service provided on the specific request of a guest. This normally happens when a guest has/had a party or meeting in his room and would like his room to be put in order as a consequence. The following matters would normally be attended to:

1. Remove soiled dishes, bottles and glasses.
2. Remove room service trays, if any.
3. Wash the room where necessary.
4. Replace used guest supplies.
5. Empty and clean ash trays and waste basket.
6. Arrange the bed properly.
7. Replace soiled bathroom linen.
8. Flush the toilet bowl and dry the area around the sink.
9. Use air-refresher if necessary.
10. Replace water-tumblers and fill water flasks with fresh water.

One of the important qualities of a room attendant is an eye for detail. The management reinforces this quality through training as well as providing a room checklist to ensure that all matters in a room cleaning are covered. Such matters can be handled by the room attendant directly. However, there are certain other matters that a room attendant must report as per rules and

regulations of the department in most cases. This lesson attempts to aid the room attendant in reviewing matters that are required to be reported.

This refers to occupied rooms without luggage. While the housekeeping report would reflect this it is important to immediately report this matter to the Floor Supervisor. A room with this status would either mean an unauthorised occupancy or a person who could slip out of the hotel without paying his bill. The luggage of a guest is normally the only security the hotel has in the event of a guest not being able to pay his bill. A guest without luggage is therefore of concern to the hotel management.

This is a room which has small light luggage that could be carried by hand without indicating an obvious departure should a guest walk out with it. Scanty baggage is of the same concern to management as no baggage.

An alert room attendant would know her allotted rooms very well. It is thus easy to detect any damage by guests to hotel property or property missing in a room. Reporting this immediately especially in the case of "departure rooms" could enable the hotel management to levy a charge on the guest or take any security actions.

A room attendant would know the status of how many people are occupying a room. An obvious way is by the number of beds used in a twin or double room or by clothes and bath linen used. It is quite possible that a room sold as single occupancy shows double occupancy. This must be reported as routine. The guest may legitimately have someone join him or her and is paying for it. But the management is concerned if the guest is paying for single occupancy and the room shows double occupancy.

Hotels as a policy normally do not permit guests to keep pets in the rooms as they disturb other guests. For this hotels have arrangement for kennels for housepets. There are some

guests who may smuggle a pet into the room. The room attendant should report this immediately.

Room attendants would recognise by and large the occupants of rooms in their charge and should be able to decipher who a genuine visitor is as against someone suspicious. The room attendant must alert the Floor Supervisor even if she has the slightest suspicion. The same would go for guests misbehaving with staff or other guests or creating noise that disturbs other guests.

It is obvious that guests who are unwell require immediate medical attention.

The room attendant must report a DND sign outside a room for an unusually long time. It is possible that a guest is seriously ill or up to something not permitted by the hotel.

A guest may request for a change of room. This must be reported immediately so that the occupancy status can be rectified both by Housekeeping and the Front Office.

There are guests who will offer praise or criticism on the standard of his room or stay. This must be reported so as to recognise the person or department or rectify a mistake where applicable.

This is important as it could effect the sanitation standards of the hotel. An immediate effort towards pest control could redeem a lost situation.

These could be a potential hazard.

In addition to the above, the room attendant should report as part of her duties, lost and found articles, maintenance requirements and room service trays left in the room to the appropriate department to ensure a clean, safe and efficient room.

In addition to her daily cleaning routine, a room attendant normally has some cleaning chores that are of a time-consuming

nature. Such items may sometimes be beyond her physical capacity and need the assistance of the Houseman. Such tasks are:

1. Polishing brassware.
2. Scrubbing of bathroom tiles.
3. Pest control.
4. Laundering of lace curtains.
5. Scrubbing of shower curtains.
6. Cleaning of window panes.
7. Scrubbing of balconies/terraces.
8. Vacuuming of carpets under heavy furniture.
9. Changing paper underliners in guest closets, and drawers.
10. Cycling potted plants with the nursery.

The weekly schedule is set out by the Floor Supervisor who controls this activity through a register in a format as shown in Fig. below.

***Week Beginning***

Room No.	Brasso	Bathroom Tiles	Window Panes	Balcony	Pest Control
101 102 103	Date done	Date done			

***Weekly Cleaning Register***

The management may stipulate a preventive maintenance cycle for all rooms or a room may be taken over by the Maintenance Department for a major maintenance job like painting or masonry work. In such cases there is a procedure to be followed:

1. Inform the Housekeeping Desk and/or Front Office that the room has been taken for repair and should not be sold.

2. Call the tailor and have the curtains removed and sent to the linen room.
3. Send lamp shades, bed covers, skirtings, linen, guest supplies, etc. to the floor pantry or linen room.
4. Cover the telephone with polythene or disconnect it.
5. Seal taps of sinks and water closet.
6. Disconnect the radio/music system and cover them with polythene bags if not portable. Otherwise remove to the floor pantry or music room.
7. Furniture that has upholstery is sent to the upholstery yard for shampooing or mending. Other furniture is sent to the floor linen room and covered with discarded linen.
8. All carpets are rolled up by Housemen and sent for shampooing.
9. Potted plants are given back to the nursery.
10. All drawers should be removed and stored.

**Note:** All articles should be labelled so as to indicate which room they have been withdrawn from.

**Room Report :** Room Report (Fig.) is prepared in triplicate by the Housekeeping Department, each shift as an independent check on occupancy. This report is prepared by the Floor Supervisor or a designated room attendant and is sent to the Housekeeping Desk who make a consolidated report of all floors or directly to the Front Office who tally the report with their room rack as a check on unauthorised occupancies or inadvertent mistakes in recording a room occupancy. In case of discrepancies the Front Office should make a physical check of the room to establish the correct occupancy status. Of the three copies, the original is sent to Front Office, the first copy to Accounts and the second copy is kept by Housekeeping as a record.

The Room Report is basically a list of room numbers against which the Housekeeping Supervisor indicates, by a prescribed

code, the status of a particular room. The codes may vary from hotel to hotel but the basic information and intention is the same. Typical codes are:

Floor Room No.	No. of Guests	Code	Room No.	No. of Guests	Code
01			26		
02			27		
03			28		
04			29		
05			30		
06			31		
07			32		
08			33		
09			34		
10			35		
11			36		
12			37		
13			38		
14			39		
15			40		
16			41		
17			42		
18			43		
19			44		
20			45		
22			46		
23			47		
24			48		
25			50		

O—Occupied                      L—Luggage                      Bed Unused  
 V—Vacant                        N—Occupied                    No-Luggage  
    R—Repairs

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Day	Month										
Hour	AM										
PM											

Room Assistant .....

**Room Report**

<b>Code</b>	<b>Status</b>
O	Occupied
V	Vacant
DND	“Do not Disturb” sign on

*Contd...*

<b>Code</b>	<b>Status</b>
L	Luggage in Room but Bed Unused
UR	Under Repair
N	Occupied but no Luggage
SB	Scanty Baggage
OOO	Out of Order
DL	Double Lock
NC	Not Cleared Though Departure has Taken Place

***Linen and Uniform Room*** : The Linen Room usually serves as the base of operations for most housekeeping departments and is usually under the control of a supervisor who has the responsibility for issues and control of all linen. Usually affiliated with the Linen Room are sub-departments for uniforms and linen repair.

Linen rooms are of two types depending upon the size and complexity of the individual hotel. Type “A” represents centralised distribution in which all issues are made from the Linen Room and complete control is vested in the Linen Room Supervisor who may issue on a par basis for the number of rooms assigned to each maid or who may issue on an exchange basis holding the maid responsible for returning to the Linen Room the exact number of pieces both clean and soiled as the original issue of clean linen. This system is highly satisfactory and should be used where potential pilferage presents a problem. Type “B” linen rooms are decentralised. The main Linen Room in this kind of situation stocks clean linen for replenishing floor pantries or for handling unusual occupancy situations or laundry break-downs. Floor linen pantries carry par stocks and linen sufficient to serve a number of rooms which the closet is designed for. Floor linen closets are replenished up to par by the Linen Supervisor.

Figures below give typical layouts of a Linen and Uniform Room respectively. Smaller hotels who find the volume of linen and Uniforms manageable may have a single room. In all cases there are storage conditions to be fulfilled.

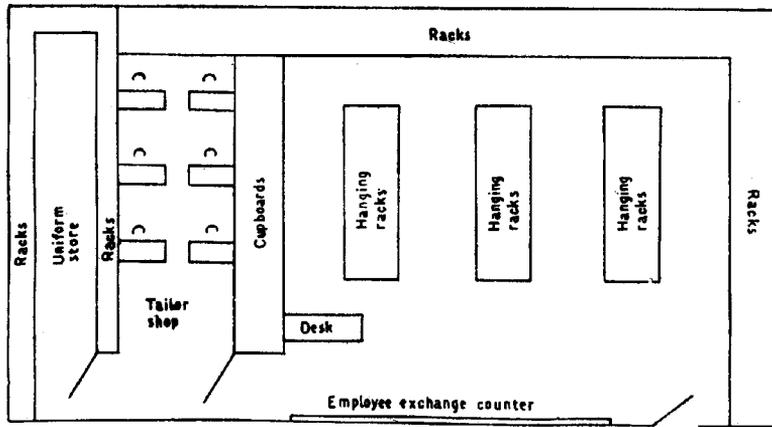


Fig.

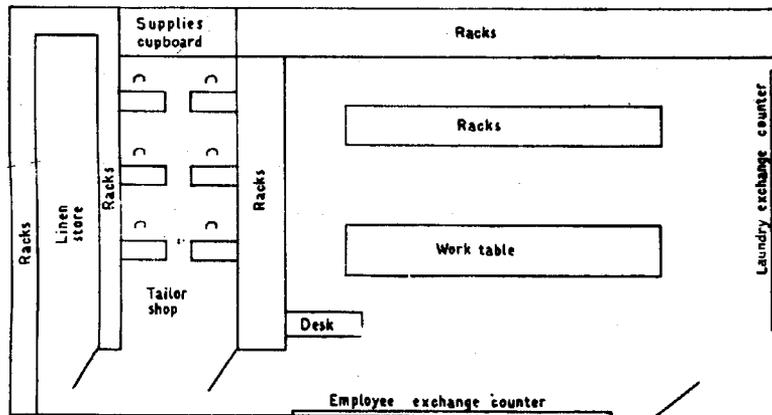


Fig.

**Storage Conditions**

1. The rooms must be so constructed as to eliminate the possibility of damage by insects:
2. The room must be well-ventilated, cool and dry.

3. Hot water or steam pipes should not run through the linen and uniform rooms. The rooms should also be protected against dampness, sunlight and chemical fumes.
4. Properly designed racks should be used so that rust and white ants do not get to the materials. The last shelf of the rack should be at least six inches above the floor.
5. The room should have only one entry/exit for security purposes.
6. The room should be so located as to be easily accessible to all employees as well as the laundry.
7. The room should have a counter for the exchange of linen/uniforms.
8. The rooms should be periodically subject to pest control schedules.

#### ***Some Storage Tips and Practices***

1. Uniforms of better quality materials should preferably be hung in cupboards.
2. Uniforms made of cheaper materials (used by back of the house personnel) should be separated size-wise and stacked in racks.
3. Restaurant and room linen should be arranged by size and neatly stacked in shelves—heavier items in lower shelves.
4. Small items like gloves, caps, ties, bows, etc. should be kept in closed cupboards.
5. Soiled uniforms and linen should always be dumped into a hamper.
6. Cotton items like sheets, pillow cases, table cloths, etc. should not be stored for a long time unless they are washed to remove starch. Starch or finishing chemicals attract insects and make fabric dry and brittle which may have a tendency to turn pink.

7. Coloured bonnaza embroidery or indelible inks should be laundered before storing to avoid discolouration.
8. For long-term storage, wrap items in plastic foils or pack in paperlined cartons after washing. Dark paper is preferred to preserve colour. Wrap loosely to permit air to circulate in fabric.
9. Woollen items must be washed before storage. They should be wrapped and sealed in air-tight plastic foil.

***Equipment and Accessories for Linen and Uniform Rooms***

1. Trollies For transporting linen/uniforms to and from the laundry.
2. Ladders For reaching higher shelves of racks and cupboards.
3. Cupboards For storing high quality linen/uniforms.
4. Racks For storing common linen and uniforms.
5. Mobile Uniform Stand For transporting uniforms that are hung on hangers.
6. Sewing Machines For mending of linen and uniforms.
7. Hanging Racks To hang uniforms that cannot be folded and stored.
8. Hangers For hanging uniforms.
9. Coat Brushes Used for brushing dust off uniforms.
10. Hampers For dumping soiled uniforms and linen till the time they are sent to the laundry.
11. Linen Bags For separating linen/uniform item-wise till they are given to the laundry.
12. Plastic and Paper Bags For packing unused linen and uniforms.
13. Folding Tables For folding uniforms and linen.

**Types of Uniforms Used**

Aprons	For cooks and utility workers
Blouses	For Housekeeping, Front Office, lady staff and Hostesses.
Belt	For parking attendant, doorman and lady captain.
Bell Bottoms	For room attendant, Health club and lady staff.
Bush Shirts	For health Club, laundry and pool area staff.
Bows	For managers—black.
Dungarees	For engineering technicians and housemen.
Caps	For parking attendants, drivers, utility workers and cooks.
Coats	For stewards, cooks, utility workers, captains, receptionists, gardeners and housemen.
Churidars	For doormen.
Gloves	For stewards.
Gumboots	For Kitchen stewarding, Laundry, Horticulture and Engineering staff.
Jackets	For bell captains and restaurant captains.
Rubber Slippers	For the silver polisher.
Kameez/Kurta	For room attendants and health club masseusers.
Ladies Shoes	For room attendants.
Long Coats	For the cashier, laundry supervisor, house doctor and kitchen stewards.

Woollen Overcoat	For security personnel.
Pullover	For security and horticulture personnel.
Raincoat	For doormen, parking attendants and security personnel.
Scarf	For cooks.
Saree	For hostess, housekeeping supervisors and front office staff.
Salwaars	For room attendants.
Shoes—Leather	For doormen and parking attendants.
—Loafers	For markers, housemen, security guards, kitchen personnel, engineering technicians.
Trousers	For cooks, utility workers, stewards, captains, receptionists lobby staff.
Turbans	For the doorman.
Turras	For the doorman.
Ties	For managers and front of the house personnel.
Umbrellas	For security personnel, parking attendants and doormen.

***Types of Linen Used***

Bath Rug	24" x 42"
Bath Towels	25" x 45"
Blanket	72'x108'
Bed Spread	72'x 108"
Dusters	22' x 22'
Hand Towels	6" x 74'
Face Cloth	9½"x 10½"

Moulton	72" x 104"
Mattress Protector	64" x 96" (single)
Table Napkins	21" x 21", Tea, 12" x 12"
Pillow Slips	24" x 32"
Pool Towel	36" x 80"
Staff Towel	36" x 62"
Bed Sheets	72" x 108"
Table Cloths	90" x 90", 45"x45", 54"x54", 58"x62" 64"x64", 72"x78", 72" x 104", 72" x 240" 45" x 45"
Tray Cloth	16" x 27"
Tea Cosy Cover	As per size of the cosy
Waiter's Cloth	18" x 27"

Par stock is the minimum linen and uniforms required to meet the daily demands so as to ensure smooth operations.

### ***Importance of Par Stock***

1. To make correct and efficient investment of capital.
2. To prevent overstocking and thereby avoid chances of spoilage during storage, storage space problems, etc.
3. To ensure proper supply at all times.
4. To help in effective budgeting.
5. To simplify inventory taking.
6. To bring about manageable control.

### ***How to Establish Par Stock***

Linen Determine the requirement of each guest room and restaurant per shift. This is multiplied four times as per cycle mentioned below:

One change in circulation.

- One change in the housekeeping stores.
- One change in the laundry.
- One change in the linen room.
- Uniforms      The par stock of uniforms is decided on the basis of :
  - (a) cloth material;
  - (b) job position and the nature of jobs.
- Four changes are kept for uniforms changed daily such as steward's coats, utility workers' uniforms, etc. on the following basis;
  - One change in circulation.
  - One change in the laundry.
  - One change in the Uniform Room.
  - One change in the Housekeeping Store.

Three changes are kept for uniforms changed on every alternate day. Terry cotton and woollen uniforms have two changes kept as par stocks.

Since uniforms and linen are heavy investments it is necessary to keep a close control on this very important asset. Effective control is possible through the following practices:

- (a) Control on misuse, shortages and mix-ups.
- (b) Proper storage.
- (c) Regular stock-taking.
- (d) Spot checks.
- (e) Proper supervision.

To prevent damage of linen and uniforms the following tips need to be kept in mind.

1. Check for faulty linen chutes, carts, baskets, washers, etc. which might tear linen and uniforms.

2. Losses of small pieces of linen can be avoided by keeping mesh bags at strategic points for passing employees.
3. Put restrictions on the misuse of linen by employees by inspecting employee locker rooms or fining them for misuse.
4. Laundry should be careful not to put excessive amount of bleach powder. The usual amount is 1% bleach per 100 lb of linen. Also bleach powder could be damaging at washing temperatures higher than 150°F.
5. Linen should be exchanged strictly on a one to one basis.
6. Damp white linen/uniforms should not lie on concrete or iron. Concrete stains are almost impossible to remove. Iron rust may cause holes at the point of contact after washing.
7. Employees must not wipe spilled medicines or other spillage with white linen. They should use dusters specifically provided for the purpose.
8. Laundry should load washing machines properly. Underloading could 'beat up' the linen. Hydro-extractors on high speed operation could tear fabrics. Laundry tumblers should be checked regularly for pins, paper clips, etc. that could prick holes into fabric. Proper pressure and heat must be kept on all irons as it could cause burn stains.

Stock-taking is the physical verification by counting of stocks of all items in the cycle at periodic intervals or at the time of closing of books for valuation purposes or for the accuracy of recording entries in books, so that the overages or shortages can be found out by a variance in physical balances and the accounts inventory ledger balance.

1. Physical counting is done after every three months and is also known as quarterly inventory.

2. All items are segregated and grouped (including discards).
3. Counting of items in circulation and in store is separately done and added together.
4. Discards are stamped “condemned” kept aside.
5. Counted total should tally with last inventory figures plus issues received after that.
6. Inventory must be conducted in the presence of the Housekeeper, Accounts Kardex Clerk and the auditor.
7. Stock-taking is taken as per three groupings each on a separate day: (i) Uniforms (ii) Room linen (iii) Restaurant linen

Figure gives the Room Linen Inventory Form in which stock figures are taken.

Floor No .....		Floor Supervisor .....								
Room Nos	Sheets	Pillow Slips	Night Bed Spreads	Mattress Protectors	Bath Towels	Wash/ Face Cloth	Hand Towels	Bath Mats	Bath Rugs	Blankets
101										
102										
103										
104										
105										
106										
107										
108										
109										
110										

**Room Linen Inventory Form**

This is a critical function of Linen/Uniform Room. To make the exchange more orderly specific timings are given to each department. Also linen/uniform are exchanged strictly on a one to one basis. Following is the procedure for exchange:

**Procedure of Exchange**

1. Room linen is either directly received by the laundry or by the linen room.
2. In either case, the Floor Supervisor physically counts

each soiled item on the floor and enters the figures into the Room Linen contract sheet.

3. Two copies of the room linen control sheet are sent with the hamper of soiled linen to the laundry or Linen Room.
4. The Laundry Supervisor or Linen Supervisor, whoever is responsible, recounts the soiled linen brought down and verifies with the Room Linen Control Sheet. The concerned supervisor then stamps "Received" after the tally and returns one copy while the third copy is retained by him/her. If the Laundry Supervisor is directly receiving the laundry he/she then sends the second copy to the Linen Supervisor while retaining the third copy himself.
5. Against the Room Linen Control Sheet the Linen Supervisor issues fresh linen on a one-to-one basis. In case the Linen Room is short of fresh linen at the point of time then he/she enters the balance due on the Room Linen Control Sheet and issues the shortfall in the next lot.

Floor No..... Time ..... Date.....				
Articles	Sent by Floor	Received by Laundry	Sent to Floor	Balance
Sheets Pillow Slips Bath Towels Face Towels Bath Mats Face Cloths Night Spreads Mattress Protectors Bed Spreads Sofa Covers Shower Curtains Blankets Bath Rugs Dusters	..... Signature	..... Signature	..... Signature	..... Signature

**Room Linen Control Form**

1. In the case of a new employee, uniforms are issued against a specific authorisation letter received from the Personnel Department.
2. For regular employees ensure that they have arrived at the stipulated time.
3. Check uniforms for damages.
4. Issue fresh uniforms strictly on a one to one basis ensuring the uniform is of the correct size and name if the uniform is specially tailored for a person.

*Note:* If the soiled uniform received is damaged and can be mended warn the employee. If the uniform cannot be mended report the matter to the supervisor. If the employee is a chronic offender the amount can be charged to his personal account.

Date .....				
	Par Stock	Soiled Linen	Fresh Linen	Difference to be Rectified

**Food and Beverage Linen Exchange Form**

1. Make sure that the person exchanging linen has come in the stipulated time.
2. Check soiled linen received for damages.
3. Count every item, verify with the Food and Beverage Linen Exchange Form.
4. Enter the figures into a Linen Exchange Register especially kept for food and beverage outlets.
5. Give the same number of fresh items in exchange and enter the figures in the Linen Exchange Register.
6. Forward the soiled linen to Laundry for washing by physically counting each item in front of the Laundry Supervisor.

The uniforms/linen are sorted/separated as per size, department, quality, kind and physically counted in the presence of the Laundry Supervisor and handed over. Uniforms for dry cleaning are submitted against a Daily Delivery of Uniforms Form; room linen against the Linen Control Sheet and restaurant linen against the Soiled Linen Exchange Register. In all cases the Laundry Supervisor's signature is taken.

1. Room linen is received from the laundry on the basis of figures shown in the copy of the Room Linen Control Sheet received and stamped by the Laundry Supervisor.
2. Restaurant linen is received on the basis of figures in the Linen Exchange Register earlier filled in when exchanging with the restaurant staff.
3. Uniforms for dry cleaning are received with the help of figures shown in the Daily Delivery of Uniforms Form filled in earlier when giving uniforms for dry cleaning.
4. Linen is received from the Laundry in lots as and when it is ready. Each type of linen is totalled and filled in the Inventory of Room Linen Form. The difference in items due from the Laundry is established by comparing the totals of the above form with the totals in the second

copy of the Linen Control Sheet (for room linen) and the Linen Exchange Register (for restaurant linen). These two figures (i.e. soiled/delivered to the laundry and fresh/received) are noted down in a register for every item every day. On the closing day of the month the total shortage from the laundry is worked out. The linen and uniforms are segregated and stored in their respective places.

Items	Total Balance R.F.	To Laundry	From Laundry	Balance	To Laundry	From Laundry	Balance	To Laundry	From Laundry	Balance	Total Balance C.F.	Remarks
<b>Housekeeping</b>												
Ladies Shirts												
Ladies Trousers												
Blouses												
Saris												
Dungarees												
<b>Food and Beverage</b>												
Cook Coats												
Cook Trousers												
Cook Caps												
Cook Aprons												
Cook Scarf												
Utility Worker												
Coats												
Utility Worker												
Trousers												
Utility Worker												
Caps												

This room should be under the direct supervision of the Executive Housekeeper and should be used to store all power cleaning equipment such as scrubbing and polishing machines and vacuum cleaners and their accessories. The room should also be used to contain one week's supply of cleaning materials such as soaps, detergents, and polishers and one week's supply of small cleaning tools such as mop handles, mop heads, sponges, chamois, brooms, brushes, carpet sweepers, buckets, etc. This room should also carry a week's supply of guest room standard supplies including soaps, matches, stationery, toilet paper, face tissue, laundry bags, etc. All of these items should be neatly arranged on labelled shelving so that replacements are always kept in the same location. This room should be stocked weekly from the General Store by written requisition. If the Housekeeper retains a copy of the requisition or requests

that the store room return the duplicate requisition with each item properly priced, she will be in a better position to control her departmental costs and to assist in the formulation of forecasts for supplies consumption.

**Floor Linen Room :** The floor linen room is a store that stocks linen and supplies for rooms on a given floor. It is normally situated away from guest view such as the service elevator landing or the end of a floor. The room should be a cool, dry place away from the steam pipes and dust. The floor linen room normally has the following equipments.

1. Cupboards for guest and cleaning supplies, blankets, pillows and mattress protectors.
2. Shelves for Linen Room and bath, used newspapers and magazines, used bottles and vacuum cleaners.
3. Janitors closet for cleaning equipments with long handles, e.g. mops and also waste baskets, buckets, etc.
4. Wooden linen hampers for coiled linen received from various maids carts on the floor, before sending the linen to the laundry.
5. Spaces for maids carts, baby cots and roll-away beds.
6. Sink for flower arrangements and disinfecting tumblers.

The floor linen room should be kept locked at all times as expensive assets like linen, guest supplies, etc. are stored here. The room should be clean at all times especially when the staff go off-duty.

1. Soiled linen is sorted according to types, counted and recorded in the room linen Control Sheet in triplicate. It is signed by the Floor Supervisor.
2. The Houseman takes two copies with the soiled linen to the laundry directly.
3. The Laundry Supervisor re-counts the items, and tallies with the Room Linen Control Sheet.

4. The Laundry Supervisor retains one copy after signing the Control Sheet and the Houseman takes the third copy to the Linen Supervisor for fresh supplies.
5. The Floor Supervisor replenishes fresh linen against figures indicated in the Room Linen Control Sheet. If there is a shortage of supply at that point of time, this is recorded in the "Balance" column of the Linen Control Sheet to be recovered whenever the Linen Supervisor has adequate stock.

**Basic Principles**

- (a) Requisitioning should be done strictly against consumption.
- (b) Weekly Stores List must be prepared and presented on the day in the week specially designated for the purpose.

**Room Linen Control**

Floor No .....			Date .....	
Bag No .....			Time .....	
Articles	Sent by Floor	Received by Laundry	Sent to Floor	Balance
1. Bed Sheets 2. L. Bed Sheets 3. Night Spreads 4. Large Night Bed Spreads 5. Pillow Slips 6. Bath Towels 7. Hand Towels 8. Face Cloth 9. Bath Mats 10. Mattress Protectors (S) 11. Mattress Protectors (D) 12. Bed Spreads 13. Shower Curtains 14. Blankets 15. Dusters	Signature .....	Signature .....	Signature .....	Signature .....

**Room Linen Control**

**Notes:**

1. Requisitioning is done on a weekly basis.
2. Each floor linen room is given a par-stock for each item of supplies.

***Food and Beverages Linen Exchange***

Restaurant .....

Time .....

Date .....

Items	Consumed	Date	
		Reqd.	Recd.
Portfolio			
Guest Writing Paper			
Guest Envelopes			
Telegram Forms			
House Rules			
Picture Postcards			
Guest Comment Form			
Pen			
Pen Refill			
Beverage List/ Room Service menu			
Breakfast Knobs			
DND Cards			
TV Guest Comment Form			
Laundry List Pink			
Laundry List White			
Laundry Bags			
Scribbling Pads			
Service Directory			
Directory			
Gita			
Bible			
Hangers			
Hanger Hooks			
Ash trays			
Plastic Matches			
Matches			
Candle Stand			
Candles			
Sewing Kit			
Sewing Kit Covers			
Plastic Bags			
Soap			
Soap Dish			
Mugs			
Soap Suds			
Shampoo Sachets			
Tissues Large			
Tissues Small			
Hygienic Bags			
Shower Caps			
Shower Cap Covers			
Toilet Roll			
WC Band			
Shoe Shine Card			
Shoe Shine Strip			
Shower Curtain Hooks			
Paper Roll			
Occupancy List			
Linen Control Book			
Waste Paper Basket			
Plastic Bucket Small			
Plastic Bucket Large			
Trash Can			
Highball Glasses			

Items	Consumed	Reqd.	Recd.
Bathroom Tumbler			
Glass Cover (high ball)			
Glass Cover (bathroom tumbler)			
Rubber Gloves			
Air Freshener			
Naphthalene Balls			
Rubbing Compound			
Mansion Polish			
Boot Polish (black)			
Boot Polish (brown)			
Vim			
Sanifresh			
Brasso			
Dettol			
Anol			
Teepol			
Thinner			
Solvent Oil			
Feather Brush			
Shoe Polish Brush			
Upholstery Brush			
Scrubbing Brush			
Carpet Brush			
Long Brush Soft			
Long Brush Hard			
Fan Bottle Brush			
Bamboo			
Squeezer			
Compound Jharoo			
Phul Jharoo			
Coconut Jharoo			
Supils			
Mops Small			
Mops Large			
Coaster			
Flask			
Flask Refill			
Kaya Kalpa Tent Cards			
Bindya Tent Cards			
Weekly Store List			
Room Checklist			
Floor Public Area Checklist			
Late Duty Checklist			
Lobby Checklist			
Guest Lift Checklist			
Guest Outside Area Checklist			
Rear Entrance Checklist			
Amrapali Checklist			
Bukhara Checklist			
Mayur Checklist			
Shatranj Checklist			
Bali Hi Checklist			
Takshila Checklist			
Ghungroo Checklist			
Madira Checklist			

***Weekly Stores List***

3. The moment supplies in the floor linen room go below the par-stock the Floor Supervisor prepares a Weekly Stores List. The columns marked “consumed” and “required” are a control measure to ensure that what is requisitioned is not more than what is consumed.

The column “received” gives quantities actually issued by the stores. This is particularly useful when what is issued is less due to shortage of stock so that future claims can take this into account.

4. This list is presented to the Executive Housekeeper for her approval which she indicates with her signature.
5. The designated person for stores requisitioning then fills a Stores Requisition Form in duplicate. The original goes to the store and the copy is kept in the Requisition Forms Book. For control the Executive Housekeeper must sign all requisitions.
6. The supplies are drawn from the Housekeeping Store and the Storekeeper signs on both copies to acknowledge that items have been issued.
7. The supplies are brought to the floor linen room and checked against the Weekly Stores List.
8. Weekly Stores Lists are presented for at least a month. These lists also give an indication of consumption for future budgeting and planning.

Stores Requisition						
Date:				Department.		
S. No.	Item	Unit Reqd.	Units	Cost	Bin Card No.	Remarks
Authorised by:..... Received by:..... Issued by:.....						

**Stores Requisition Form**

**Storage Tips**

1. Brushes must not rest on bristles.
2. Cleaning sprays must be away from hot areas.
3. Dusters must be dried before storing. Buckets must be emptied of all water and dried before storage.
4. Polishes must be properly sealed to prevent drying.
5. At the end of the shift all used magazines, newspapers and empty bottles are taken to the garbage disposal area for resale.
6. Used soaps and candles are deposited at the Housekeeping Control Desk for reuse in offices, staff locker rooms, etc.
7. Garbage is examined by the Floor Supervisor for any "lost and found" items and then sent to the garbage disposal area.

**Records Kept in Floor Linen Room**

1. *Spring Cleaning Records* : for preventive cleaning cycle of rooms in the month.
2. *Floor Log Book* : which records:
  - (i) duty roster for the floor;
  - (ii) list of outstanding maintenances to be covered in the next shift;
  - (iii) record of night cleared rooms and departure rooms;
  - (iv) important messages for the Second Shift Supervisor.
3. *Guest Supplies Control Register* : to keep a control of guest supplies used in rooms. The consumption pattern helps the Housekeeper with future budgeting.
4. *Linen Control Book* : records movement of linen on a daily basis to and from floors.
5. *Weekly Stores List File* : for record of consumption and requisitioning of cleaning guest supplies from stores.

Item Floor	Pens	Shower Caps	Soap Suds	Soaps	Others
First Floor Second Floor Third Floor Nos. Issued No. of Departures Consumption-morn. Balance Consumption-eve. Balance Floor Supervisor's Signature					

**Guest Supplies Control Register**

**Method for Left Luggage :** The term “left luggage” is attributed to luggage left by a guest who checks out of the hotel but wishes to collect his luggage later. Guests who want to visit other cities in a country on a short tour may find it inconvenient to carry all their baggage with them or may find it uneconomical to retain a room in the hotel where they can keep their luggage. Hotels provide the left luggage facility to guests who are likely to check into the hotel after their return from a tour though this is not strictly necessary. There might be guests who check out but intend to eventually depart much later in the day and occupy their time sight-seeing; they would find it inconvenient to cart their luggage with them. They leave their luggage in the hotel premises (normally a strongroom specially provided for this facility) under the guarantee by the management that the luggage would be safe. Some hotels may charge a fee for this facility, but most hotels do not. Given below is the step-by-step procedure for handling left luggage and the eventual delivery of the same to the guest on his return.

**Receipt**

**Step 1 :** Ascertain if the guest wishing to leave his luggage has paid his hotel bill.

**Step 2 :** String the baggage ticket on each piece of luggage

separately. The baggage ticket has a number which is also printed on the counterfoil of the ticket .

**Step 3** : Enter details in the left luggage register.

**Step 4** : Tear off the counterfoil of each ticket and hand it over to the guest.

**Step 5** : Keep the luggage in the left luggage area.

### **Delivery**

**Step 1** : Take the counterfoil of the luggage ticket from the guest.

**Step 2** : Tally the same with the ticket attached to the luggage in the left luggage area.

**Step 3** : Enter the date of delivery in the Left Luggage Register.

**Step 4** : Retain counterfoils and tags of luggage.

### **HOTEL XYZ LTD.**

Date .....	Room No. ....
<b>Baggage Check</b>	
No. 1234	
Not responsible for goods left over 30 days	
Suit Case	BriefCase
Suit Box	Golf Bags
Umbrella	Overcoat
Package	
Others	
No. 1234	
Not responsible for Goods left over 30 days (over)	
Date .....	Room No. ....

**Left Baggage Register**

Date	Room No.	Name of Guest	Bell Boy Name	Luggage Tag No.	Description of Luggage	Dt. of Delivery	Remarks
------	----------	---------------	---------------	-----------------	------------------------	-----------------	---------

**Scanty Baggage Procedure :** A Guest with scanty baggage would have hand baggage or no baggage at all. Such guests are a hazard as they can slip out of the hotel without paying their bill. There is no way of determining whether a “scanty baggage” guest is walking out of the hotel with intentions of returning or not. Most managements stipulate a policy that “scanty baggage” guests are required to pay a deposit in advance as a safeguard against skipping out of the hotel. Guests who manage to check out of the hotel without intentions of paying the bill are called “skippers”. There is a definite procedure to keep a control on guests with scanty baggage.

**Step 1 :** Notify the lobby manager and the front office as soon as a guest arrives with scanty baggage.

**Step 2 :** Stamp “scanty baggage” on the arrival errand card.

**Step 3 :** Stamp “scanty baggage” on the registration card.

**Step 4 :** Enter particulars in the “scanty baggage” register. The type of information filled is appended below.

**Step 5 :** Get the registration card signed by the lobby manager who has the discretion to ask for a deposit from the guest.

**Step 6 :** Get the Scanty Baggage Register signed by the lobby manager.

**Scanty Baggage Register**

Date	Name of Guest	Room Number	Name of Bell Boy		
Time	Description of Luggage	Remarks	Signature of Lobby Manager	Signature of Bell Boy	

**Awakening-call Procedure :** A wake-call is a telephone call made by the telephone operator to a guest at a specific time, predetermined by the guest. By its very nomenclature a wake-call is a telephone alarm to wake a sleeping guest. Normally, the telephone department are fully concerned with wake-calls, but the lobby personnel are involved when wake-calls have to be made for airline crews and groups. All information regarding wake-calls is received by the lobby desk which in turn disseminates it to the telephone department. In the case of airline crews, the city airline operations office normally calls the lobby desk and conveys the time of pick up of the crew from the hotel. The wake-call time is thus 45 minutes to one hour before the pick up time. When airline operations give a pick up time, care must be taken to call back operations and re-confirm the pick up time, noting down the name of the person on the other end. It is customary for the lobby member receiving the pick up time to give his name to the airline operations officer.

In the case of groups, the group leader or travel agency would convey wake-up call timings to the lobby. The lobby would then prepare a wake-call list and forward the same to the telephone operator.

### **Crew/Group Wake-call List**

<b>Serial Number</b>	<b>Name of Guest</b>	<b>Room No.</b>	<b>Call time</b>
Scheduled Call Time:			
Pick Up Time			
Amendments		Reference	
Call Time			
Pick Up Time			

**Other Duties of Lobby Staff :** The bell boys are officially appointed to carry out any errands desired by the guest or

management in addition to baggage handling. They have additional responsibilities as well that are nevertheless important to hotel operations. Some of these are:

The bell desk is often the source for postage and handing over mail for posting. The bell captain would thus, have to ensure that he has adequate supply of postage of all denominations at all times.

The bell boys are often responsible for the distribution of daily newspapers to all guest rooms. The bell desk should keep a stock for resident guests should they require another copy.

While all hotels have their security department, the lobby staff have to keep a keen eye for unruly elements as they are stationed at a vantage position in the lobby. They may be called upon to physically tackle unruly guests.

Paging refers to a system whereby a guest identifies himself in such cases where hotel staff cannot identify him physically. Often callers on phone may like to speak to a guest who may be in the lobby. The bell desk has a mini-black board with a long handle and bells to attract the attention to the board. The bell boy would then write the name of the guest or his room number on the board which is held aloft. The bell boy then moves about the lobby ringing the bells to call attention. The concerned guest would then contact the bell-boy.

***Processing Housekeeping Discrepancy*** : Thrice in 24 hours the housekeeping staff make a physical check of all rooms in the hotel to ascertain their status in terms of whether they are occupied or not. This status is entered into the Housekeeping List which is forwarded to the front office who tally the status with their racks. The morning housekeeping list may be tallied with the night clerk's report. If there is a discrepancy the lobby staff are called to make a physical check of those rooms not tallying in status. The lobby member's finding is entered into a Room Discrepancy Report. To reduce verbage in all reports certain codes have been developed.

O Occupied (can be further categorised as SO= Single Occupancy, DO= Double Occupancy)

UR Under Repair another term used is OOO=Out of Order)

DND Do Not Disturb Housekeeping staff cannot enter to ascertain status. It normally indicates occupied but would have to be checked in the next shift.

DL Double Lock

L Luggage but bed not slept in

LB No luggage but bed slept in

SB Scanty Baggage

### **SELF-GROWTH SYSTEM**

The PSD programme is different from other programmes inasmuch as it works on the assumption that any individual when provided with a basic framework is intelligent and capable of training himself. Whereas all the cognitive inputs with some paper skills have been provided in the book earlier, learning is crystallised on-the-job, or practical training is given where a participant is made to come to actual grips with the situation, systems and methods. Large chain operations may have full-fledged training departments to guide a new recruit in the job. The PSD system is primarily meant for those who have to, or want to, develop themselves with their own individual efforts when the basic framework is provided.

The WTO lists all the tasks that exist in various job positions of the front office. From this list a participant can decide what he knows and more important what he does not know.

After ascertaining what he does not know, the participant prepares his own training schedule. The participant decides how much time he would like to spend on learning a task. He may also decide to have meetings with concerned staff to sharpen his learning experience. These meetings may be fixed

in advance and recorded in the Work Schedule. The schedule also has a column, Proposed Schedule of the task number as listed in the WTO and the title. The Actual Schedule column is the deviation from the proposed schedule. This is a personal record that indicates that proposed schedule must be covered later in the week.

The weekly training schedule has the signature of a counsellor. A counsellor is someone who is knowledgeable about a task and has authority in the work environment. He may be approached to give guidance and endorse the participant's level of learning. The counsellor provides the much needed feedback and recognition of a participant's attempt at training himself. Though having a counsellor makes the PSD Programme most effective, it is not absolutely essential.

**Note:** A participant may work on several tasks simultaneously or may work on a single task over a period of days.

**Weekly Training Schedule**

Name and Hotel..... Week of.....

Number of Tasks Approved..... This Week.....

.....To Date Counsellor's Signature

**Monday Tuesday Wednesday Thursday Friday Saturday Sunday**

Hours

Proposed Schedule

Task No

&

Title

Actual

Schedule

Other

Tasks

Approved

**AD-HOC PROCEDURE**

This is a term used in hotel parlance to refer to any item temporarily misplaced or lost by a guest but traced later by hotel staff. Such articles are handed over to the house-keeping department who maintain a special locker for the same. If the item belongs to a guest who has checked out, then a letter is sent to the forwarding address left by the guest at the reception or to the address furnished on the registration card.

If no reply is received within a specified time period stipulated by the management, the articles may be given away to the staff members who found the article, or auctioned to hotel employees. If "lost" guest belongings are found in public areas and the guest is still residing in the hotel, then the housekeeping keeps such articles till such time specific enquiry is made at the front office or lobby, in which case the guest would be required to give a description of the article before it is shown to him.

By asking the guest to establish the identity of the article in the above manner, it is possible to accurately relate the lost article to him.

As soon as a fire is detected and intimated to the Front Desk, the first thing to do is to inform the telephone department. In most hotels the telephone department plays the pivotal role of alarming the hotel. In, smaller hotels which have the telephone function merged with the front office operations the procedure would be to call the fire department in the city for help.

The front office should alert all guests and inform them to use the staircase and not the elevator.

The telephone exchange should always be manned during the fire to facilitate communications from one point to another. If the front office staff have to get actively involved in the fire procedures then they should search each room thoroughly,

especially under beds or in closets or bathrooms to ensure that no guests are left behind.

They must guide the guest through the staircase, and help in extinguishing the fire by the use of appropriate fire extinguishers (foam for electrical fires and oil fires, water for general fires, and so on).

The front office should inform the General Manager, the Security Officer and call for the hotel doctor or coroner of the locality. An alarm is not raised or any guests informed of the fact. The General Manager may decide to call the police. The body must be removed by the staff entrance and the room sealed till all police formalities are over. People known to the deceased are contacted through addresses entered on the registration card.

The house doctor should be called immediately on phone and informed of the nature of the accident and the condition of the guest. The doctor's instructions must be followed immediately. Bleeding must be stopped by swabbing wounds with cotton wool and applying a coagulant such as iodine, alcohol, spirit or just plain after-shave lotion.

If a fracture is suspected the guest is not moved till the doctor arrives. Burns are to be treated with creams meant for the purpose. Water is never poured on burns as this will surely lead to blisters. Hotels train their staff in First Aid for emergencies.

The front office staff must call the Hotel Security and order the main door to be locked. If things get out of hand the police must be called.

The front office cashier is instructed to raise a charge for the value of damages to property. A responsible guest will never argue but it should be informed immediately to the General Manager.

It is prudent to never argue with a drunk guest. He must be politely led away from the public areas either into an office

or his room. If he is boisterous or behaves unruly the Hotel Security must be called.

If a guest has stolen an item from the room then the value of the item is placed on the bill at the front office. This is a polite way of informing a guest of his misdeed. This must, however, be done only if one is absolutely sure that the guest is responsible. If a theft has taken place and the culprit is not known, the hotel security is informed giving all details.

Hotels often about certain precautions to avoid thefts: These are:

1. Self-locking room doors.
2. Safety deposit boxes for guests' valuables.
3. Watching guests with light baggage who could become potential skippers.
4. Watching a walk-in who is a potential thief against a guest who goes through the tedious process of making a reservation.
5. Avoiding giving room numbers to visitors or guest names to telephone callers unless they give the name of the guest.
6. Training to associate names, physical features of guests to their room numbers in order to avoid giving the wrong key to the wrong guest.
7. Strictly controlling the master key. Housekeeping staff are forbidden to open guest rooms for them. Guests are directed to the front office who give a written authorisation to the guest to have the room opened by the guest.
8. Posting security personnel on floors.
9. Keeping all entrances, corridors and staircases well illuminated.
10. Reporting immediately any suspicious characters.

**Room Key Record**

Date :.....

To : Housekeeping

Time :.....

Please Open for the Bearer

Mrs. Mr./Miss .....

Room No. .... Thank you.....

Retain this Slip for the Record. Reception .....

**Cashier in Front Office**

**Job Description** : Front Office Cashier

**Category** : Non-Supervisory

**Reports to** :

1. Income Accountant
2. Chief Accountant
3. Front Office Manager (Operationally)

**Job Definition** : Post all guest charges and credits on guest folios accurately and in time so as to properly settle guest accounts or receive payment upon guest departure.

**Directly Controls/ Supervises** : None, except when made shift-in-charge.

**Assigned Area of Activity** : Front Office Cashier's cage.

**Hours of Operation** : One shift in 24 hours for 8 hours, or as per the policy of the management.

Refuse credit cards, currency notes or personal cheques as offered by guests. Give discounts as per policy. Hold back "credit cards" listed in the cancellation bulletin.

1. Post all guest charges and credit into their respective folios.

2. Settle all guest bills upon departure.
3. Encash foreign exchange as per regulations.
4. Disburse petty cash to hotel staff and authorised paid outs.
5. Control Safety Deposit lockers.
6. Operate the accounting machine and be responsible for all postings in it.
7. Receive and hold in safe custody all cash payments made by guests till the account is rendered.
8. Render account through cash envelop at the end of the shift.
9. Maintain and turn in control records and reports specified by the management.
10. Note telephone meter reading on folios.

***Coordinates with Front Office*** : Regarding arrivals and departures.

***Coordinates with Lobby*** : Regarding arrivals and departures.

All other revenue producing departments such as restaurants, bars, telephones, etc. to collect charges to post into guest folios.