c h a p t e r f i v e

OPERATIONS: HOUSEKEEPING, ENGINEERING, AND SECURITY

5.1 INTRODUCTION

▶ HOUSEKEEPING

A while back, I was talking with a large group of housekeeping directors representing most of the major metropolitan hotels in a large northeastern city. I asked the following question: How many of you, as part of your career plan, initially considered housekeeping as a managerial role that had any attraction to you? The answer, not surprisingly, was none!

This points up a major dilemma facing modern hotel management structures. One of the most important, most labor-intensive, and largest cost centers in the hotel is neither universally understood nor respected by the bulk of the hotel's department managers, their employees, and, to a large extent, the hotel's guests and clients. Some encouraging signs indicate that this situation is in a state of change. Some hotel companies are experi-

menting with taking housekeeping out of the rooms division and making it a staff function, with the director of housekeeping reporting directly to the general manager. Others are combining housekeeping and other property management functions such as maintenance and engineering. At one firm's resorts, housekeeping directors are titled Director of Services and have responsibility for all non-golf recreation in addition to traditional housekeeping.

Historically, however, information on housekeeping administration for hotels has been organized around models set forth in textbooks that date to the 1951 treatment of hospital housekeeping by LaBelle and Barton. Brigham (1955) focused her analysis of the structure of the housekeeping functions and responsibilities on the small hotel. Tucker and Schneider (1982), Schneider and Tucker

(1989), and Martin and Jones (1992) provided a comprehensive inventory of the theoretical constructs, responsibilities, relationships, and techniques important to the modern housekeeper in a range of operational situations. (See the Jones contribution elsewhere in this section that updates those authors.)

Generally speaking, these works present information in a traditional structure that says the housekeeper administers four major areas of responsibility:

1. Management of people, equipment, and supplies
2. Preservation of building finishes, fabrics, and furnishings
3. Cost control
4. Recordkeeping

(Tucker and Schneider 1982, 38)

In analyzing the differences between the folklore and fact of the manager's job, Mintzberg (1975) concluded that substantial differences existed between the popular or academic notion of managers' jobs and their actual work.

In the last study of its type, Rutherford and Schill (1984) studied housekeepers in a similar fashion. They addressed this question: What is the relationship between what has been written about housekeeping and what housekeeping directors themselves deem important?

A survey was sent to a national sample of housekeeping executives asking them to rate on a scale of 1 to 5 the importance of 100 theoretical constructs common to the housekeeping literature. Statistical procedures (factor analysis) grouped the housekeepers' responses into eight groupings. While the traditional responsibilities of records, costs, supplies, and furnishings were still important, the issues central to the management of people were of overwhelming importance. Specifically highlighted were the following:

• Leadership
• Communication
• Strategic planning
• Hotel organizational interactions
• Departmental management
• Training

The authors concluded that new arrangements of traditional knowledge, constructs, and tactics such as those explored in their model may present future managers with windows of operational, educational, or marketing opportunity that improve competitive position or streamline the transfer of knowledge. The dissemination of this knowledge in the most efficient and effective manner is also important, for, as Mintzberg (1975) points out, "[T]he manager is challenged to find systematic ways to share his privileged knowledge."

Since 1985, very little, if any, analytic empirical research has been done on operational aspects of housekeeping and other labor-intensive hotel departments. Until there is, there will be little forward movement in the theory of housekeeping. Inspired practical experimentation on the part of housekeeping managers, however, is not lacking.

When he started his career in hotel management, Kurt Englund, like the housekeepers referenced at the start of this section, never expected that housekeeping would be a major stop on his career journey. It was, however, and he feels the many tasks involved in keeping the house for a major asset like a Four Seasons property prepared him well to be the resort manager at the Four Seasons Resort Costa Rica at Peninsula Papagayo. He was previously the director of rooms for the luxury hotel, Regent Beverly Wilshire. In this
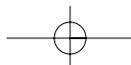
view of a day in his life, it is important to note that housekeeping is still one of his important responsibilities.

Professor Tom Jones of the University of Nevada, Las Vegas, describes how housekeeping departments are organized and staffed. He provides an overview and organizational perspective of the department, paying particular attention to the responsibilities of the various personnel within the modern housekeeping department. Professor Jones brings deep knowledge of executive housekeeping management to his writing and structures his description of the organization with a real-world, tell-it-like-it-is narrative.

As John Lagazo states in the introduction to his description of being an executive housekeeper, most people are surprised to learn that housekeeping is an important career stop for hotel managers. Now the director of operations at the luxurious Madison Hotel in Washington, D.C., Lagazo still deals with housekeeping every day, although it is now one of his direct reports. John wrote this piece for the third edition, but it holds up so well, I am including it here because he captures the essence of the job of managing this complex organizational element.

In most cases, the management of the housekeeping function is no longer the province of the lead maid type. Increasingly, the expense of running the department coupled with the large numbers of employees on its staff mandates that the head of this department be well versed in all managerial skills and a sophisticated and creative leader.

▶ ENGINEERING

In a way, housekeeping, engineering, and security can all be considered guest services. In most hotels, guest services (see previous section) is a visible component that can include concierge, uniformed service, garage, and specialized recreational and leisure activities. Housekeeping, security for the hotel and its guests, and the maintenance of the hotel's engineering systems are under the best of circumstances behind the scenes and neither noticed nor experienced by guests in any but an abstract sense. They are, nonetheless, services that are critical to a safe, comfortable—and, by extrapolation, successful—guest stay at your hotel.

As stated in the first of the two articles included here on the engineering function, in the past, the chief engineer and his or her department have been metaphorically relegated to roughly the same position in the hotel's organization that they physically occupy—usually the basement or otherwise out of sight. These two articles explore the numerous indications that the importance of the engineering function can no longer be ignored or treated with less respect than any other aspect of management.

It is important that the reader recognize that the first of these articles overviews the department, explores some of the issues that affect hotel engineering, and outlines typical job functions. Part of the thrust of this article is that unlike in the past, the chief engineer is responsible for major components of the asset and the physical comfort of the guest. This argues for consideration of the chief engineer as no different than any other hotel department head.

The DeFranco and Sheridan article on how chief engineers (CEs) use financial information illustrates that idea. As their research demonstrates, computer technology and the use of financial information in the engineering department are vital in maintaining an efficient operation. This was not widely true even ten years ago. This research contributes
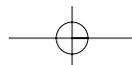
to the argument that, like that of the executive housekeeper, the position of CE in the modern hotel organization mandates a leader who is more manager/leader than technician. At the same time, the CE still must manage a diverse collection of talents and skills among the engineering staff. In a fashion, this raises the question of what type of manager such a person is. Structured research is still sparse on this topic.

The number of employees for which the CE is responsible varies widely, mainly with the size of the hotel. A 1986 study (Fisher) set the ratio for an engineering staff at 3.9 for each 100 rooms, but a lot has changed since then. Other factors that can influence the diversity of human-related management for the engineering manager are market niche, sophis-tication of the building's design and equipment, and corporate philosophy. Therefore, if a 1,000-room hotel has 40 or more people on the engineering staff, each of them presumably highly trained, qualified, and skilled technical people, the CE's job takes on aspects of management that strongly suggest a need for refined people-related skills.

When Wasmuth and Davis studied the management of employee turnover, they found it to be relatively low in engineering departments in the majority of the hotels studied. They also found that quality of supervision was a key element in maintaining low turnover rates among these engineering departments. The most successful supervisory style had as a critical element the talent that "allowed and encouraged (the engineers) to work autonomously" (1983, 68).

Allowing the engineering staff to work autonomously pays tribute to both the nature of their jobs and concern for the human side of management. It also suggests that while some supervisory or management styles may be appropriate in engineering departments, others may not. Managerial style refers to the way managers manage, control, motivate, and otherwise direct subordinates. It is through managerial style that employees may or may not be encouraged and allowed to work on their own. The extent to which an atmosphere is fostered by the manager significantly affects the range with a manager's human-related challenges, of which turnover is a prime example.

An unpublished, proprietary study of 49 hotel CEs with one hotel company sought to determine their managerial styles. They were asked to take a standardized managerial-style inventory and fill out a short demographic questionnaire in order to determine what managerial style predominates among the self-described successful chief engineers in a major international hotel corporation.

This inventory instrument judges primary managerial style to be in one of six categories (see below), with a secondary or backup style that is one or a combination of the others.

Managerial Styles

- **Coercive:** The "do-it-the-way-I-tell-you" manager closely controls subordinates and motivates by threats and discipline.

- **Authoritative:** The "firm but fair" manager gives subordinates clear direction and motivates by persuasion and feedback on task performance.

- **Affiliative:** The "people first, task second" manager emphasizes good personal relationships among subordinates and motivates by trying to keep people happy with fringe benefits, security, and social activities.

- **Democratic:** The "participative" manager encourages subordinate input in decision

making and motivates by rewarding team effort.

- **Pacesetting:** The "do it myself" manager performs many tasks personally, expects subordinates to follow his or her example, and motivates by setting high standards and letting subordinates work on their own.

- **Coaching:** The "developmental" manager helps and encourages subordinates to improve their performance and motivates by providing opportunities for professional development. (McBer, no date)

A managerial style profile reflects both primary and backup styles. *Primary* is the managerial behavior one uses most often, is most comfortable with, and is the style to which one normally turns under stress. *Backup* refers to an alternative way of managing one uses when the primary style is ineffective. Some individuals have more than one primary style, and some utilize multiple backups.

The comparisons showed that each group of CEs is primarily affiliative in style, a trait that flies in the face of their reputation as crusty curmudgeons.

With affiliative as the primary style of this group of engineers, it was somewhat surprising that the backup style was democratic. Combining the democratic backup style with the predominant affiliative style would certainly produce an organizational atmosphere where the employees would feel encouraged to be independent and autonomous.

The data developed through application of this instrument to this sample of CEs tends to support the theory that successful CEs and their departments favor management styles that put people first. At least at this juncture, it appears that the affiliative style works best in the milieu with people and tasks managed by the CE. This was, however, a small study of a single company and as such can only be suggestive. The data in this study do, though, provide us with a broader view of the facets of management of the modern hotel engineering function.

► SECURITY

It is an unfortunate fact of modern hotel management that the days of simply providing comfort, high-quality food, beverage and lodging services, and a home-away-from-home atmosphere are severely affected by the inventory of problems presented by the predatory elements of modern society. At the same time, hotel security departments are responsible for protecting the hotel's assets from loss.

Hotels are usually fairly close-mouthed about their security and its functions, duties, and personnel. On an individual basis, a good overview of security can be found in publications of the Educational Institute of the American Hotel and Motel Association (http://www.ei-ahla.org/). Typically, however, the modern hotel security department is organized as a staff function, with the director of security reporting directly to top management. We have little data or insight about the manager of the hotel security function, as little, if any, research has been done on the subject. Anecdotally, from the editor's experience, most of the managers recently hired to fulfill this function have a security background in the military or a law enforcement career with civil authorities.

Typically, the director of security has a staff in keeping with the nature and size of the threats to a particular hotel, the size of the

hotel, its location, and its managerial strategy. A director of security administers the functions of his or her department against two broad and general classifications of threats: external and internal.

External threats are generally those that present risk for the hotel and its guests due to the actions of outsiders. Internal security is a functional area that generally is concerned with reducing the threat of loss of assets; in most cases, this refers to control of highly attractive and popular consumer goods such as wine, expensive foodstuffs, furnishings, and, of course, the hotel's cash.

The responsibilities of the security manager in contending with the above threats include the following:

- Providing physical security at the perimeter of the hotel
- Adapting policies and procedures to the building design and location
- Utilizing electronics, modern telecommunications devices, proximity alarms, motion detectors, and closed-circuit TV to enhance the hotel's ability to eliminate threats

Security directors participate in certain levels of administrative or operational activities that deal with policies, training, education, and human resources to avoid hiring what has become known as the high-risk employee. This is due primarily to the increasing risk hotels and other employers face from negligent hiring.

Having policies and procedures in place to deal with the management of emergencies is also a fundamental aspect of the hotel security director's job. These emergencies can take a number of forms; in recent years they have been known to include fires, hurricanes, floods, earthquakes, blackouts, robberies, bombs or bomb threats, medical and dental emergencies, and some forms of terrorism. It is a fact of modern life that the properly managed hotel, from a security standpoint must have contingency plans in place and training programs to help its employees deal with these potential threats.

A further responsibility of the security director is liaison with civil authorities. Increasingly, as the article included here points out, hotels are being held accountable for what they either knew or should have known about potential threats. The best way to keep up on this is by cultivating a good relationship with the local police.

Finally, the major responsibility of a modern hotel security director is to assist in policy development. Hotels must have policies that guide the implementation of procedures, training, and inspection to meet the inventory of potential risk. Hotels also must gather data to make sure they are aware of all facets of the risk environment. The security function must also assist the hotel in formalizing a structure that links all pertinent parts of the hotel's organization to the concept of total security for the organization, its employees, and its guests.

In the legal analysis contributed to this edition, Melissa Dallas outlines and discusses the major families of risk facing hotel managers. She also includes in her analysis current examples of how the law affects the management of hotels in the modern era. This comprehensive and detailed article has a conversational and engaging style unusual in legal treatises.

In the article included here by Abbott and Fried, the authors explore in some depth one of the trickiest risk environments that (liter-

ally) surround many hospitality operations: the parking lot. Because parking lots can be remote, poorly lighted, or not patrolled, they are increasingly sources of risk. Courts are increasingly finding that landlords have liability for third-party criminal activity, so operators are advised to be aware of this potential liability.
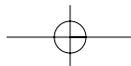
As if that were not enough to give one pause, the article by Beattie and Gau serves notice that there is yet another realm of risk that now affects our ability to manage hotels safely. Workplace violence—including homicide—is a growing problem for hospitality operations. The authors explore telling examples and discuss a structural theory to guide further research and the establishment of policies.

▶ SUMMARY

Housekeeping, engineering, and security, while not, typically, obvious functions, are nonetheless critically important to the management of any hotel. All of them are and have been evolving for the past several years into professionally managed departments responding to internal and external stimuli that can critically affect their interactive relationships with other hotel departments and, ultimately, in the delivery of hotel guest services.

A number of books dealing with these departments are listed as suggested readings. The reader seeking more in-depth information can find it in these books.

5.2 A DAY IN THE LIFE OF A DIRECTOR OF ROOMS

Kurt Englund

A day in the life with Four Seasons Hotels and Resorts focuses on people, both guests and employees. One of the first things I do in the morning is walk around the departments that are my responsibility: front desk, concierge, communications, valet parking, door attendants, bell desk, health spa, housekeeping, laundry, and valet. It is important to be visible with the staff we depend on to provide a superior level of service to all of our guests. Knowing who they are and what they are facing each day makes a big difference in how they carry out their job.

Every morning, we have an operational meeting to review how we are going to take care of our guests, the other key component in hospitality. This meeting is attended by a wide range of managers: the general manager, hotel manager, all of the planning committee (including the director of human resources), housekeeping, conferences services, sales managers, and catering managers. The entire day is laid out, reviewing the expected arrivals for the day from the VIPs to return guests, guests with pets, guests with special dietary requirements or mattress firmness. We discuss these to ensure the requirements are met in advance. We also include in the discussion all catering functions and any other movement of individuals en masse.
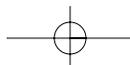
In our effort to provide a high-quality experience, we also discuss any glitch or poor experience any of our guests may have experienced. Our concern is not whose fault the glitch was but rather how can we make the stay better for our guest and prevent it from happening to any of our other guests. If the city decides to jack hammer at 8:30 in the morning on a Saturday, it may not be directly our fault, but it is certainly our guests who have been inconvenienced. We will do a follow-up with the guest to explain what we know, offer a new room if appropriate, and ascertain their overall happiness with their visit.

We have a number of other meetings to keep the communication going. Our weekly meetings include planning committee, group resume, and rooms division. Every other week we hold a department head meeting.

As mentioned, we hold the care of our employees to be as important as taking care of our guests. One of the ways we do this is by being prepared to work alongside them when business levels suddenly peak. We do our best to staff at appropriate levels, but sometimes everything hits at once. We call these *crunches* and respond with an all-page for assistance to the area in need. The management response is incredible; from our general manager on down, we get the assistance we need to help in valet parking, bell desk, front desk, room service, and so on. This is an excellent example of the teamwork at our hotel making an impact on the morale of the staff.

Walking around the hotel and checking in with staff is an important communication tool. Employees develop a comfort level for raising concerns about their jobs. It is equivalent to bringing the open-door policy to employees in their work area. Issues have been brought to my attention in this format such as conflicts with coworkers, questions about paychecks, suggestions to improve a work procedure, and requests for assistance in following up with maintenance concerns.

Hiring new staff is another crucial role in day-to-day activities. Our interviewing process involves a screening by HR, an interview with the department head, an interview with the division head, and final approval from a meeting with the hotel manager or general manager. We attempt to be as flexible as possible when it comes to making time to interview these candidates. If the right candidate comes through the door, we make every effort to free our schedule so we can keep the interview process moving.

Balancing the needs of our guests and employees requires flexibility. There is no typical day in our business, which is one of the reasons I enjoy my job. I face a new challenge every day.

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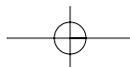
5.3 HOUSEKEEPING ORGANIZATIONS: THEIR HISTORY, PURPOSE, STRUCTURES, AND PERSONNEL

Thomas Jones

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▶ ORIGINS OF HOSPITALITY AND HOUSEKEEPING

By definition, *hospitality* is the cordial and generous reception and entertainment of guests or strangers, either socially or commercially. From this definition we get the feeling of the open house and the host with open arms, of a place where people are cared for. Regardless of the reasons people go to a home away from home, the presumption is that they need to be cared for there. They need a clean and comfortable place to rest or sleep, food service, an area for socializing and meeting other people, access to stores and shops, and a secure surrounding.

Americans have often been described as a people on the move, a mobile society. Even as our country expanded, we required bed and board. Travelers in the early 1700s found hospitality similar to that in their countries of origin, even though these new accommodations might have been in roadhouses, missions, or private homes, and the housekeeping might have included no more than a bed of straw, changed weekly.

Facilities in all parts of young America were commensurate with the demand of the traveling public, and early records indicate that a choice was usually available; travelers based the decision on where they expected to find good food, overnight protection, and clean facilities. Even though the inns were crude, they were gathering places where anyone could learn the news of the day, socialize, learn the business of the area, and rest.

The business of innkeeping has become the hotel industry of today, but the main tenets remain: a clean, comfortable room, access to food and entertainment facilities, and a courteous and concerned staff who mean it when they ask, "May we be of service?"

Housekeeping departments play a vital role in today's lodging industry. People involved in housekeeping operations service guest rooms, maintain and service public and special areas, and, in many instances, operate laundries and recreational and health facilities. The people of housekeeping are also a part of the overall team of hosts and hostesses who welcome the hotel's guests. They show concern and care when something goes wrong with the guest's visit, and they are quick to initiate action that will make things right again.

Major hotel companies have been quick to recognize the value of housekeeping and other service industry workers. Good hotel management does not see housekeeping work as demeaning or menial. To the contrary, all high-quality hotel operational management personnel have, at one time or another, performed housekeeping functions; as a result, they understand the worth and value of the people who perform such functions regularly.

Students of the service industry should remember the statement made proudly by one

of America's most prestigious resorts, The Greenbriar of White Sulfur Springs, West Virginia. This statement appears on a sign that is visible as one enters the resort: "Ladies and Gentlemen Being Served by Ladies and Gentlemen."

▶ THE ROOMS DEPARTMENT

▶ Front Desk and Housekeeping

The rooms department of a lodging establishment is directly and solely involved with all aspects of the sale, occupancy, and servicing of guest rooms. The department manager is usually called the resident manager, although the title is somewhat misleading in its implication that this manager lives on the premises; most do not. Synonymous titles include rooms manager, rooms director, director of rooms operations, and, simply, hotel manager (not to be confused with the general manager).

The rooms department is usually a combination of two principal operating departments: the front office and the housekeeping department. The manager in charge of the front office oversees several subdepartments: reservations, front desk, bell staff, PBX, transportation, possibly concierge, and any other form of guest reception function.

The manager in charge of housekeeping functions is most commonly known as the executive housekeeper. Depending on the size of the hotel, subdepartments within the housekeeping sphere of operations (e.g., in-house laundry, recreation department), and, in some cases, corporate policy, the person in charge of housekeeping may have any one of

a number of titles, all considered synonymous with executive housekeeper. A few such titles are:

- Housekeeper
- Housekeeping manager
- Director of services
- Director of internal services
- Director of housekeeping operations

For the purposes of this article we refer to this manager as the *executive housekeeper.*

There was a time when most executive housekeepers worked under the direction of the front office manager. They were, in fact, not executives but people who had worked their way up from a maid's position, with little or no managerial training. Today, however, the size, cost, and complexity of housekeeping operations have put the executive housekeeper on an equal footing with other department managers. As a result, executive housekeepers are now seen as sharing equally in responsibility under the resident manager for the operation of rooms departments.

The hotel industry is a highly labor-intensive hospitality business. More total employees may be involved in food and beverage (F&B) operations than in any other department. Because of the diversity of F&B operations (restaurants, lounges, banquet services, and kitchen), there are plenty of managers to control the total operation. In housekeeping, however, a single department head (the executive housekeeper) is responsible for the largest staff, operating cost center, and physical area of the property.

Today's modern executive housekeeper must be a trained manager skilled in planning, organizing, staffing, directing, and controlling operations. He or she must also be skilled in employee and human relations,
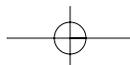
have a superior understanding of cost controls, and have a strong technical background in purchasing, decorating, and renovation. Last but not least, the executive housekeeper must be an able delegator. Without strong expertise and the inclination to pass tasks to others, convey the necessary power to act, and, finally, hold others accountable for their actions, the executive housekeeper must personally perform all working functions. This writer has never yet found the person who could make 3,000 beds in one day.

▶ ORGANIZATION

Housekeeping organizations are as varied as types and sizes of hotel. Except for bed-and-breakfast operations, the trend today is away from the small, 80-room mom-and-pop hotel. It is therefore appropriate to discuss hotels of a size that might be considered a model appropriate to the greatest variation—say, 200 or more rooms. Most hotels would have identical functions, but size might dictate that one person perform several functions in a small hotel. Obviously, the larger the facility, the greater the need for a large staff with enough individuals to fill each unique function. Consider then, the following hotel:

- A modern suburban corporate transient hotel
- 350 rooms
- Two restaurants (one 24-hour and one dinner house)
- Banquet area with 15,000 square feet of meeting space
- Room service
- Kitchen to support all food services
- Main lounge with nightly entertainment
- Banquet beverage service and service bar outlets for both restaurants and room service
- Outdoor pool and winter indoor pool with health club facilities, sauna, and steam room
- Game room (video games, pool, and table tennis)
- In-house laundry for rooms department and banquet linen
- Two company-owned gift shops.
- Front desk fully computerized with a property management system

▶ Hotel Organization

Prior to investigating the housekeeping department organization, it is appropriate to visualize an organization for the entire hotel. The organization diagram in Figure 5.1 could easily be that of the model hotel just described.

Note the position of the executive housekeeper within the organization. Executive housekeepers may occupy greater or lesser positions in any organization. Some executive housekeepers report directly to the general manager; others even hold corporate executive positions. Others report to the chief of maintenance. In this case, however, the executive housekeeper is a middle manager—a full department head, equal to the front office manager and other principal department heads within the staff. Two junior managers report to the executive housekeeper, the housekeeping manager, and the laundry manager. Both the executive housekeeper and the front office manager report to the resident manager, who is a member of the property executive committee. This committee is the top
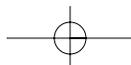
Figure 5.1   **Hotel Organization (Through Department Head)**

HOTEL ORGANIZATION
(THROUGH DEPARTMENT HEAD)

General Manager

Executive Secretary

Top management—
executive committee.
Hotel policymaking body.

Director sales and marketing | Chief engineer | Resident manager | Controller | Personnel director | Food and beverages director

(Middle management)

Front office manager | Executive Housekeeper | Catering director | Executive chef | Restaurant manager | Beverage manager

Reservations manager | Front desk manager | Guest services | PBX manager | Housekeeping manager | Laundry manager | Sous chef | Steward | Banquet chef | Administrative assistant

(Bells)   (Junior management)

policymaking body for the property under the general manager.

▶ The Housekeeping Organization

Figure 5.2 describes a typical housekeeping department organization, suitable for the model hotel.

Note the utilization of the two principal assistants. The housekeeping manager is the first assistant to the executive housekeeper and is in direct charge of all guest rooms in the hotel. This emphasizes the delegation that has taken place in that the housekeeping manager is not just an assistant to the executive housekeeper but a junior manager with a functional responsibility. This part of the organization can be managed in several ways. Each individual room attendant can be scheduled independently, or attendants may be grouped into schedule teams, with the same hours on and the same time off. In this illustration, team staffing and scheduling are presented because this approach is more efficient for daily scheduling.

The laundry is another specific function

Figure 5.2	Housekeeping Department Organization

HOUSEKEEPING DEPARTMENT
ORGANIZATION

Executive Housekeeper

Housekeeping manager

Laundry manager

Floor supervisor — Floor supervisor — Floor supervisor — Floor supervisor

(Indefinite size and scope to be determined at a later time.)

Room attendant
Room attendant
Room attendant
Room attendant
Room attendant

Night supervisor
Night housekeeper — Night housekeeping aide

Linen room supervisor
Linen room attendant

Senior housekeeping aide
Lobby housekeeper — Lobby housekeeping aide

Recreation supervisor

to which a junior manager is assigned. In this case, the required technical expertise is more specific. It includes knowledge of commercial laundry machinery and equipment, knowledge of piecework production, the utilization of chemicals, and their effects on an expensive inventory of linen.

Both junior managers and the executive housekeeper have line supervisors who report directly to them. (Below the management level, we recognize an hourly structure for employees who are paid by the hour at a given wage rate as opposed to being on salary.) Each supervisor has one or more
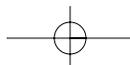
hourly workers who round out the department organization.

Note that the organization shown in Figure 5.2 under the housekeeping manager is incomplete. The number of floor supervisors or team leaders and workers depends on the number of rooms a room attendant is expected to clean in a given eight-hour period. The national standard for rooms cleaned by one room attendant in one eight-hour period varies from 13 to 20, depending on the market mix. Hotels occupied primarily by traveling or group business transient guests are more efficient to clean because occupancy is primarily single, and such guests are up and out of their rooms early each day. Also, they are inclined to leave their rooms fairly neat. For this segment, room attendants can clean from 18 to 20 rooms per day. When the mix features more double occupancy with families on vacation, access to rooms for cleaning is more difficult and cuts into the efficiency of staffing. In such cases, room attendants are not able to clean as many rooms in the same eight-hour period.

▶ Staffing and Scheduling Concerns

For our model hotel of 350 rooms, assume an 18-room workload per day. On any 100 percent occupancy day we would need approximately 20 room attendants to clean all guest rooms. Placing these room attendants in teams of five, each working under one floor supervisor, creates a need for four supervisors. Also assume that one section housekeeping aide is assigned to each team to handle corridor cleaning, provide certain services to room attendants during the day, and to care for other public areas within the

guest room portion of the hotel. Finally, assume that five laundry workers are needed in the laundry regularly, and that persons hired to relieve room attendants on days off can also relieve in the laundry.

The complete organization should now come into focus, except for one remaining concern. Hourly personnel cannot work seven days a week but are usually confined to a five-workday schedule. The following formula can establish the entire rooms cleaning, laundry, and relief staff requirement; increasing the staff allows for days off for regular room attendants, laundry workers, floor supervisors, and section housekeeping aides. (See the staffing guide, discussed below.)

At 100 percent occupancy on a continuous basis:

$$\text{regular staff} \times \text{seven days} =$$

$$\text{total staff} \times \text{five day maximum}$$

$$S_1 \times 7 = S_2 \times 5$$

$$S_2 = S_1 \times 7 \div 5$$

For the model, $S_2 = 25 \times 7 \div 5 = 35$ total working staff, all limited to a five-day workweek. The additional ten employees can be organized into two special teams identical in composition to the regular teams and the laundry workforce. These swing teams relieve all regular and laundry personnel teams twice each week and have two days off themselves. This portion of the organization can now be scheduled to work by team units rather than as individual workers, which greatly simplifies personnel scheduling. (For further information on scheduling techniques, the reader is encouraged to read the basic text from which this article is drawn.)

The balance of the housekeeping organization is noted in the functions to be per-
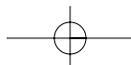
Table 5.1   Department Staffing Guide

Position No.	Title	Name Assigned
	Management Team	
1	Executive housekeeper	_____
2	Housekeeping manager	_____
3	Laundry manager	_____
	Fixed Team	
4	Linen room supervisor	_____
5	Linen room attendant	_____
6	Senior housekeeping aide (public area supervisor)	_____
7	Public area housekeeper 1 (male)	_____
8	Public area housekeeper 2 (female)	_____
9	Public area housekeeper (relief)	_____
	Evening Team	
10	Night supervisor	_____
11	Night section housekeeper	_____
12	Night housekeeping	_____
13	Night (public area) housekeeper 1 (male)	_____
14	Night (public area) housekeeper 2 (female)	_____
15	Night (public area) housekeeper (relief)	_____
	Regular Rooms Cleaning Teams:	
	Red Team	
16	Senior housekeeper (supervisor)	_____
17	Section housekeeping aide	_____
18	Section housekeeper 1	_____
19	Section housekeeper 2	_____
20	Section housekeeper 3	_____
21	Section housekeeper 4	_____
22	Section housekeeper 5	_____
	Yellow Team	
23	Senior housekeeper (supervisor)	_____
24	Section housekeeping aide	_____
25	Section housekeeper 6	_____
26	Section housekeeper 7	_____
27	Section housekeeper 8	_____
28	Section housekeeper 9	_____
29	Section housekeeper 10	_____
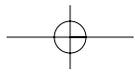
Table 5.1   *(Continued)*

Position No.	Title	Name Assigned
	Brown Team	
30	Senior housekeeper (supervisor)	_____
31	Section housekeeping aide	_____
32	Section housekeeper 11	_____
33	Section housekeeper 12	_____
34	Section housekeeper 13	_____
35	Section housekeeper 14	_____
36	Section housekeeper 15	_____
	Green Team	
37	Senior housekeeper (supervisor)	_____
38	Section housekeeping aide	_____
39	Section housekeeper 16	_____
40	Section housekeeper 17	_____
41	Section housekeeper 18	_____
42	Section housekeeper 19	_____
43	Section housekeeper 20	_____
	Laundry	
44	Laundry supervisor (washman)	_____
45	Laundry helper/sorter	_____
46	Laundry attendant (ironer)	_____
47	Laundry attendant (ironer)	_____
48	Laundry attendant (folder/stacker)	_____
49	Laundry attendant (folder/stacker)	_____
50	Laundry attendant (folder/stacker)	_____
	Swing Team 1	
51	Senior housekeeper (swing supervisor)	_____
52	Section housekeeping aide (ST-A)	_____
53	Section housekeeper A-1	_____
54	Section housekeeper A-2	_____
55	Section housekeeper A-3	_____
56	Section housekeeper A-4	_____
57	Section housekeeper A-5	_____
	Swing Team 2	
58	Senior housekeeper (swing supervisor)	_____
59	Section housekeeping aide (ST-B)	_____
60	Section housekeeper B-1	_____
61	Section housekeeper B-2	_____
62	Section housekeeper B-3	_____
63	Section housekeeper B-4	_____
64	Section housekeeper B-5	_____
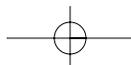
formed, and for purposes of illustration must be scheduled individually. Specifically, personnel required for the second shift, persons required to staff the linen room housekeeping communications central, and personnel organized under the senior housekeeping aide for public area cleaning and maintenance round out the total department staff.

The entire housekeeping department staff might then take on the appearance provided in the staffing guide outlined in Table 5.1.

The staffing guide is created to accurately document the need for total personnel. Every position within the department is listed and can be used to fill vacancies when they occur. Note teams identified by color.

This identification system shows which teams are regular teams, the one that works in the laundry, and which ones are considered swing teams. This particular staffing guide presumes that a 100 percent staff has been hired to support an occupancy averaging 85 percent or more for an extended period. Should occupancies be forecast as a lesser amount, a 100 percent staff need not be hired, and staff vacancies can be distributed over the entire team network. Fluctuations in daily occupancy are dealt with by scheduling down within each team on a fair and equitable basis. This task can be delegated to the floor supervisor, but controls must be in place that guarantee fairness to all who must be cut out of a day's work due to low occupancy.

▶ PERSONNEL AND JOBS IN THE HOUSEKEEPING DEPARTMENT

What follows is a listing of the jobs one might find in a hotel housekeeping department. The basic function and scope of responsibility are indicated for managerial positions, and for hourly jobs, titles and responsibilities are listed. Where several names or titles apply to the same function in the hourly structure, each name is noted.

▶ The Executive Housekeeper

The executive housekeeper usually assumes complete direction, operational control, and supervision of the housekeeping, laundry, and recreation departments.

The scope of responsibility is normally broad to ensure that the incumbent has the freedom necessary to do the job. This position is now recognized as a career-enhancing step. The executive housekeeper operates the departments under his or her control in the most efficient manner possible through effective application and enforcement of company policies, the use of methods described in standard operating procedures, and the use of sound management principles. He or she is primarily responsible for the cleanliness of guest rooms and public areas assigned to the housekeeping department. He or she accomplishes tasks through proper training, motivation, and supervision of all personnel assigned to the housekeeping, laundry and recreation departments.

▶ The Housekeeping Manager

In the model organization, the housekeeping manager assumes primary responsibility for guest room cleaning and servicing and acts as the primary assistant to the executive housekeeper.
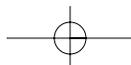
Under the direction of the executive housekeeper, the housekeeping manager is responsible for the efficient and orderly management of guest room cleaning, servicing, and the reporting of rooms status.

He or she represents employees directly involved in rooms cleaning and is directly involved in their work schedules. He or she must react to occupancy in scheduling to keep costs under control.

▶ The Laundry Manager

The laundry manager normally assumes primary responsibility for operation of the hotel's in-house commercial laundry. He or she also acts as second assistant to the executive housekeeper.

Under direction of the executive housekeeper, the laundry manager is responsible for the efficient and orderly management and operation of the hotel laundry. Through the proper use of assigned personnel, he or she provides clean linen to the house and to the banquet department according to plans and budgets.

▶ HOURLY EMPLOYEES

▶ The Guest Room Attendant (also known as the GRA, maid, or section housekeeper)

The guest room attendant is primarily responsible for guest room cleaning and servicing. He or she is usually assigned a section of rooms each day, constituting a workload of a

designated number of rooms to be cleaned. In general, the room attendant performs the same functions in each room assigned. The room attendant also conducts rooms checks at set times to assist in determining the reporting condition of the house: rooms occupied, rooms ready (vacant and ready to rent), and rooms on change (vacant but not yet serviced; also known as check-outs).

The room attendant also participates in general cleaning of one or more rooms each day as it is serviced in order to keep quality standards high.

Most room attendants work in compliance with standard operating procedures (SOPs) that may specify as many as 60 items that must meet a given standard in each guest room. This is not as daunting as it may sound, but the SOP system guarantees coverage where necessary.

Finally, the room attendant reloads his or her own linen cart at the end of each workday.

If so organized, the room attendant is one of several members of a housekeeping team under a floor supervisor.

▶ The Section Housekeeping Aide (previously Section Houseman)

The section housekeeping aide works in the guest room portion of the hotel, attending to the regular and daily cleaning of corridors, elevator cabs and landings, stairwells, service areas, floor linen rooms, vending areas, and other public spaces in the vicinity of guest rooms. The aide also helps room attendants with general cleaning, if necessary. He or she also removes soiled linen and rubbish from room attendants' carts on a regular schedule
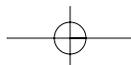
and brings supplies from storerooms to floor linen rooms when needed. The section housekeeping aide works at the direction of the floor supervisor and, when so organized, as a member of a housekeeping team.

▶ The Floor Supervisor (also known as Senior Housekeeper or "Inspectress")

Floor supervisors are team leaders to whom several room attendants and a section housekeeping aide report. They are assigned to specific divisions of the rooms section of a property and are responsible for the quality of work performed in the several rooms sections to which their room attendants are assigned. They also are responsible for the public sectors assigned to their section housekeeping aides. They make inspections and reports and are, in all respects, supervisors of the persons assigned to their teams. They also assist in the personnel administration of the people assigned to them.

The floor supervisor is sometimes called *inspectress,* but this may be outdated. [*Editor:* It *is* now outdated, for the term was coined to indicate a female inspector. Most operations now simply call this job *inspector,* regardless of gender.] Many floor supervisors are inspectresses just because they inspect rooms. Other inspectresses do nothing but inspect rooms and report directly to the manager on what they observe, but they have no responsibility to correct identified discrepancies because no other staff is assigned to them for work purposes. [This writer is of the opinion that persons who do nothing but inspect guest rooms, then have no employees or authority with which to take corrective action, are a superfluous use of manpower.]

▶ The Senior Housekeeping Aide (in the past known as Head Houseman)

The senior housekeeping aide is a major supervisor in the housekeeping department. He or she is usually in charge of all public areas not directly associated with guest rooms: lobbies, major public corridors, public rest rooms, offices, and other areas specifically negotiated as part of the overall housekeeping responsibility. The senior housekeeping aide is usually responsible for basic training of section housekeeping aides and for supervision of utility housekeeping aides who might perform tasks such as shampooing carpets, washing windows, or project work. The senior housekeeping aide is usually responsible for the storage and accountability of cleaning and guest supply inventories. He or she normally works as a supervisory assistant to the executive housekeeper and performs other tasks as the executive housekeeper directs.

▶ The Night Supervisor

The existence of a night supervisor presumes a second shift to which no management is regularly assigned. This situation, of course, can vary with the size and complexity of night operations. Other than as intermittently visited by housekeeping management, the night supervisor assumes total control of the department after the major rooms and hotel cleaning evolution for each day is concluded. Overseeing one or two night room attendants,
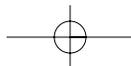
a night section housekeeping aide, and several night lobby or public area personnel, the night supervisor is accountable for the balance of services performed by the housekeeping department. He or she ensures that all rooms are left cleaned and ready to rent and that guest requests for service or equipment such as cribs, bedboards, and extra linen are fulfilled. The night supervisor works closely with the hotel night manager, is usually on beeper, and makes routine inspections throughout the hotel until the department is secured each evening at the designated time. The night supervisor, like the senior housekeeping aide, is a major supervisor within the department.

▶ The Linen Rooms Supervisor

The main linen room, a service area of the hotel, is the hub of housekeeping communication and activity. It might be better described as housekeeping central. The linen room supervisor, under the executive housekeeper, is the supervisor in charge of main linen room operations. His or her primary responsibility is maintaining and operating the communication link to the front desk, engineering, and each guest in need of housekeeping attention. In addition, the linen room supervisor is sometimes referred to as the chief status operator for housekeeping. Keeping up with, changing as necessary, and reporting the status of each guest room throughout the day is another major function of the linen room supervisor. He or she is the prime guest contact representative. Also, he or she oversees the activities of one or more linen room attendants who perform supply and distribution functions for items such as bedspreads, blan-

kets, bed pads, and curtains. On the second shift, the night supervisor assumes the responsibilities of the linen room supervisor.

▶ The Laundry Supervisor

Working as a principal assistant to the laundry manager, the laundry supervisor, as the title indicates, supervises the activities of laundry attendants. Normally the laundry supervisor works as the head washperson and is in charge of all major wash equipment and chemicals. He or she also supervises the workload process and production. In our model hotel, when the laundry supervisor and team of laundry attendants is scheduled off, a swing team supervisor assumes the responsibilities of the laundry supervisor and brings his or her swing team into the laundry. Because there are two swing teams, each works in the laundry one day each week, providing the entire department with maximum flexibility and training.

▶ The Recreation Supervisor

In our model hotel, the recreation supervisor, under the direct supervision of the executive housekeeper, assumes responsibility for all recreation areas of the hotel. All swimming pool attendants work for the recreation supervisor and are fully Red Cross or water safety instructor qualified. (Swimming pools are properly signed to indicate "No lifeguard on duty. Swimmers enter at their own risk." This prevents the guest from abdicating responsibility for their own and their children's safety. However, all pool attendants are fully qualified to save a life.) Pool attendants, under direction of the recreation supervisor, also work in the health club, sauna, and game
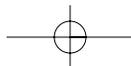
room, providing service to guests and maintaining cleanliness and order.

▶ Other Employees

Other employees may be found in the department, their titles indicating their activities and who they might work for. All such positions have titles appropriate to either male or female employees and are therefore nonsexist. Such titles are as follows:

- Utility housekeeping aide
- Linen room attendant
- Lobby housekeeping aide
- Laundry attendant
- Housekeeping trainer (a secondary job sometimes carried by a room attendant to ensure standardization of training)

▶ NEW HORIZONS IN HOUSEKEEPING

The National Executive Housekeeper's Association (NEHA) has long recognized the similarity in responsibilities of persons performing housekeeping functions in hospitals, hotels, and nursing homes. The association therefore draws its membership not only from hotels, retirement centers, and contract cleaning establishments but also from hospitals and nursing homes. The movement of management personnel between venues is well documented. When asked how difficult it is for a manager to make the transition in either direction, a member in hospital service once remarked, "The main function of housekeeping in both areas is to clean rooms and public areas, and to dispose of trash and rubbish. There

is only one major difference, however, and that is in hospitals, we know exactly what we are walking into, and in hotels, we don't know what we may be dealing with." That was true—until the advent of the AIDS crisis.

On December 2, 1991, new rules issued by the Occupational Safety and Health Administration (OSHA) made it mandatory that employers provide to all employees who might, as a result of their job classification, come in contact with human blood or other bodily fluids, information, training, and compliance with federal precautions designed to maintain a safe workplace with regard to bloodborne pathogens (microorganisms that can cause disease in humans), especially the HIV virus and the HBV (Hepatitis B) virus.

Specifically, department managers must establish control plans to combat the threat and provide access for employees to read and understand the OSHA compliance standard. Employees such as housekeeping and laundry personnel, who as a part of their regular daily assigned duties come in contact with bodily fluids such as blood, semen, sputum, and vomit and with spent needles (sharps) discarded by diabetics or drug users, must be advised of the potential dangers. Furthermore, they must be trained and tested in how to handle such risks when they occur, and they must be offered the opportunity to be inoculated against the HBV virus at company expense. Records must be kept of all training conducted and of all exposures that occur.

▶ CONCLUSION

Housekeeping operations is no longer the exclusive territory of women, nor is it considered menial or less important than any other

function in the hospitality organization. Anyone who thinks otherwise should try to imagine hotel operations without housekeeping; the picture might have general managers and presidents cleaning rooms.

Because of the large staffs involved, housekeeping operations provide junior managers outstanding opportunities to develop leadership and supervisory skills, an opportunity not always available in other departments.

This writer recalls a moment of truth several years ago when a general manager was overheard commenting to a utility aide who at the time, happened to be mopping a men's room at 1:00 A.M. The general manager said, "You know, what you are doing is just as vital and necessary as what I do every day. We just do different things and work at different skill levels. When the company thinks they can do without either one of us, they'll abolish our jobs. I don't think they will, so until they do, don't forget: Your job is just as important around here as mine is!"

5.4 ON BEING AN EXECUTIVE HOUSEKEEPER

John Lagazo

Ah yes, those were the days, sitting in our university classes, wondering where our education and futures would take us. I thought it would be quite easy—go through the management training program, become an assistant department head for a little while, move to department and then division head, then presto—general manager!

After going through the management training in my first company, I decided I wanted to stay in the rooms division—more specifically front office, so the path was laid out: hotel assistant manager, then front office manager, brief exposure in either housekeeping or reservations, then so on and so on. Never did I think I would be the executive housekeeper in arguably what are some of the finest hotels and resorts not only in the United States but even in the world.

Why housekeeping? When my friends ask what I do and I say, "I'm an executive housekeeper," the first response is, "Oh, so you clean rooms?" Depending on who is asking, I either agree or say it is much, much, more. Over the years, I have had trainees or first-time assistant managers who say that housekeeping was never their initial choice, but by the time they were done, they had a different appreciation for the department.

So what is housekeeping? Is managing housekeeping just making sure the room attendants clean all the rooms every day? It is actually just a little more than that.

It is managing what usually is the largest regular staff in the hotel and the budget to pay them. It is managing supplies—whatever is in the room for the guests to use and whatever is used to clean anything and everything in the hotel, from the sidewalks to the staff areas (e.g., locker rooms, cafeteria, offices), from meeting spaces to food and beverage outlets—not to mention the guest rooms themselves.
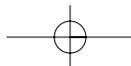
It is managing teamwork and coordinating with all other departments in the hotel—to make sure the rooms are ready for the guests when they arrive. It is making sure that all instructions and requests from sales are carried out. Accounting must be satisfied that we are in control of dollars. It is making sure the food and beverage outlets are as clean as the guest rooms. It is making sure all of the human resource reporting requirements are met.

For the hotels that have a full-service laundry, it is managing that too—and if the hotel utilizes an off-property service (for laundry, overnight cleaning of the kitchens and public areas, uniform and guest clothes cleaning), the executive housekeeper must manage that operation as well! Even though off-property services are their own business, they represent the hotel; if they do not clean the linens well or are not efficient, it costs the hotel money.

Executive housekeepers must be detail-oriented and organized. Housekeeping is a 24/7 department, and it can get out of control very quickly. This means phone calls at home at 11:00 P.M. saying that your staff has not shown up or that because the boilers are down, there is no steam for the laundry. The wildest calls I received (not too often, thank goodness) were when I worked in Hawaii. Because of the staffing challenges, I had room attendants and housepersons ferried over from a neighboring island. If the weather was bad or the boat had a mechanical problem, the phone rang around 4:00 A.M. to tell me so. I then had to figure out Plan B for cleaning rooms and the rest of the hotel that day.

Getting away from the technical side of things, being an executive housekeeper taught me a lot about managing people; I was "diversity managing" well before it became po-litically correct and one of the new management buzzwords. The staff is usually the most ethnically diverse, with an accompanying challenge being the level of English competency and overall education. These staff members are asked to work with hazardous chemicals in an environment with a high accident potential; they push and pull heavy weights, are exposed to bacteria, and work with dangerous equipment such as sheet and towel folders and garbage and cardboard compactors.

These people have one of the most detail-oriented jobs—a room checklist can have as many as 150 items that must be completed to proper standard.

Contrary to popular belief, this staff should also have high guest contact skills. Just because room attendants and other housekeeping staff members do not interact with guests every time they perform their duties, this does not mean they should not be skilled in guest contact. One of my former room attendants consistently told me the travel plans of one of the regular CEOs that stayed with us. She wrote down his travel dates and let us know if his wife would be with him. Because he was such a regular, we rarely had problems in accommodating him even if we were sold out, and he always had the same room with the same room attendant.

In many of the hotels, the challenge was to pull the ethnic groups together to work as a team. Housekeeping gave me a great chance to learn about different cultures—I probably would still not know what a quincinera is (a Sweet 15 birthday/debut in Latin American countries). I have eaten foods that I probably would not have otherwise and have picked up smatterings of many languages (Spanish, Creole, Tongan, Polish, Cantonese, Filipino)—which, depending on the situation, can either
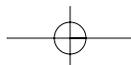
get me in serious trouble or give everyone a good laugh.

I learned about management styles and group dynamics, and I advise all of you who read this to learn as much about these subjects as possible. I learned about identifying the informal leaders of groups and how to influence them. I learned about individual personality styles, how to manage them, and how to get them to work together to get things done. From the people of different cultures I have worked with, I learned about the ones who avoid eye contact when you speak with them, I learned about the ones that had Old Country traditions—for instance, not respecting a female or young boss—and how to turn them around.

Housekeeping taught me how to adapt—which, on the outside, should not have been an issue because I was the boss and the staff should do as I say (traditional management). Managing people continues to change and evolve—first there was Total Quality Management, then Generation X management, and now whatever new theories are out there. To me, the bottom line is that to be a success, you must manage not only yourself but also groups of people. Manage and lead the environment (department), and you will be successful in your endeavors. Get exposure to different environments—work in city and remote resort locations—and know and understand that everywhere you go, the guest and staff makeup is different. If you are adaptable, you will also be successful.

There are some other interesting things too—for example, when I shop for home cleaning items, I know way more than I need to. Don't bother listening to commercials; send me an email or work in housekeeping and you will know why I will not buy "window cleaner with ammonia." Having managed

laundry operations, I shop for clothes not only for style but for materials used and construction of the item. If you buy an item with lots of extra frills, beads, decoration, metallic buttons, and bring it to my dry cleaning store, don't be surprised if I charge you extra for what it takes to properly clean it. I may even turn you down and say I won't clean it unless you sign a damage waiver. I now know that the dry cleaning and laundry processes are murder on fabrics.

I have many great memories from housekeeping over the years:

- Using a bullhorn to conduct a morning meeting with 70 room attendants.

- Proving a Mobil inspector wrong (I had been in his room during the incident in question).

- Being the executive housekeeper at the host hotel for the Mobil five-star winners award ceremony—imagine having every room checked with a magnifying glass and white gloves!

- Having a local TV station doing a *60 Minutes*–style report on hotel cleanliness—we passed with flying colors!

- Having my rooms director keep checking on me to make sure I did not get food poisoning because of food my staff would give me—I was adventurous enough to eat whatever was placed on my desk and yes, jellyfish does have an interesting texture.

I have encountered other situations too. After a suicide in a hotel room, I could only get new staff members to go into the room because of the strong superstitious beliefs of some attendants. I have managed through both strikes and decertifications in union hotels. The celebrity stories—those alone could
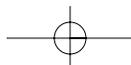
take up a whole book. Perhaps I could get rich from writing it!

I am glad my career path has taken me through housekeeping. At the end of the day, it really is the memories of the people I have met and friends made over the years that have made the difference. I think I would have learned the technical aspects one way or the other, but the people skills have been even more valuable. Yes, I did hold the positions of hotel assistant manager, front office assistant manager, and front office manager at various points in my career, in addition to spending time in all housekeeping management positions, including laundry/valet manager.

Where did I get all of these memories and experiences? Since leaving my alma mater in the mid-1980s, I have been at:

- Hyatt Hotels in California and Louisiana
- A Wyndham Hotel in California

- Ritz-Carlton Hotels/Resorts in California, Boston, Florida, Hawaii, and Puerto Rico (when I worked in these hotels, they were all five-star and/or five-diamond, except for Puerto Rico, which was still too new)
- Four Seasons Hotels in Boston and Chicago (both five-star, five-diamond properties)
- Short stints in St. Louis and Florida with Adams Mark and an independent four-star resort

From my current perspective as director of operations of the Madison Hotel in Washington, D.C., can I say my housekeeping experience helped me? You bet! The varied experience with people, places, and management styles has prepared me for *anything* in this great hospitality business.

5.5 THE HOTEL ENGINEERING FUNCTION: ORGANIZATION, PEOPLE, AND ISSUES IN THE MODERN ERA

Denney G. Rutherford

▶ INTRODUCTION TO THE ENGINEERING DEPARTMENT

▶ History of Department

Historically, the functions and duties of the chief engineer, his staff, and the engineering department have been relegated to the sub-conscious of hotel management and certainly of the hotel guests. Their place in the organization was roughly analogous to their place in the building structure: toward the bottom and basically out of sight. The only time the functions of the engineering department became noticeable was on those unhappy occasions when something went wrong with one of the building systems and guests and/or management were inconvenienced.
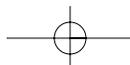
Consequently, in the past, "out of sight, out of mind" treatment evolved for the engineering department, and as a result its relative importance was diminished. Also, the personnel of the engineering department were craftspeople and semiskilled workers, usually managed by one of their number who through longevity and perseverance worked their way up through the ranks to supervisory status.

▶ Evolutionary Stimuli

There is now clear evidence that this department is changing in many of the same ways that other departments of a modern hotel have had to change. The reasons for these changes are many, but four can be highlighted here. Several of them, of course, are closely connected.

Competition. As more and more hotel organizations seek the business of ever more carefully segmented markets, many of the mechanisms of competition manifest themselves first in features of the physical plant. These can range from building design, landscaping, elevators, and in-room amenities and facilities to the latest in traditional fixtures and building systems such as plumbing, kitchen equipment, elevators, heating, ventilating and air conditioning (HVAC), and the other behind-the-scenes paraphernalia that make up the domain of the chief engineer.

Sophistication. Many building systems in today's hotels are interconnected, managed in conjunction with other departmental systems, and monitored by computerized facilities. This increased sophistication has mandated more sophisticated and knowledgeable man-agement in all departments, but perhaps the most drastic and substantive changes will be (and are) occurring in engineering.

Return on Investment. Many modern hotel plants are the result of plans and investments by a wide range of participants, including (but not necessarily always) the management firm that operates the hotel. These investors expect a certain return on their investment and subsequently expect the hotel company will not only keep the hotel filled with guests but keep the property in such a state that the guests will continue to want to come there. This also mandates new dimensions of the engineer's job. The combination of increased competition and sophisticated systems makes for more than a traditional repair-and-maintenance approach to providing engineering support in all areas of the hotel. To keep the hotel positively contributing to the investors' return on their money, the engineering staff must be considered a major role player in the financial health of the organization.

Energy. The cost, use, management, and conservation of energy have added a new and singular dimension to the job of the chief engineer—one that did not exist in pre-1973 operations, simply because energy was so cheap. Since the OPEC oil embargo of 1973, energy prices have undergone many changes, none of them making it any cheaper. Prior to that, buildings were neither engineered nor managed to save energy.

Since then, most hotels and most modern hotel companies have come to recognize energy as one building expense in which significant savings can be made. If accomplished with care, engineering can provide for delivery of hotel services without adverse or negative effects on the guest. We want to avoid, for
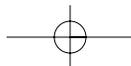
instance, the extreme step of requesting guests to take short showers while at the same time asking them to pay $180 a night for their room.

The residual effects of the embargo are twofold. Hotels built prior to 1973 were not constructed to be particularly energy efficient. Engineers in those hotels have a more difficult job with respect to managing energy.

On the other hand, hotels that were designed and built after 1973–1974 exhibit increasingly more sophisticated systems for managing and conserving energy without adversely affecting guests.

The first instance presents the managerial problem of making do for the engineering manager; the second presents the dilemma of expanding one's knowledge in a rapidly changing technological environment. It should be noted that energy remains a significant management issue for the engineer in the year 2005, and will for the foreseeable future.

In no business system as complex as a hotel is a mechanical or electronic system the only answer. A tremendous amount of attention must be given to training personnel to overcome wasteful habits where energy is concerned. A classic example is that of kitchen employees who turn on every appliance in the kitchen at 6:00 A.M. when maybe only 20 percent of them are used for the preparation of breakfast and most of the rest are not needed until close to lunch. This is representative of the sort of wasteful habit that is out of the engineer's control but that he or she is obligated to point out to other department heads. Clearly, the engineer now must have an active presence as a full member of the management staff and must be adept at interacting with other department managers.

▶ PERSONNEL

▶ Manager of Engineering Function

Variously referred to as the chief engineer, director of building operations, building superintendent, or some combination of those terms, this is the individual responsible for the management of the building's systems and its maintenance, repair, and upkeep (Figure 5.3).

As stated earlier, in the past, chief engineers typically were people who had worked their way up through the ranks from either one of the crafts or as an engineering employee specializing in one of the building systems. They may have been in hotels all of their professional career or may have come to a hotel company from engineering positions in organizations as diverse as shipping lines, manufacturing companies, office buildings, university settings, and hospitals.

Research evidence, however, suggests this trend may be changing (Rutherford 1987). Chief engineers responding to this survey describe themselves collectively according to the data set forth in Table 5.2. Over 25 percent of those responding to this nationwide survey indicated they have a university degree. Three-quarters of those degrees were in some area of engineering. This suggests that the sophistication of modern hotel building operations may be mandating management by those whose formal education is more extensive than that required in the past.

In this study, the typical engineer was 44.5 years old and had been in the hospitality business about 11 years. This suggests that this "typical engineer" probably had significant on-the-job experience or training in his field
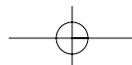
Figure 5.3	Engineering Department Organization

ENGINEERING
MANAGEMENT

ASSISTANT

ADMINISTRATION FUNCTIONS	BUILDING SYSTEM FUNCTIONS	CRAFTS
Secretarial	HVAC	Carpenter
Clerical	Plumbing	Cabinetmaker
Purchasing	Electricity	Upholsterer
Inventory	Refrigeration	Painters
Preventive Maintenance	Food Protection Equipment	Groundskeepers
Contracted Services	Computer Systems	
Scheduling	Elevators	
Records		

in other industries and only recently came into the hospitality industry. After entering the hospitality industry, however, it appears they moved rapidly into management and were fairly stable in their careers, as evi-

denced by the congruence of average years in present position and average years at present hotel.

Commenting on these data, one chief engineer said that, in his experience, more and

Table 5.2 Chief Engineer Demographics

		(Raw Number, if Applicable)
Average age	44.5	
Percent male	100.0%	
Percent Caucasian	92.9%	
Median salary	$35,000	
Percent university degree	27.0%	(20)
Percent of degrees in engineering	75.0%	(15)
Percent of degrees in hotel/business	25.0%	(5)
Average years in hospitality industry	10.9	
Average years at present hotel	6.3	
Average years in present position	6.15	

74 respondents
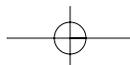
more industry engineering managers in the larger or international hotel firms are being recruited from among those people who have had at least some college education, if not actually holding a college or university degree in engineering. He suggested that in his company this does not necessarily reflect a preference for academic training over practical experience but rather recognizes the realities of doing business in today's competitive environment. Having completed college study also suggests that the candidate will understand and be able to manage the sophisticated building systems that the company anticipates installing and being developed for new hotels into the next century.

In that comment lies one key to understanding the future of the chief engineer's job. The most successful engineers of the future will very likely be those whose training and education prepares them to think strategically, to recognize trends, and do their part to help the hotel and its owners meet and deal with the evolutionary issues discussed earlier.

▶ Other Departmental Management Staff

Refer again to Figure 5.3. Depending, of course, on the size of the hotel and the extent and sophistication of its engineering functions, the chief engineer may enjoy the services of a staff of administrators, including assistant managers. These people help carry out the administrative details of operating an increasingly complicated hotel department. Related tasks include secretarial support, which may be combined with a clerical function.

Among the most important administrative functions of the engineering department are:

- Helping other department heads make purchasing decisions.
- Keeping an inventory of spare parts and building equipment.
- Arranging for the performance of preventive maintenance on all building systems.
- Administering contract services such as pest control, window washing, landscaping, swimming pool maintenance, groundskeeping, and construction projects.

As the department grows in size and scope, a major administrative function involves scheduling equipment and personnel to accomplish the tasks of the department. While scheduling may benefit greatly from technological advances such as microcomputers or the hotel's mainframe computer system, in a building whose systems are as complicated and interrelated as those of a hotel, part of the engineering function must be the ability to react to nonscheduled events ranging from overflowing toilets to stuck elevators, gas leaks, and so forth.

A final administrative function is setting the groundwork and maintaining the basis for managerial and administrative decisions that affect the long-term operation of the engineering department and, by extrapolation, the hotel itself. This involves keeping accurate and up-to-date records regarding the various building systems and the installation of capital equipment for which the engineer is responsible.

These sorts of administrative details complicate the job of any manager but may be particularly troubling to the engineer. One of the main reasons is that while the engineering department is responsible for the maintenance and repair of sophisticated and complicated building systems, under most
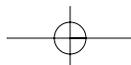
circumstances these systems, or their components, are often operated by (and perhaps misused by) non-engineering employees and guests. Particularly in the case of guests, the engineer has little or no control over the way in which they treat guest room equipment and fixtures for which the engineer is responsible. Engineers who have the luxury of a well-developed administrative staff find their job in managing the building and its systems and the attendant problems much easier if complete, accurate, and up-to-date records are available to formulate the basis for planning, purchasing, budgeting, and control.

▶ Technical Specialists

Typical building functions, which are the responsibility of the engineering department, are listed in Figure 5.3. Each has its own place in providing for the comfort of the guest and participating in the delivery of the hotel's services to the guests. Each has attendant complications that provide challenges for the management and staff of the engineering department.

Heating, ventilating, and air conditioning (collectively known as HVAC) is concerned with supplying the production, public, and guest room areas of the hotel with a clean, controlled, and comfortable indoor environment. Modern building HVAC systems provide for heating or cooling the air, adding or deleting moisture from the air to adjust for optimum relative humidity, filtering or cleaning the air, and moving the air from place to place within the hotel to provide for a number of complete changes of air in a room per hour, depending on local codes and activities within that particular area of the hotel.

Among the complicating factors here that challenge the engineering department are that different areas of the hotel have different requirements for air. It is easy to see that kitchens and guest rooms place different demands on the HVAC system. Lobbies have different requirements than do other public areas such as bars, restaurants, and housekeeping laundry facilities. Engineers call this job of meeting diverse air needs "providing the system with balance," and it is a major function of the individuals in charge of the HVAC to deliver the optimum environment to each area of the hotel.

The plumbing system in a modern hotel must also perform a number of balancing functions. First and foremost in the mind of management, of course, is the delivery of high-quality water service to guest room areas. Guests want high-quality water that is free from visual defects such as dirt and rust, does not carry odors, and tastes clean and fresh. Guests also want water that is hot enough to shave, bathe, and wash in without the danger of scalding themselves, and they also want that water in generous supply. Nothing is more frustrating to a hotel guest who is paying over $200 a night for a room to find that the hotel has run out of hot water in the middle of a morning shave or shower. At the same time, the engineering department is expected to deliver production hot and cold water to the kitchen areas, the housekeeping and laundry areas, and the food service areas. Providing for the delivery of high-quality water service to the various user groups in the hotel is a major part of the engineering function—one that, of course, is noticed only when the system is malfunctioning.

A similar case may be made for the delivery of electricity. The electrical systems of the hotel, like the plumbing systems, must be designed and maintained to serve various user
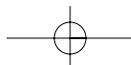
groups. Again, like plumbing, there is no substitute for electricity. The engineering staff must provide the hotel with electrical service that meets the needs of individual departments and the needs of guests.

Refrigeration, food production equipment, and computer systems are examples of other building system functions for which the engineering department may be responsible for repairing, maintaining, replacing, or managing. While the maintenance of many of these systems may be contracted to outside agencies such as the supplier, the engineering department nonetheless is the first line of defense in keeping them operating efficiently.

In most modern hotels, the installation and service of elevator systems are generally the province of the elevator manufacturer, and hotels typically have extended maintenance agreements for the elevators. Most engineering departments, however, closely monitor the operation of the elevator systems. In modern high-rise hotels with high-speed elevator service, the slightest problem with that service should be quickly and easily identified and reported to the contractors. It is generally the responsibility of the engineering department to monitor these services and their contracts closely and carefully.

The crafts represented in Figure 5.3 illustrate the sorts of specialized skills required by most hotel engineering departments. Depending on the size of the hotel and complexity of its services, an engineering department may employ on a full-time basis one or more carpenters and cabinetmakers to maintain, repair, and build fixtures and furniture for the hotel's guests and staff. Similarly, if the service is not contracted out, hotels may employ an upholsterer whose major task is to maintain the high-quality appearance of the vast collection of furniture in a typical hotel.

Painting, upkeep of the hotel's grounds, and landscaping are additional ongoing functions that require constant attention. These services may be contracted to outside agencies or suppliers but are included here to suggest the range of functions for which the engineering department is responsible.

► ISSUES

In the Rutherford study (1987), the engineers surveyed were asked to judge the relative importance of the items on a list of 58 statements relating to the operation of a modern hotel engineering department. A statistical procedure was applied to rank-order the statements in terms of their rated importance. The ten most important facets of an engineer's job, as derived from this list, are reproduced in Table 5.3 and serve as the basis for suggesting the most pressing issues facing hotel engineering managers at this time. While these data are 20 years old, they still represent important concerns of the modern maintenance chief. An informal telephone survey of 15 CEs, utilizing the same items found little change in the hierarchy. "Knowledge of maintenance of equipment" became secondary to energy-related items and "relations with top mangement," but they were all bunched closely at the top.

► Departmental Management

Items #4, 6, 7, and 8 of Table 5.3 suggest that modern hotel engineers deem activities relating to management of their departments of high importance to success. Communicating with employees; providing a safe environment;
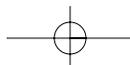
Table 5.3   Importance of This Item to Operation of My Department

Rank	Item	Mean	SD	N
1	Knowledge of maintenance of equipment	4.760	.633	75
2	Energy conservation	4.655	.804	74
3	Energy management	4.589	.761	73
4	Responsibility for communication with employees	4.587	.680	75
5	Relations with top management	4.520	.811	73
6	Responsibility for leadership	4.514	.726	74
7	Responsibility for safety	4.486	.904	72
8	Responsibilities of an effective organizational ability	4.453	.810	75
9	Energy costs	4.444	.854	72
10	Knowledge of the types of equipment	4.370	.791	73

Scale: 1 = not at all important
     5 = of vital importance

being able to organize the tasks, activities, and personnel in the department; and providing leadership all suggest that the foremost issues facing the chief engineer today call for managerial skills rather than the traditional technical skills.

► Energy

The fact that three energy-related items were rated in the top ten by all responding engineers suggests that the realm of issues relating to energy has not yet been addressed satisfactorily by the majority of these professionals. It also suggests that energy will continue to be an issue in the foreseeable future.

► Relations with Top Management

Another major dimension of the engineer's job can be seen by the importance attached to relations with top management. Of the other departments that the engineers were asked to rank their relationships with, only two, housekeeping and purchasing, ranked within the top 50 percent of the 58 survey items. Many of the chief engineers contacted for comment agreed with this ranking with top management. They said it is becoming an increasingly important part of their job not only to report to top management but also to educate top management about the importance of the engineering function.

► Equipment

It should be noted that the technical aspects of the chief engineer's job are not ignored in the collective rankings assigned to these operational statements. That knowledge of equipment maintenance ranked clearly first among the statements and that knowledge of types of equipment made it into the top ten suggests that while the job of the chief engineer may in
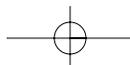
fact be evolving toward one of a more managerial nature, its traditional technical aspects still play a major role in the daily discharge of an engineer's responsibility.

▶ FUTURE AND CONCLUSION

▶ Data from Empirical Research

Interpretation of the data gathered in a survey of a broad cross section of chief engineers and subsequent follow-up conversations with selected engineers suggests that the job of the chief engineer is, in fact, evolving, as suggested at the outset of this chapter.

The engineers describe many more incidents involving issues and problems related to people and departmental action and interaction than in the past, when most issues and problems involved equipment and systems.

It also appears that in the future, chief engineers are going to have to be more adept at inter- and intradepartmental organizational politics. To provide the hotel and its guests with high-quality services relative to the physical and environmental systems of the building, the chief engineer must compete with other department heads for scarce resources related to personnel, technology, and operating elbow room.

Summing up, the engineering department, its management, and, to a certain extent, its staff and technical experts represent an organizational function of the modern hotel that is in the process of evolutionary change. This change is driven by a number of factors. The future of successful hotel organizations will hinge, to a great extent, on the ability of hotel management to recognize the importance of the contributions of the engineering department to the delivery of guest services and maintaining a high return on investment for the owners of the property.

5.6 THE ENGINEERING DEPARTMENT AND FINANCIAL INFORMATION

Agnes Lee DeFranco and Susan B. Sheridan

The engineering department is a vital part of a hotel. Energy cost alone runs anywhere from 4 to 6 percent of a property's total operation budget. Savings in energy cost can be accomplished by instituting simple steps such as modifying staff members' behavior (Dale and Kluga, 1992). How can financial data be used to continuously improve the performance of the engineering department? To answer this question, a survey was performed to collect data from hotel engineers to determine their use of financial information. It is postulated that if financial information is analyzed correctly, the engineering department can serve its profit centers better, which in turn will assist these profit centers in reducing both their cycle time and errors.

A number of studies have been done on
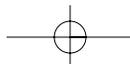
the use of financial information by managers in profit centers of hotels, but not many were performed specifically to collect information regarding the engineering department. Malk and Schmidgall (1995) discuss the use of financial statements and information in the food and beverage department of a hotel, particularly in an effort to contain costs and maintain a profit. Turkel (1993) also advocates the development of profit and loss statements and allocating costs properly to ascertain the profitability of a food and beverage department. Malk and Schmidgall (1994) also investigate the cost percentages in the rooms division to help rooms division managers with cost containment. Quain (1992) explores the use of profit analysis by the customer segment in addition to yield management, and the topic of menu engineering to improve profits in food and beverage establishments has also been discussed (Bayou and Bennett, 1992; Dougan, 1994). However, few, if any, studies can be quoted for the engineering department.

▶ THE SURVEY

The purpose of the study was to investigate the use of financial information by hotel engineers. Therefore, questions asked included the types of financial information used, the frequency at which this information was generated, the methods used to generate the data, and the type of hardware and software used in the department. Hotel engineers were also interviewed to see how their use of financial information could improve quality in their departments by reducing cycle time and eliminating errors.

The population for this study consisted of directors of engineering in U.S. hotels that were listed in the *Hotel and Travel Index,* Spring 1994 edition. The sample was randomly selected from this index, and the selection criteria were based on the number of rooms in the property. The sample hotels all had 200 or more rooms. It was believed that hotels of this size would probably have an engineering department. The sample size was 400 hotels, and the sample hotels were located throughout the 50 states.

For the first mail-out, a cover letter and a questionnaire were sent to the general manager of each sample hotel. It was felt that if the surveys were addressed to the general managers by name, they would be more likely to read the surveys and pass them along to the directors of engineering. The initial response rate, however, was only 15 percent. In order to improve the response rate, three weeks after the initial mail-out, a second mail-out was sent. The second mail-out was addressed specifically to the director of engineering. Follow-up letters and questionnaires were sent to the entire sample. A total of 97 of the 400 questionnaires were eventually returned for a response rate of 24.25 percent.

▶ THE TYPICAL CHIEF ENGINEER

Of the sample, 38 percent of the respondents reported that *chief engineer* was their official title, while 36 percent held the title *director of engineering* and 7 percent *director of property operations*. The majority of the respondents (52 percent) had less than 6 years of experience with their present company and less than 3 years with their specific property (51 percent). However, when asked their years of experience within the hospitality industry, most
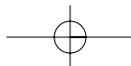
Table 5.4 Profile of Respondents

	n	%
Job Title		
Chief engineer	33	38
Director of engineering	32	36
Director of property operations	6	7
Facilities manager	3	3
Others: Eleven different titles	14	16
Number of Years with Company		
0–3	31	32
3.1–6	19	20
6.1–9	11	11
9.1–12	11	11
12.1–15	13	14
15 and over	12	12
Number of Years with Property		
0–3	49	51
3.1–6	17	18
6.1–9	10	10
9.1–12	12	12
12 and over	9	9
Number of Years in the Industry		
0–3	5	5
3.1–6	9	10
6.1–9	12	13
9.1–12	23	24
12.1–15	18	19
15 and over	28	29
Number of Years with Engineering Department		
0–9	15	16
10–18	37	39
19–27	31	32
28 and over	12	13
Number of Rooms in Property		
200–300	29	31
301–400	28	29
401–500	16	17
501 and over	22	23
Average Daily Rate		
Less than $50	2	2
$51–$100	48	56
$101–$150	26	31
$151 and over	9	11
Number of Employees in Department		
3–6	16	17
7–9	31	32
10–12	13	14
13-15	11	11
16 and over	25	26
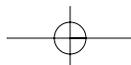
of them (56 percent) had 6 to 15 years of experience.

The respondents also reported having substantial experience in engineering and property operations and maintenance departments. The highest response category was 9 to 18 years (39 percent), followed by 18 to 27 years (22 percent) and 0 to 9 years (16 percent).

The majority of the respondents (60 percent) worked in hotels that had 200–400 rooms, and these hotels had an average daily rate of $95.60. The largest group of respondents (32 percent) employed 7 to 9 engineering employees. Overall, the work performed was primarily done in-house and by outside contractors. Table 5.4 provides a summary of the characteristics of the respondents.

► HOW IMPORTANT IS FINANCIAL INFORMATION?

In order to assess how financial information can affect the performance of the engineering department, the respondents were asked to rate ten criteria. A Likert rating scale of one to five was used, with 1 being not important and 5 being very important. Table 5.5 ranks these ten criteria as perceived by the directors of engineers.

The area that received the highest mean score of 4.70/5.00 was "control costs more effectively," with 80 percent of respondents rating the criterion at 5 and 14 percent at 4. This was followed very closely by "evaluate the performance of the department" and "plan ahead more effectively," both rated at 4.49. The criterion that received the lowest rating (3.55) was "improving communications with the department staff." Therefore, the majority of these managers were aware that financial information was an essential and integral part of the operations of the department.

► THE COMPILATION PROCESS

These data show overwhelming agreement that financial information can enable man-

Table 5.5   Usefulness of Financial Information

Criterion	Ranking	Mean Score	Standard Deviation
Control cost more effectively	1	4.70	0.09
Evaluate the performance of my department	2	4.49	0.14
Plan ahead more accurately	2	4.49	0.15
Be a better manager	4	4.47	0.16
Have information for evaluation purposes	5	4.33	0.16
Be more flexible financially	6	4.00	0.19
Be more innovative	7	3.99	0.19
Staff accordingly	8	3.93	0.22
Improve communication with my staff	9	3.63	0.22
Improve motivation of my staff	10	3.55	0.23

agers of the engineering department to control costs more effectively. The respondents were then asked about the compilation process. They were asked to specify the types of financial reports that are generated, the frequency at which they are generated, the number of people involved in the process, and the methods used to compile these reports.

All respondents used budgets or cost tracking in their property. Variance analysis, comparing the budgeted and actual figures, was done by 95 percent of the respondents, and 60 percent stated that a departmental income statement was prepared.

The frequency at which these reports were generated was quite varied. The respondents were asked to indicate whether the above-mentioned statements were generated on a daily, weekly, biweekly, monthly, or annual basis, and to check all that applied. For the departmental income statements, monthly reporting was the norm (51 percent). This was also true for the budgeted income statement (50 percent), cost tracking on individual accounts (40 percent), variance analysis (49 percent), and flexible budget (55 percent).

In addition to preparing these statements monthly, 22 percent of the respondents prepared daily department income statements, and 31 percent did daily cost tracking. Although budgeted income statements and variance analysis were not done daily, they were compiled weekly.

The number of people involved in preparing these statements ranged from one to ten. The responsibility, however, was generally shared between the engineering department itself and the accounting department. Half of the respondents reported that cost tracking was done by their own department and by the accounting department. Cost tracking was the analysis the engineering department performed on their own more often than they did any of the other four analyses. The accounting department, on the average, performed 62 percent of the engineering department's financial work.

The majority of the respondents used computers to prepare these statements. Approximately 60 percent of the respondents used computers to compile all of the five statements. A combination of manual methods and computers was the second most commonly used method (40 percent), and no respondents reported that financial information was compiled manually only.

▶ COMPUTER TECHNOLOGY AND FINANCIAL INFORMATION

Because computers were used in compiling information, the respondents were also asked to describe the types of hardware and software used in this endeavor. Among the directors of engineering who used a computer, the IBM PC configuration was most widely used. Overall, they reported that they used custom software. For spreadsheet applications, they reported using Lotus 1-2-3 and Excel.

▶ COMMENTS FROM THE FIELD

In addition to completing the surveys, a number of engineers in a large metropolitan area in the southwestern United States were interviewed in an effort to determine, in greater depth, how they used financial information.
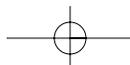
One of the engineers stated that he used financial information now more than he used to. His role as an engineer has changed over the years, and he is currently much more of a financial planner than he used to be. He reviews all of the financial statements that relate to his department with his supervisory employees in an effort to help contain costs. This process was found to help empower employees because they could see how their performance was directly linked to the results of these statements.

Budgets were critical to all of these engineers, and they generally felt it was important to properly allocate their costs. This information was also useful because it showed if their costs (particularly repairs, maintenance, and utilities) were in line with their projections. One engineer was particularly adamant about properly accounting for his costs. In his hotel, bonuses were given on overall profitability of the hotel, and he wanted to make sure, as much as he could, that everyone received a bonus. Another engineer stated that he used financial information to help conserve and cut down on waste. He also used his financial information to be proactive in dealing with costs. The engineers believed financial information could help them in eliminating errors such as problems in ordering inventories, or to just make sure their departments were operating as efficiently as possible, thereby reducing cycle time.

► CONCLUSIONS AND IMPLICATIONS

It was apparent that managers of engineering departments recognized the importance of financial information. They worked together with the accounting department to compile budgets, actual statements, and variance analyses, which were then used to evaluate the performance and success of the engineering department. Computer technology was common in their operations.

However, improvements can always be made to achieve zero defects, reduce cycle time, and enhance employee empowerment. As noted, "improve motivation of my staff" and "improve communication with my staff" were rated as the bottom two of the ten criteria given. In addition, two was the average number of people involved in the preparation of these reports. If it is not practical to have more employees share in the compilation process, the least an engineering department can do is to have more employees participate in the analysis process. When more employees are involved, motivation and communication tend to increase. This positive attitude may be passed along to other employees and guests.

Asking employees to be involved does not mean they must *do* the accounting work. Rather, those who compile the information can share with other staff members the importance of cost control and how cost savings in the engineering area can affect the bottom line, which may ultimately affect their job performance and bonuses. These discussions can be in the form of employee meetings where employees may make suggestions for improvements. Because employees encounter day-to-day problems and situations that managers may not be aware of, they may be able to offer comments and suggestions that address concerns such as staffing, cost control, and physical plant improvements. This process may help the entire department become more innovative and further empower engineering employees, reduce cycle time, and, possibly, eliminate errors.
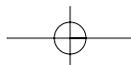
The majority of respondents (60 percent) used computers to compile financial information. The rest used a combination of computers and manual methods. Engineering departments that do not use a computer may find that working with one may help improve their overall efficiency.

As this study has shown, computer technology and the use of financial information in engineering department are vital in maintaining an efficient operation. According to the National Restaurant Association's 1994 Restaurant Industry Operations survey, utility expenses for restaurants increased 6.9 percent from 1992 to 1993, while repairs and maintenance increased 5.8 percent in the same period (Riehle, 1994). If not watched, these costs will probably continue to eat away the profits. It is up to the engineering department to use restaurant financial information to help contain these costs.

5.7 THE LEGAL ENVIRONMENT OF LODGING OPERATIONS

Melissa Dallas

Hotels, like other business entities, are subject to a large and continually changing body of law. However, because lodging facilities are complicated systems, the laws affecting them are more numerous and complex than those affecting most other types of businesses. Because not complying with laws can result in fines, lawsuits, and even imprisonment, it is important that managers be familiar with the many legal dangers to which hotels are subject. This does not mean they have to be lawyers, but managers should have enough legal knowledge to be aware of strategies that minimize the property's exposure to potential litigation and to train employees to minimize risks in their departments.

This chapter is a brief introduction to the legal environment in which hotels operate. We begin with a discussion of where our laws come from and how they are classified. This should give you a fundamental understanding of the legal content. Then we look at the laws and regulations that are specific to typical hotel departments. Notice the significant number of detailed references and footnotes. These are included to provide further detail for specific discussion points and to provide a source for reference.

▶ HOW LAW WORKS

The following section briefly introduces you to the law—where it comes from and how it is classified. This will help you when we turn our attention to the specifics of the law and how it applies to the lodging industry.

▶ Sources of Law

Law comes from four sources: (1) judge-made common law (also called *case law* and *stare decisis*); (2) the Constitution; (3) legislative
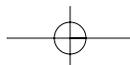
statutes and ordinances; and (4) administrative agencies. Each of these is discussed below.

Common law originated in England and, although decisions issued by courts in the United States have added considerably to this body of law, some decisions made several hundreds of years ago still influence present-day judicial decisions. The primary purpose of common law is to provide stability and predictability as judges rule on cases. Judges use past decisions as a precedent for deciding current cases. This decision becomes binding for lower courts in that jurisdiction and can even be used as persuasive authority for courts in other jurisdictions faced with cases having a similar pattern of facts.

Constitutional law, of course, is derived from the U.S. Constitution, which protects individuals from government excesses. When the Supreme Court, made up of nine justices, grants a *writ of certiorari,* it agrees to hear a case and then renders a decision that subsequently becomes the law of the land. On the other hand, if the Court refuses to issue a *writ,* the law stands as decided by a lower court.

Statutory law is made by local, state, or federal legislatures or other governing bodies. Federal and state laws are called *statutes,* and local laws are called *ordinances.* Legislatures can choose to modify or change common law by enacting statutes that codify, or spell out, a new law.

Finally, administrative law consists of regulations passed by agencies such as the Food and Drug Administration and the Occupational Safety and Health Administration. Congress approves the agencies, then authorizes them to make regulations that affect businesses as well as individuals.

▶ Classifications of Law

Laws generally fall into one of three major classifications: civil, criminal, or international. Most complaints filed against hotels are civil suits in which an individual has been wronged by another individual or by a corporation (which, incidentally, is a legal individual). The injured party—the plaintiff—files a lawsuit that describes the facts of the situation and asks for damages. These damages may be compensatory or punitive or both. Compensatory damages are meant to restore people to their original condition and include monetary judgments for actual damages such as back and future wages, medical costs, pain and suffering, and breach of contract. Punitive damages, on the other hand, are awarded to punish the wrongdoer. Because punitive damages in civil suits are awarded only in the case of violence, malice, or fraud, they are relatively uncommon.

Most civil cases filed against hotels involve claims of negligence. In order for plaintiffs to be successful, they must prove four elements. First, they must prove the hotel had a duty to them. Next, they must prove the hotel breached that duty. Third, they must show the breach was the reason for the incident occurring in the first place, and the hotel should have been able to foresee injuries. Finally, they must have been injured in some way so they can collect damages. The theory of negligence requires a hotel to act reasonably to prevent foreseeable injuries to guests and visitors. To illustrate this theory, assume a front office employee did not require identification when issuing duplicate keys. A person was issued a room key by this employee, then used the key to enter a guest room and injured a guest. Here, the hotel would likely be found
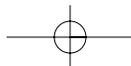
negligent because it breached its duty to keep guests safe by not practicing proper key control. The intrusion and resulting injury would not have happened but for the employee issuing a duplicate key without requesting identification, and this omission resulted in injuries to the guest.

In order for someone to be criminally prosecuted, on the other hand, he or she must be charged with committing a wrong against society as a whole. Crimes require intent on the part of the defendant; if found guilty, the defendant may be charged a fine, imprisoned, or both. Crimes most often affecting hotel operations include theft, assault, and battery. Theft, of course, can relate to goods, services, or both. Assault is defined as the imminent threat of bodily harm, and battery is the actual harmful physical contact. An example of an assault is a bouncer in a nightclub wrongfully threatening a patron and running toward the patron with his arms raised. Battery is the bouncer picking up the patron and wrongfully throwing him down the steps and out the door of the club.

Although the hotel industry is becoming increasingly global, international law that is actually enforceable against an individual or a hotel company is rare. Most international laws are in the form of treaties, while others are customary laws followed by nations over time. The primary international laws applied to hotel companies are treaties that govern intellectual property such as trademarks and copyrights. The Paris Convention of 1883 affords its signatories (meaning citizens of the countries that signed the treaty) the right to file for trademark protection in any country that also signed the treaty.

Suppose, for example, a hotel chain named Paradise Lodges opened in the United States. Under the Paris Convention, the owners could file for trademark protection in other countries, thereby globally protecting the identity of Paradise Lodges. The Berne Convention of 1886 gives its signatories the right to file for copyright protection of any original literary or artistic material. Here, suppose a hotel wanted to prevent other hotel chains from using its unique jingle or song that is integral to its marketing efforts. Under the Berne Convention, the hotel could safeguard its song and prevent others from using it in their advertising campaigns.

► LAW AND THE LODGING INDUSTRY

Now that you have a basic understanding of how law works, we get more hotel-specific. The only way to protect a hotel company from lawsuits is to practice preventive law. This requires management to know the common legal dangers for each department and to follow the law as closely as possible.

We must first review one other concept. *Respondeat superior* is a Latin term that literally means "let the master answer." Under the theory of *respondeat superior,* employers are liable for acts of their employees if the employees are at fault and were doing work for the employer at the time of the accident or incident. The financial implication of *respondeat superior* for a hotel is obvious—the hotel pays!

► Food and Beverage

Potential costly legal situations are present in all restaurants and bars. The most commonly
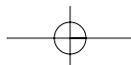
litigated areas involve food safety and alcohol service.

Food Safety. Many laws governing food safety are administrative laws established by the Food and Drug Administration (FDA).[1] The FDA regulates everything from food processing[2] and labeling[3] to packaging.[4] Food and beverage sales are controlled by the Uniform Commercial Code (UCC), which lays out rules governing the sale of goods and, specifically, requires all food and beverages to be merchantable, or fit for human consumption.[5] This warranty applies whenever and wherever food or beverages are sold.[6]

In order to be protected from lawsuits, the food preparation area should be inspected regularly to ensure that no hazards exist. For example, employees should make certain that no light bulbs or food shields are broken, as glass could easily get into the food. If a server breaks a glass in an ice bin, the bin must be emptied and carefully cleaned out before it is refilled with fresh ice.

Additionally, food must be properly handled to ensure its safety. *E. coli,* bacteria often present in undercooked hamburger, can be dangerous or even deadly.[7] This threat has prompted some restaurants to cook all their hamburgers to 160 degrees to kill the bacteria.

Salmonella, bacteria that can result in severe diarrhea, fever, and abdominal cramping, is most often found in undercooked eggs, beef, and poultry, and can also be found in milk and vegetables. Cooking meats until all juices run clear and training employees to practice good handwashing techniques are imperative. Eggs pose a more difficult problem, however. In order to be perfectly safe, a restaurant would warn patrons about the possibility of salmonella before serving poached, over-easy, or over-medium eggs, hollandaise sauce, Caesar salad dressing, mayonnaise, and tiramisu. The practicality of this practice is doubtful, but perhaps a general warning on the menu would suffice.

Food and beverages must be served at safe temperatures as well. In an often discussed case involving McDonald's,[8] a 79-year-old woman, Stella Liebeck, was seriously burned when coffee spilled on her lap. After her grandson gave her the coffee he purchased from the drive-through window, he stopped so Liebeck could add cream and sugar to her drink. The entire contents of the Styrofoam cup spilled on her lap, and she received third-degree burns on over 6 percent of her body. The temperature of the coffee was initially believed to have been between 180 and 190 degrees Fahrenheit. A McDonald's quality assurance manager testified that this was the standard serving temperature range for the company's coffee. For the sake of comparison, the temperature of most home-brewed coffee usually reaches between 135 to 140 degrees.

The jury initially awarded Liebeck $200,000 in compensatory damages (reduced to $160,000 as Liebeck was found to be 20 percent at fault), and $2.7 million in punitive damages. An investigation following this verdict revealed that the actual serving temperature of the coffee was 158 degrees Fahrenheit, so the court reduced the punitive award to $480,000, or three times compensatory damages. McDonald's and Liebeck then agreed to an undisclosed settlement to close the case.[9]

The point here is that hotels need to serve safe food and beverages and to serve food and beverages safely. At the very least, customers should be advised of any known risks so they can decide for themselves whether to eat the food or drink the beverage. Food and beverage do not need to taste good under the UCC, but they must be safe![10]

Alcohol Service. Establishments that serve alcohol open themselves to a different type of legal danger. Dram shop laws are state statutes that permit an injured third party to sue the establishment that unlawfully served the alcohol. For example, let's say a bartender at the XYZ Hotel overserved a patron. The patron then got into his car to drive home. On the way home, the intoxicated patron lost control of his car and severely injured a bicyclist. Dram shop laws permit the injured cyclist to sue the XYZ Hotel for damages. Some states that have not enacted dram shop laws permit third-party suits under their common-law theories of negligence.

Increased attention to alcohol problems has caused an increasing number of states to require their managers, servers, and bartenders to be trained in responsible alcohol service.[11] Although training does not completely protect an establishment from alcohol-related suits, it may lower punitive damages.

▶ Housekeeping and Maintenance

Inspection and Repair. The primary legal dangers in both housekeeping and maintenance are related to negligence and involve lack of inspection and repair. Broken furniture, loose carpeting, slippery floor surfaces, potholes in parking lots, unmarked changes in elevation, snow- and ice-covered walkways, and faulty electrical cords can easily injure guests and visitors alike. In fact, injuries sustained from slips and falls are the most common type of lawsuit hotels encounter. Failure to regularly inspect rooms and public spaces for dangers may be grounds for a successful suit. Recovery for a plaintiff is even more likely if the hotel knew about a danger and did not address it.

Probably the most tragic maintenance-related cases involve injuries or even death to children. The attractive nuisance doctrine holds a property owner liable for any injuries resulting from "a potentially harmful object so inviting or interesting to a child that it would lure the child onto the property to investigate."[12] It recognizes that children, because of their age, cannot fully appreciate danger.

Lodging facilities with more than one level and those who have swimming pools must be especially diligent. Children should not be able to open windows more than a few inches, and all balconies must have railings that are close together to prevent accidental falls. Swimming pools must be maintained properly and accessible only with a room key. Signage around the pool area should be large and clearly written and require adults to accompany children at all times. Children should be entirely banned from Jacuzzis and saunas.

The best way to prevent suits in these areas is to be attentive. Both housekeepers and maintenance workers should be required to follow a regular preventive maintenance schedule. Professionals can be hired to complete periodic safety audits of hotels.

Lost and Stolen Guest Property. The housekeeping staff in hotels collects an amazing array of items left behind in guest rooms. Potential privacy problems arise if a hotel contacts guests to notify them of articles they left behind. The better way to handle this is to transfer the items to a secured area, then hold them until the guest contacts the hotel. Many states have laws that govern the finding of lost property. Generally, if the owner cannot be found in a certain period, the property may be sold in accordance with the state statute.
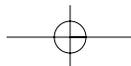
Stolen items pose an entirely different set of challenges. All hotels are required to provide safes for guest use. Many hotels now have in-room safes that must be programmed by the guest and are reset when the guest checks out. If guests choose not to use the safe and find some valuables missing from their room, the hotel is generally not liable.[13]

All states have enacted limiting liability statues that limit a hotel's liability for guests' property losses. These statutes vary from state to state, but in all cases, a hotel must strictly comply with the requirements to be protected.[14] Common requirements include posting the availability of the safe as well as stating the maximum amount for which the hotel is liable in case of theft.

▶ Front Office

Reservations and Overbooking. Every time someone phones a hotel for a reservation, he or she forms a contract with the hotel for a room. What if the hotel overbooked or if a guest stayed over and a room was not available for a guest with a reservation? Technically, the hotel breached the contract. To avoid liability, front desk agents should check area hotels for availability if they know that overbooking is likely. In the case of a civil suit for breach of contract, the would-be guest could recover compensatory damages including payment for travel to a different hotel, the additional cost of lodging, if any, and other costs associated with the inconvenience.[15]

Due to the potential legal liability and the damage to their reputation and goodwill, some large hotel chains have completely eliminated the practice of intentional overbooking. Others continue to take the risk to ensure their hotel is completely full.

Key Control. Poor key control practices are dangerous, potentially expensive, and mostly preventable. Too often, hotel guests have been injured or even killed when a stranger entered their room using a key given to him by a front office staff member. Jury awards have been staggering, especially if the guest was raped or killed due to employee negligence and if the hotel had been put on warning for a similar event.

Good key control practices include:

- Requiring identification when issuing a replacement or additional key.
- Installing a key card system.
- Changing locks when a room key is missing (assuming the hotel does not have a key card system in place).
- Limiting the number of master keys issued to employees.
- Installing elevators that require a key to activate.
- Not having room numbers displayed anywhere on the key.
- Writing, not announcing, the assigned room number when a guest checks in.
- Not orally confirming a name and room number by telephone within earshot of a non-employee.
- Refusing to give out room information—period. The front desk agent should always phone guests to verify visitors or inquiries.
- Placing key drop boxes behind the counter on the front desk, not on top of the counter.
- Regularly inspecting room locks for damage and wear.

Although a hotel is not a complete ensurer of guest safety, it must show diligence in
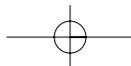
its duty to provide a safe environment. Employee negligence has often been the cause of violent crimes against guests, but proper training and reinforcement of acceptable key control practices can drastically reduce, if not eliminate, this type of tragedy and this type of lawsuit.

▶ Sales

Writing sales contracts is a regular part of any salesperson's job. Contracts are written for catered events, wedding receptions, conventions, meetings, and many other purposes. If one party does not honor the contract, the other party can sue for breach, so it is essential that all sales staff receive careful and thorough training in contract writing.

Everything agreed to by the hotel and the client should be written in the contract. This practice ensures that the contract is enforceable in court and leaves no doubt as to the agreement. All the contract terms must be clear and unambiguous. It is important to note that contracts are always interpreted against the drafter, so in the case of a breach, the contract would be interpreted in favor of the client rather than the hotel.

A good rule of thumb for sales staff members to follow: The more complex the event, the more detailed the contract. No detail is too small to put in writing!

▶ Human Resources

Wrongful discharge, discrimination, and Federal Labor Standards Act claims are becoming more and more commonplace. The human resource staff handles the resolution of these types of claims and many more.

Wrongful Discharge. Even in states that follow an employment-at-will doctrine, which permits an employer to terminate an employee at any time, without cause or reason, wrongful discharge suits are relatively common. Wrongful discharge claims arise when an employee is fired for reasons that are not legitimate. These wrongful discharge cases are one of two types: traditional or constructive.

Traditional wrongful discharge claims arise when an employee is unlawfully fired. An example is firing an employee for filing a workers' compensation claim, assuming the state had a statute making this discharge unlawful. Another example is firing an employee for whistle-blowing (reporting a company's illegal activities to an official).[16]

Constructive discharge occurs when an employer's actions, such as continual or severe harassment, force an employee to quit. If the hotel company is found liable, the plaintiff can receive both compensatory and punitive damages.

The wisest strategy for hotels is to develop a formal policy manual that details the possible reasons for discharge and disciplinary procedures. Employees should be thoroughly advised of these policies, and all supervisors and managers should follow the policies as closely and systematically as possible. Finally, management should document, document, and document some more!

Discrimination. Discrimination in the workplace has not always been unlawful. In fact, not until 1964 was a federal statute enacted that addressed discrimination. Since that time, other important federal statutes have been passed dealing with pregnancy, age, and disabilities. Sexual harassment suits have become commonplace recently, and they are, in effect, based on gender discrimination.
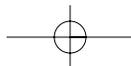
Title VII of the Civil Rights Act of 1964[17] made it illegal to discriminate against applicants or employees based on race, religion, color, national origin, or gender. The Act applies to employers with 20 or more employees, and it created the Equal Employment Opportunity Commission (EEOC) as its enforcement arm.[18]

Only in the case of business necessity or bona fide occupational qualification (BFOQ) can a hotel legally discriminate.[19] Note that the courts interpret these exceptions quite strictly, often resulting in rulings for the plaintiffs.

The Pregnancy Discrimination Act of 1978[20] made it illegal to discriminate against pregnant women unless the discrimination is a business necessity or not being pregnant is a BFOQ for the job. For example, a hotel could probably refuse to hire a woman who is seven months pregnant as a lifeguard because the pregnancy could affect her ability to act quickly to save lives.

The Age Discrimination Act of 1967 was amended in 1986[21] to make it illegal to discriminate against an applicant or an employee who is 40 years old or older. Although portraying a youthful and energetic image is important to many hotels, it is simply illegal to discriminate against an employee who is at least 40 years old as long as that employee can perform the job better than a younger employee.

The American with Disabilities Act (ADA) of 1990[22] forbids discrimination against otherwise qualified individuals on the basis of a physical or mental disability. Title I of the ADA bans discrimination in employment and applies to applicants or employees who are otherwise qualified for the position. This means the applicant or employee must be able to perform the essential elements of the job regardless of the disability. Title III bans discrimination in public accommodations (lodging facilities, for one) and commercial facilities. The ADA requires all accommodations to be reasonable[23] and to create no undue burden[24] for the business. The courts, on a case-by-case basis, determine what constitutes an undue burden.

Finally, the Civil Rights Act of 1991[25] gave plaintiffs claiming discrimination the right to a jury trial as well as possible punitive damages. The possibility of larger awards for plaintiffs has caused more employers to adopt stricter and clearer policies for selection, promotion, layoffs, and termination.

By now, most people are familiar with the plethora of sexual harassment claims that have been filed in courts. The nature of the hotel industry leaves hotels vulnerable to more claims than business in most other industries—the late and long hours of work, the privacy of hotel rooms, and the alcohol service.

Courts recognize two types of sexual harassment. The first, *quid pro quo,* literally means "this for that." *Quid pro quo*[26] claims occur when one person threatens action against another unless he or she agrees to perform a sexual act. Hostile work environment[27] claims are much more common. Here, the behavior must be sufficiently severe or pervasive, unwelcome, and not voluntary, and must affect a term, condition, or privilege of employment. Workplace behaviors found to create a hostile work environment are repeatedly sending sexually suggestive letters and notes,[28] sending risqué emails,[29] and prominently displaying nude pictures (when combined with other lewd behaviors).[30]

The best tactic for management to employ is to adopt a no-tolerance policy. This policy should be included in the employee
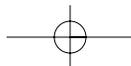
handbook and posted conspicuously throughout the hotel. Also, employees must feel free to speak with more than one person in the event of a sexual harassment complaint, because their supervisor might be the person who is doing the harassing.

It is important to note that states and localities can adopt even stricter laws than the federal statutes. For example, some areas prohibit discrimination based on sexual orientation.[31] Others disallow discrimination based on marital status.

Federal Labor Standards Act. The Federal Labor Standards Act[32] (FLSA) mandates minimum wages, overtime pay, and equal pay for equal work, and restricts child labor.

The rate of minimum pay is established by Congress and applies to virtually all employers with annual sales of $500,000 more.[33] The FLSA, however, includes certain exceptions such as training wages[34] and tip credits.[35] Training wages at 85 percent of the minimum wage may be paid for the first 90 days to employees who are between the ages of 16 and 19 and entering the workforce for the first time. Tip credits permit employers to pay regularly tipped employees, such as servers, at a rate of pay equal to one-half of the current minimum wage. However, the combination of tips and actual wages must equal at least the current minimum wage rate. For example, if the minimum wage is $6.00 and a server receives tips averaging $3.00 per hour, the hotel could pay the employee at a rate of $3.00 per hour. If a server made only $2.00 per hour in tips, the hotel would be required to pay the server at a rate of $4.00 per hour to raise the hourly wages to the minimum $6.00 required by law. Some states or localities require a minimum wage rate higher than the federal mandate.

Overtime wages must be paid to nonexempt employees, meaning those who must be paid at least minimum wage, who work over 40 hours in one week. These wages are mandated at a rate equal to 1.5 times the regular hourly wage rate.[36] On the other hand, overtime rates need not be paid to exempt employees. The FLSA defines exempt employees as those who spend 40 percent or more of their time performing management functions or work for a seasonal amusement or recreational establishment.[37]

It is important to understand that the FLSA uses a weekly pay period to determine overtime. This is especially important to hotels who pay employees biweekly. For example, if an employee works 30 hours during the first week of the pay cycle and 50 hours during the second, the hotel must pay 10 hours of overtime for the extra hours worked during the second week of the cycle, even though the total hours worked during the pay period equaled 80.

The equal-pay-for-equal-work requirement of the FLSA requires that employers pay employees at the same rate if they perform substantially similar work that requires equal skill, effort, and responsibility.[38] Human resources must identify the core or essential elements of each position, as the courts look at these elements when comparing jobs.

Child labor laws affect many hotels, as many of the employees are young, especially during the summer season. The FLSA requires all employees to be at least 14 years old. Further, the Act restricts the number of hours that teenagers under the age of 18 can work during a one-week period. During school days, 14- and 15-year-olds cannot work more than 18 hours per week and no more than 3 hours per day.[39] Some state laws are
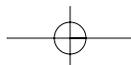
even stricter than the federal ones, further restricting work hours for teenagers.

Violations of the FLSA are reported to the U.S. or state department of labor and can be costly for hotels. If the violations are found to be intentional, employers may be fined up to $10,000 per offense. A second offense may result in imprisonment for up to six months.[40] Many states have even stricter penalties for noncompliance.

▶ Security

While larger hotels often hire their own security personnel, smaller properties usually either outsource this function or rely on local law enforcement officials in the case of a problem. Regardless, every employee is responsible for the security of the hotel's guests. Most jurisdictions require that lodging facilities exercise reasonable care to protect guests and patrons from reasonably foreseeable crime risks.

When deciding what preventive actions are reasonable, courts look at certain factors to determine if the hotel was put on notice. Courts consider factors such as the frequency and severity of past crimes, a recent increase in the area crime rate, and security problems posed by the facility's design. Courts also look at training and personnel activities and design modifications the hotel has undertaken in the effort to keep its guests safe.

The most common areas in which crimes are committed against guests are guest rooms and immediately outside of the property. While proper key control is vital to guest room safety, so is the regular inspection of hotel room doors and locks. In a highly publicized case, singer Connie Francis was raped at gunpoint by a man who entered her room through a sliding glass door that was easily unlocked from the outside. Francis recovered $2.5 million.[41]

Crimes can also occur in hotel parking lots. Low lighting levels support an ideal environment for crimes. If the hotel is put on warning of criminal activity, meaning it is aware of crimes that occurred on the property or in the immediate neighborhood, it should take further security precautions. These precautions might include hiring additional personnel, installing more lights, constructing a fence around the parking lot, adding a guarded gate, and adding more security monitors.

Again, all hotel employees are responsible for keeping the property as safe as possible. Employees must report any suspicious activity or person to management. Guests, too, can do their part. Placards should be conspicuously placed in guest rooms warning guests to keep their doors locked, not divulge their room number, and report any concerns to the front desk.

▶ SUMMARY

Many laws at the federal, state, and local levels affect hotel operations. It is the responsibility of management to be well informed of these laws and to take preventive measures to protect its employees, guests, and owners. Because laws often change and, in the case of a jury trial, damage awards can be quite high, it is important for management to keep abreast of the constantly evolving interpretation and application of all relevant laws. The best ways to keep current are to be active in professional associations, read trade journals regularly, and utilize the resources of legal counsel.
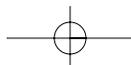
CHAPTER 5 ■ ENDNOTES

1. Pure Food and Drug Act of 1906, 21 U.S.C. Sections 1–5, 7–15, as amended by the Federal Food, Drug, and Cosmetic Act of 1938, 21 U.S.C. Section 301.

2. See Food Safety and Inspection Service, Department of Agriculture, 9 C.F.R. Chapter III, establishing HACCP and other controls.

3. Nutrition Labeling and Education Act of 1990, 21 U.S.C. Section 343.

4. Fair Packaging and Labeling Act of 1966, 21 U.S.C. Sections 1451–1461.

5. U.C.C. 2–314.

6. See, for example, *Webster v. Blue Ship Tea Room,* 198 N.E.2d 309 (1964), in which the court held that the fish chowder was merchantable because bones are a natural part of fish and should be reasonably expected. See also *Evart v. Suli,* 211 Cal.App.3d 605, Cal.Rptr. 535 (1989), in which the court held that a jury could find that hamburger containing a large bone might not be merchantable. Finally, see *Kilpatrick v. Superior Court,* 8 Cal.App.4th 1717, 11 Cal.Rtpr.2d 323 (1992), in which the court decided that bacteria in oysters were "foreign" to oysters and, thus, made the food unmerchantable.

7. In 1993, more than 600 people in Washington got sick from eating Jack in the Box hamburgers contaminated with *E. coli* bacteria. Foodmaker, the parent company of Jack in the Box, set aside $100 million to cover lawsuit settlements. The largest single-case settlement was $15.6 million to the family of Brianne Kiner, who lapsed into a coma for 42 days after eating a tainted burger. The *Seattle Times,* October 30, 1997. The full text of the article is at http://seattletimes.nwsource.com/extra/browse/html97/jack_103097.html.

8. *Liebeck v. McDonald's Restaurants, P.T.S., Inc.,* No. CV-93-02419, 1995 WL 360309 (N.M. Dist., 1994).

9. Miller, Norman & Associates, Ltd. *Electronic Newsletter,* 1(1), April 3, 1996. Can be found at http://rrnet.com/mna/newsltr1.html.

10. The Educational Foundation of the National Restaurant Association offers both ServSafe and HACCP certification.

11. The Educational Institute of the American Hotel and Motel Association offers Controlling Alcohol Risks Effectively (CARE) certification. The Educational Foundation of the National Restaurant Association offers Bar Code certification. Also widely used is Training for Intervention Procedures (TIPS) certification. For the current laws of individual states, go to http://www.gettips.com/.

12. From 'Lectric Law Library, at http://www.lect-law.com/def/a090.htm.

13. See, for example, *Gooden v. Day's Inn,* 395 S.E.2d 876 (Ga. App. 1990), in which an innkeeper was not liable for the theft of a bag of money from a guest's room. The court recognized that the hotel provided a safe for guests' valuables, and the guest assumed the risk of theft by failing to lock up the money.

14. See, for example, *Searcy v. La Quinta Motor Inns, Inc.,* 676 So. 2d 1137 (La. App. 1996), in which the motel was liable for $4,938.95 for property stolen from a guest's room despite a state statute limiting the motel's liability to $500. Although the motel posted notices of the statute in guest rooms, it failed to do so in the registration area as the statute required.

15. See *Vern Wells et al. v. Holiday Inns,* 522 F.Supp. 1023 (Mo., 1981), in which Vernon Wells and Robert Hughes had reservations with a Holiday Inn in San Francisco. The hotel could not honor the reservations because it was overbooked. The plaintiffs paid less to stay at another hotel but were awarded reimbursement for their cab fares to the other hotel.

16. A number of states have enacted whistle-blowing statutes for both the public and

private employment sectors: California, Connecticut, Florida, Hawaii, Illinois, Iowa, Louisiana, Maine, Michigan, Minnesota, New Hampshire, New Jersey, New York, North Carolina, North Dakota, Ohio, Rhode Island, and Tennessee.

17. Title VII of the Civil Rights Act of 1964, as amended, 42 U.S.C.A. Sections 2000e-2000e-17.

18. Title VII of the Civil Rights Act of 1964, as amended, 42 U.S.C.A. Sections 2000e et seq., Section 705.

19. See *Wilson v. Southwest Airlines Company,* 517 F. Supp. 292 (N.D. Tex. Dallas Div. 1981), in which the court held that being female was not a BFOQ for flight attendants.

20. 42 U.S.C. 2000e(k).

21. 29 U.S.C. Sections 621–634.

22. 42 U.S.C. Sections 12102–12118.

23. 42 U.S.C. Section 12111(8). See, for example, *Martin v. PGA Tour, Inc.,* No. 9835309 (9th Cir. 2000), in which the court held that it was reasonable to permit professional golfer Casey Martin, who has a congenital disability, to drive a cart during golf competitions, as doing so would not alter the nature of the sport.

24. 42 U.S.C. Section 12112(b)5(A). See, for example, *Rascon v. U.S. West,* in which a U.S. West network technician suffered from post-traumatic stress disorder as a result of his service in Vietnam. The court required U.S. West to grant Rascon's leave for treatment, as doing so would be a reasonable accommodation and would place no undue burden on U.S. West.

25. 42 U.S.C.A. Sections 2000e et seq. Section 105(b).

26. The first case decided under the quid pro quo theory was *Barnes v. Costle* (D.C. Cir. 1977).

27. The first sexual harassment case to reach the Supreme Court was *Mentor Savings Bank v. Vinson,* 477 U.S. 57 (1986), in which the Court defined a hostile workplace environment.

28. *Ellison v. Brady,* 924 F.2d 872 (9th Cir. 1991).

29. See, e.g., *M.V. v. Gulf Ridge Council Boy Scouts of America, Inc.,* 1988 WL 85195 (Fla. D. Ct. App. 1988), which holds that an employer can be liable if the employer knew or should have known that a supervisor was harassing an employee and failed to take any action or even investigate the claim. More recently, in *Faragher v. City of Boca Raton,* 524 U.S. 775 (1998) a court tightened the standard and held that employers would be liable only if they knew that the harassing activities were occurring. The "should have known" was eliminated. Therefore, if employers know of harassing emails or jokes being sent to employees, they would likely still be held liable.

30. *Andrews v. City of Philadelphia,* 895 F.2d 1469 (3d Cir. 1990).

31. Currently, at least 14 states have executive orders, at least 71 cities or counties have civil rights ordinances, and at least 41 cities or counties have council or mayoral proclamations banning sexual orientation discrimination in public employment.

32. Fair Labor Standards Act of 1938, as amended, 29 U.S.C. 201 et seq.

33. 29 U.S.C. 201, Section 3(s)(1)(A)(ii). 29 U.S.C. 201, Section 6(a)(1) sets the minimum wage.

34. 29 U.S.C. 201, Section 6(d)(2)(g) and Section 14(b)(1)(A).

35. 29 U.S.C. 201, Section 3(m)(1) and (2) and Section 3(t).

36. 29 U.S.C. 201, Section 7(a)(1) and Section 7(e).

37. 29 U.S.C. 201, Section 13(1) and (3).

38. 29 U.S.C. 201, Section 6(d)(1) and 29 U.S.C.A. Section 206(d).

39. 29 U.S.C. 201, Section 3(l).

40. 29 U.S.C. 201, Section 16(a).

41. *Garzelli v. Howard Johnson's Motor Lodges, Inc.,* 419 F. Supp. 1210 (N.Y. 1976).
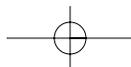
5.8 ASPHALT JUNGLE

Je'anna Abbott and Gil Fried

Because criminal activity can occur near major public facilities, developing risk-management solutions for parking facilities is now a focus of concern. Due to courts' findings of landowner liability for third-party criminal acts, eliminating or at least reducing the risk of any criminal activities must be an important component of any property's risk-management plan. Ensuring public safety within the facility itself is, of course, essential. Parking lots and adjacent areas, however, are equally important and should not be overlooked. This article discusses the landowner's potential liability for the criminal acts of third parties and describes some crime-abatement actions that can be accomplished through facility design. Of course, landowners should seek their own counsel for specific remedies that might fit their particular circumstances. For the purposes of this article, the term "landowner" will include owners, managers, tenants, and lessors.

▶ PARKING FACILITIES AND CRIME

Little in-depth analysis is available concerning criminal acts occurring in parking garages or parking lots. Crime statistics, however, clearly indicate that parking facilities are the location of much criminal behavior. A Crime Control Institute study in Minneapolis showed that many of the police departments' chronic-call locations were businesses with parking lots (Berlonghi, 1990, 259). In 1993 over six million simple assaults were reported throughout the United States, and a large percentage of those incidents occurred in parking facilities (Maguire and Pastore, 1995, 249). In 1994 parking lots and garages represented the second-most-frequent location for attempts to take property without injury and the most-frequent location for motor-vehicle thefts (Maguire and Pastore, 1996, 230). Furthermore, the same report showed 8 percent of all violent crimes, 7 percent of all rapes and sexual assaults, and 7 percent of total assaults in 1994 occurred in parking lots or garages.

Despite the risks, parking lots and garages clearly are critical to the success of major public facilities. In terms of sports events, only 5 percent of fans attending games use public transportation, while a similar number arrive on leased buses (Baim, 1994, 200). Considering the large number of professional-sports venues (both indoor and out) as well as managed college stadiums and arenas, and adding to those the number of hotels, convention centers, and similar public-access facilities, one can easily imagine that there are several million parking spaces in use by major facilities in the United States.

Security Risk. Parking facilities generally cover large areas and are open to the public. While there is plenty of activity inside a shopping mall, office building, stadium, or convention center, there is relatively little or, at times, no activity at all in the parking lot. Additionally, to make the best use of space, cars are parked fairly close together, resulting in
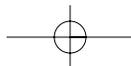
tight, shadowy spaces between parked cars that generally are excellent hiding places for criminals. Moreover, due to the cost and availability of land, many venues rely on multi-level parking garages. Parking garages typically have poor sight lines and numerous dark corners and stairwells, making them a potential harbor for criminal activity. Patrons walking through a parking lot or a parking garage may be inattentive to such hiding places or to other individuals in the lot.

As we've just described, then, parking facilities present a significant opportunity for criminal activity. Hospitality-industry professionals, however, often rank parking lots and related facilities near the bottom of their list of risk-management concerns. For example, a 1991 survey of approximately 600 sports- and special-event professionals evaluated a variety of risk concerns (Berlonghi, 1996, 13). Few of those surveyed felt that parking-lot security was a concern. Indeed, only one in ten felt that "no parking lot security" was a problem at all (when offered that choice among a list of security issues). In other words, parking-lot security was rated lower by these events professionals than were other risk concerns such as weather conditions, insufficient budgets, one-of-a-kind or first-time events, and slippery surfaces. We wonder, however, whether those survey results indicate that parking-lot-related crimes are simply under-reported. Outside security firms or police often handle those crimes and may not report specific events to facility managers. It's also possible that landowners misunderstand and underestimate the magnitude of potential problems, perceiving crimes perpetrated in parking areas to be low risk. On the other hand, when specifically asked about just parking lots, "lack of security" represented the highest-rated concern by those same survey respondents.

▶ CIVIL LIABILITY

Victims of criminal misconduct are increasingly seeking compensation from the owner or manager of the property on which the criminal activity occurred (Gordon and Brill, 1996, 1–6). Such claims fall under the rules of premises liability and, typically, Gordon and Brill point out, allege a problem with the property's security system. Premise liability is founded on negligence principles. In a negligence claim, a plaintiff must prove (1) the defendant owed the plaintiff a particular standard of care, (2) the defendant deviated from that standard, and (3) the deviation caused the plaintiff's injury.

In the case of a person's injury or loss while using a parking facility, the critical question is whether the landowner had a duty to protect that individual while she was using the parking facility. A landowner normally does not have a duty to protect individuals from the criminal acts of third parties unless the acts are foreseeable. Yet if crimes on the property are likely, then a landowner has some duty to warn customers, guests, and others who may seek access to the property. A landowner incurs varying degrees of duty toward three types of people: "business invitees," licensees, and trespassers. The scope of this article is limited to the first category of individuals.

The duty owed to someone who is on the premises for a business purpose or who is providing some benefit to the landowner (i.e., a business invitee) is a high duty. The court requires a landowner to protect this person from any hidden dangers the landowner knew about, or should have known about. With respect to parking facilities, the fact that such areas may be remote does not alleviate a landowner's duty to warn a business invitee of
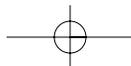
all possible risks and, of course, to keep the facility well maintained and in good repair (see Ammon, 1993, and Maloy, 1993).

Burden of Proof. Premises liability can arise from such seemingly innocent activities as a drunk committing an unintentional battery. In one case, for example, a female spectator was walking across a parking lot after a college football game when an intoxicated man fell on her, breaking her leg [*Bearman v. University of Notre Dame, 453 N.E.2d 1196 (1983)*]. The court in this case considered whether the university had notice of the potential harm and, once the university had notice, whether it had a duty to protect its patrons. The court concluded that the university not only had notice but also owed the spectator, a business invitee, a duty of safe ingress and egress from the facility.

Another pertinent case involving a parking lot and foreseeable conduct is *Bishop v. Fair Lanes Georgia Bowling, (803 F.2d 1548, 1986)*. A group of bowlers complained to the bowling alley's management of harassing behavior by the bowlers on an adjacent lane. The management took no action and, moreover, continued to serve alcohol to the harassing group despite their obvious intoxication. At 2:30 A.M. the two parties were the last to leave the facility, at which opportunity the intoxicated group attacked the other bowlers in the alley's parking lot. The *Bishop* court concluded that a jury could reasonably find that the bowling alley's managers knew or should have known of the potential for a dangerous altercation between the patrons before the altercation occurred and would, therefore, be negligent for taking no action and failing to make its premises safe for invitees.

Thus, the key point of analysis is the existence of information that puts a landowner on notice that an assault or accident is foreseeable (Miller, 1993; van der Smissen, 1990, 3). Attaching foreseeability to seemingly random accidents further expands the specter of liability should serious criminal acts occur. In other words, don't be in denial about potential liability.

The Premonition. Notice is the key requirement for proving foreseeability. For instance, in a suit stemming from a brawl during a 1980 AC/DC rock concert, the concert promoters claimed they did not have notice because "no unruly behavior had taken place in the arena, no fights had broken out, and no drinking had been observed" (McCarthy, 1995, 7). Even though the arena had no prior problems, the court nevertheless concluded that the promoter was on notice because a police officer had investigated prior AC/DC tour stops and had knowledge of various problems at other venues, which he reported to the concert promoters. The officer also knew that when the band appeared at the arena the previous year, the band had attracted a rowdy, drunk, drug-using crowd even though apparently no specific incidents of inappropriate behavior had officially been reported [*Comastro v. Village of Rosemont, 461 N.E. 2d 616 (1984)*]. Other cases have also stressed the need for landowners to act assertively to deter criminal conduct when they have information that indicates the possibility of such conduct (see, for example: *McNeal v. Days Inn of America, Inc., 498 S.E.2d 294 (Ga. 1998);* and *Whataburger, Inc., v. Rockwell, 706 So.2d 1226 (Ala. 1997).*

Mean Streets. If a facility's location is in an area with a significant history of assaults, muggings, and robberies, landowners may be liable if they take no steps to protect patrons from known potential dangers. That is, foreseeability issues can extend even to criminal

activity in surrounding neighborhoods (Clery, 1995, 5). A classic example of such a case is *Banks v. Hyatt Corporation* [*Banks v. Hyatt Corporation, 722 F. 2d 214 (5th Circuit, 1984)*]. Hotel guest Dr. Robert Banks was robbed and shot to death as he approached the New Orleans Hyatt Hotel's front entrance. His widow and family brought a lawsuit against Hyatt, asserting that, although Banks was not actually on the hotel's property at the time of the robbery and shooting, reasonable precautions had not been taken by the hotel to protect him, and the hotel had a duty to do so. Hyatt argued that it had taken reasonable precautions to protect its guests and could not be expected to protect guests who were off the premises. Besides, the hotel contended, "Dr. Banks was guilty of contributory negligence or had at least assumed the risk by going out" (Rutherford and McConnell, 1987, 60). The jury heard testimony from both sides, including evidence that Hyatt managers were aware of numerous robberies and shootings that had previously occurred in and around the same area where Banks lost his life. Further, Hyatt employees had logged incidents, many involving weapons, in other areas around the hotel. The jury looked at the evidence of prevalent crime in the area and determined that the security precautions provided by the hotel were simply not sufficient; that the hotel did have a duty to "take reasonable care for the safety of its guests, and that the duty [extended] to adjacent areas where guests [were] likely to go and where the hotel could effectively maintain control of safety" (Rutherford and McConnell, 1987, 62). The jury awarded the Banks family $975,000.

Back to the Future. To a degree, the frequency of prior acts represents the probability that a certain risk or injury might occur (Nilson and Edington, 1982, 34–37). Yet even in the absence of prior criminal activity, landowners must take precautions to prevent reasonably foreseeable crimes. Rather than examining just the frequency of prior acts, courts are examining all the circumstances that together indicate whether a landowner should have reasonably foreseen a harm. In making this determination, the court considers the following factors (Berlonghi, 1996, 13; Gordon and Brill, 1996, 5–6):

1. The nature of the facility,
2. The facility's surrounding locale,
3. Whether the facility's records are adequately maintained,
4. The experience of the facility manager,
5. Whether the manager was aware of the criminal activity levels at the facility,
6. Security personnel's compliance with assigned patrols, and
7. The lack of customary security precautions.

Therefore, it is vital for landowners to work on the implementation of a comprehensive crime-prevention program, addressing all reasonably foreseeable criminal actions. This means that landowners should include parking-area security as a critical concern in their risk-management plans (Ammon, 1993, 117; Berlonghi, 1990, 10–11). While it is impossible to eliminate all potential suits, risk-management plans can help identify, document, and eliminate potential risks, and may reduce the prospect of being sued (van der Smissen, 1990, 3).

To determine liability, courts determine whether a property's security precautions were sufficient to prevent the criminal activity and whether patrons were warned of impending risks (allowing for the impossibility of predicting all dangerous incidents or violent behavior). When reviewing specific precautionary measures, landowners should ask the following (Clery, 1995, 5):

1. Are statistics maintained on the frequency and type of criminal activity occurring at the parking facility, and in the surrounding neighborhood (within a quarter mile)?

2. What is being done to prevent criminal behavior?

3. Do both security and non-security personnel understand and use proper security measures?

4. Is there a program in place to inform patrons and employees about security concerns?

5. Have security policies been reviewed, revised or updated, and implemented? Does such a review take place at least once a year?

6. Are there any long-range plans for enhancing security and crime-prevention initiatives?

7. What is the cost-benefit analysis of adding security measures in light of the possible harm or injury sustained by a guest, or in light of a potential jury award to a victimized patron or visitor?

Later in this paper we address common yet critical approaches to risk management (e.g., security patrols, alcohol management, crowd control). First, we discuss design factors that are often overlooked and yet can substantially affect the safety and protection that a facility can offer its guests.

► ENVIRONMENTAL DESIGN

Environmental design refers to the process of building or renovating facilities so that their physical characteristics serve aesthetic and practical functions, including crime abatement or prevention. The use of architectural details to enhance patrons' security is spreading throughout the world (Sheard, 1995, 26–28). Litigants claiming negligent facility supervision are starting to argue that an approach such as Crime Prevention through Environmental Design (CPTED), first addressed by Jeffery (1971), could have reduced criminal activities or, had a CPTED-like system been used, it would have uncovered foreseeable hazards (Gordon and Brill, 1996, 1–6).

CPTED principles. CPTED is a relatively easy and economical way to augment security efforts if incorporated at the time of facility construction. It is possible, although somewhat more complicated to implement CPTED after the fact. The general principles of CPTED include natural surveillance, access control, and controlling the environment, all of which can be used effectively to discourage violence in parking facilities.

CPTED involves carefully selecting building features, materials, and systems to meet established passive-security and active-security requirements. Passive security refers to the physical design, such as lighting, while active security refers to the human element, such as uniformed guards, intercoms, and closed-circuit cameras.

Even though CPTED has been around for almost 30 years, many parking facilities have been designed with little or no attention to security. There are several reasons for this oversight. For one thing, little time is devoted to parking-facility design in architecture curricula and the principles of CPTED are thus not widely recognized by developers and architects. Further, since the parking lot's design is often looked at as basic if not routine, that task is generally left to the newest and least experienced person on the architectural team.
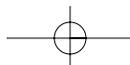
Lack of planning, therefore, means that active security methods are later needed to correct problems that could have been avoided if the architectural team had incorporated CPTED principles from the start.

▶ CPTED Concepts

With respect to parking facilities, CPTED includes the following areas: lighting, natural surveillance, stair towers and elevator access controls, and restrooms.

The Light Ahead. Lighting is generally considered to be the most important security feature in parking facilities. It is a well-established fact that good lighting deters criminal activity and increases the public's perception that the facility is safe (which may increase patronage). Installing a parking-lot lighting system reduces the need for active security and reduces or eliminates car break-ins.

The basic principles of lighting design include illumination, uniformity, and glare. Illumination is simply the intensity of light falling on a surface. Uniformity refers to the ability to achieve a consistent level of lighting throughout the parking facility. (Consistent lighting can allow both patrons and security personnel to see into the far edges of parking stalls, as compared to seeing only the driving lanes well.) Glare reduces the contrast of an object against its background, making it difficult for the eye to perceive depth accurately. This condition is especially dangerous for individuals with weak or impaired vision. Glare can be minimized by the careful selection and positioning of fixtures in the parking facility. (For example, many light manufacturers design lights with glare shields, and those lights can be located above the parked cars rather than in the driving lanes to further reduce glare.)

One approach to achieving the desired quality of lighting is the Level of Service (LOS) approach developed by Mary S. Smith (1996, 2–9). Each level is represented by a grade, and this approach should be as familiar to parking-facility owners, city officials, and architects as it is to traffic engineers. The highest grade is LOS A, which denotes superior design; LOS B is above average; LOS C is average; and LOS D is the Illuminating Engineering Society of North America's minimum standard.

In addition to meeting industry standards and providing glare-free lighting, lights must be: reliable, easy to maintain, able to withstand the elements, and vandal proof.

Where good lighting is not available due to design or expense, concrete staining may be an alternative. Concrete staining is the process of dyeing walls, ceilings, and beam soffits white to increase brightness. This cost-effective method has been shown in some designs to increase the LOS by an entire grade. A top-quality concrete stain will last about ten years. A good white paint will have the same effect but requires constant maintenance. (One problem with white stain or paint, however, is that it may encourage graffiti. Fortunately, there are anti-graffiti stains that accommodate easy cleanup.)

Vision Quest. The second most critical security-design issue is natural surveillance, or the ability of individuals to observe their surroundings. Natural surveillance is easiest to achieve in open parking facilities; however, it is not impossible to achieve in parking garages. The most difficult garages in which to use natural-surveillance concepts are those garages that have numerous sloped parking areas. So today's designers are shying away from extensive ramps. Moreover, because openness increases natural surveillance, high

ceilings and open exterior facades are now preferred as well. Clearly, an underground parking garage cannot allow for open facades. Yet there are underground-design schemes that incorporate natural light and ventilation, and that make it easy to hear a person in distress.

Natural surveillance also includes the manner in which employees direct people and vehicles within the parking facility. For example, it is best to direct pedestrians to designated areas where other people are likely to be walking (and criminals absent), rather than to let those guests wander through the parking facility. Likewise, concentrating entrances and exits makes supervision of those areas easier.

The Glass Tower. Since stairs, lobbies, and elevators are high-risk areas for personal injury, CPTED addresses such areas with an eye toward open design. One of the basic precepts of CPTED is to plan stairways and elevator lobbies as openly as the building codes will permit. The more visibility one has the better, including using exterior and open-air spaces. Where that option is not available due to weather or code constraints, glass may be a compromise, allowing both protection and visibility.

A Safe Place. If the facility is in a low-risk area, access control may seem unnecessary at first. Nevertheless, it is prudent to consider access control in the design stage, as the risk level may change with time. Screens and gates can be used to discourage unauthorized people from entering the parking area. If possible, the parking facility's design should guide vehicular traffic through gated pathways. Even if there is no charge for parking, an individual receiving a ticket and interacting with an attendant is given the impression of security. Moreover, measures such as those discourage criminal activity.

Location of security personnel is a critical CPTED component. Some landowners don't wish to "advertise" potential security concerns, and therefore locate their security personnel and parking-attendant booths to the rear of the facility. That thinking is backward; according to CPTED principles, landowners should locate security personnel or attendant booths at the front of the parking area, next to the primary entrance. Besides giving security employees a clear view of the property, it's a way for the owner to make a public statement about the importance of security and guests' safety.

The Hiding Place. Landowners should not include restrooms in parking-facility designs, especially in underground garages. Such restrooms present special security problems because they make excellent hiding spots for criminals. Many patrons recognize the potential danger and avoid using such facilities themselves, resulting in minimal traffic and thereby presenting a potentially dangerous condition for the patron who happens to use the restroom. Within the confines of the shopping mall, convention center, or office building is a much more appropriate place for public restrooms.

Secret Weapons. While CPTED generally encompasses passive design concepts, a few active ones are notable. Active design concepts include panic buttons, emergency phones, intercoms, sound surveillance, closed-circuit cameras, and trained guards. Parking facilities that failed to incorporate CPTED during the planning stage often find it necessary to use active techniques later. Although all of those features have obvious advantages, by themselves they are not an alternative to CPTED. Further, they tend to be expensive, and some are prone to abuse by pranksters and vandals.
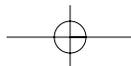
ALCOHOL MANAGEMENT

*F*or certain types of events, alcohol management is a key component of a risk management plan. Arrests or evictions at sports events often revolve around alcohol abuse.[1] Alcohol management policies can be enforced in several ways, including by preventing patrons from bringing their own alcoholic beverages into the facility. Also, in many venues, the sale of alcoholic beverages is terminated after a certain period in the competition (e.g., after the seventh inning or at the end of the third quarter).

Additional risk management strategies designed to reduce alcohol-related injuries and incidents include controlling tailgate parties and creating a designated driver program.[2] Finally, designating certain areas within the stadium or facility as alcohol-free zones may make events more attractive to families and other users[3] and reduce the likelihood that under-the-influence fans will disrupt or interfere with sober patrons.

[1] B. Gilbert and L. Twyman, "Violence: Out of Hand in the Stands," *Sports Illustrated,* January 31, 1983, pp. 62–72.

[2] R.E. Ammon Jr., "Alcohol and Event Management," *Crowd Management* 1, no. 4 (1995):16–19.

[3] R.E. Ammon Jr., "Risk and Game Management Practices in Selected Municipal Football Facilities," unpublished doctoral dissertation, University of Northern Colorado (Greeley, CO), 1993.

▶ OTHER RISK-MANAGEMENT STRATEGIES

In addition to CPTED methods, there are other critical aspects to risk management that are well known but sometimes overlooked. We address a few of those here.

Watch It. In a recent survey of municipal football stadiums, 86 percent of the respondents "always" had security personnel located in the parking lot before and after the game (Ammon, 1993, 117). According to that study, only 3 percent of the respondents did not offer any security protection in parking lots. In 63 percent of the stadiums, law-enforcement authorities provided protection. Private security firms, facility employees, or a blend of employees, private security, and law-enforcement agencies provided the remaining security. There is no consensus on the number of on-duty security personnel required for given situations or even about the best security measures. Risk-management professionals agree, however, that providing adequate security is an ongoing, evolutionary process that requires consistent and detailed monitoring (Ammon, 1993, 117–120; Christiansen, 1986, 46–52; Miller, 1989, 419–437; Ross, 1985, 22–29; van der Smissen, 1990, section 23, 3).

One common measure is the use of roving security patrols. In many parking lots, such as those of malls, hotels, schools, and large
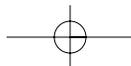
stores, roving patrols can be effective and useful. Wal-Mart, for example, now employs uniformed security personnel on golf carts in some regions. Wal-Mart conducted a study on store crime and discovered that 80 percent of non-shoplifting crimes occurred outside the store. A Wal-Mart in Tampa, Florida, in particular, had been the scene of 226 car thefts, 25 purse snatchings, 32 burglaries, and 14 armed robberies prior to its implementing the golf-cart idea. Once the golf-cart program was in place, however, crime outside the Tampa store was reduced to zero (Lee, 1997, E1). Although a guard with a vehicle of some sort and the necessary security equipment (e.g., two-way radio, flashing lights) can cost about $45,000 a year, there is a strong possibility that such an investment can reduce actual risk and therefore help the store avoid costly lawsuits (or, at least, give the store's security efforts some credibility once in court). Wal-Mart, for example was ordered to pay 75 percent of a $1.5-million award to a man shot in the head in a Wal-Mart parking lot (Lee, 1997, E1). With that in mind, $45,000 a year is a small price to pay to achieve better security and a reputation within the neighborhood and among customers as a safe place to shop.

The Crowd. Another risk-management technique used to protect patrons when entering and exiting a facility involves the use of crowd-management personnel (Ammon, Jr., 1995, 16–19). Traditionally, those individuals were used to inspect patrons' belongings for alcoholic beverages at the entrance to events (e.g., a football game or a concert). Today, those same workers are as likely to assist individuals (e.g., the elderly or disabled) as required and to direct visibly intoxicated individuals to a secure waiting room. Crowd-management personnel are now used for all sorts of public events, whether it be a rock concert, an exposition at a conference center, or a farmers' market at a shopping mall. In all cases, some training for the job is desirable. The number of security staff needed can vary based on the following factors (Berlonghi, 1996, 13):

1. The type of facility or event,
2. The number of entrances and exits,
3. The number of limited- and restricted-access areas,
4. The number of parking levels (or areas) in the facility,
5. The facility's capacity,
6. The facility's history of unruly behavior or dangerous conditions,
7. The time and length of the event (and, in some cases, the expected weather),
8. The number of spectators,
9. The demographic profile of the expected crowd,
10. Whether admission was free or paid,
11. Whether alcohol consumption is allowed or expected (see box),
12. The types of security personnel on duty (including municipal law-enforcement officers) and the level of supervisory expertise,
13. The presence and location of electronic protection devices, and
14. Specific requirements imposed by insurance carriers.

Sign of the Times. Signs are an important consideration in a risk-management and safety plan. In the parking facility itself, signs should assist patrons in moving quickly through the lot or garage to their destinations. Lost and confused guests—whether arriving or leaving—make easy targets for criminals.
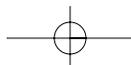
Landowners therefore should strive to provide clear, visible signs that are both understandable and memorable so those guests can safely move to and from their vehicles. Furthermore, signs can be used to deter criminals by announcing that regular security patrols and electronic-monitoring systems are in place.

Contract. Risk-management planning should, of course, reduce potential fiscal losses arising from the misconduct of others. Appropriate contractual provisions help to protect against such losses—in this case, when dealing with parking-security personnel retained from outside firms. Contracts with independent security vendors should contain a clause promising indemnity and setting forth what specific risk-management steps are to be taken to secure the parking areas. The contract should specify the number of security personnel to be deployed, when those workers will change shifts, what quality-control measures are to be used (e.g., spot inspections), how security personnel will handle intoxicated persons, what specific actions to take should a criminal act or personal-injury event occur, and what follow-up reporting procedures are appropriate after an injury or crime.

▶ THE SECURITY AUDIT

The design of a parking facility and the level of security needed depend on many factors. Because there is no "one size fits all" solution, a security audit is a good way to determine exactly what security a particular facility needs.

The security audit is actually quite simple. A facility might exist that originally incorporated CPTED but that has undergone many physical changes over the years. For example, imagine a convention center that started out as a simple rectangular structure. Now, picture how various asymmetrical additions could be built into the parking lots over time. Such additions now make it impossible to view large sections of the parking lot at the same time from the same vantage point. A facility such as this should undergo a security audit to identify the security lapses caused by the building expansions. Additionally, if the facility has not changed its exterior lighting system, the older system will almost certainly be insufficient to meet the current needs of the reconfigured parking areas, including being unable to light some corners at all (Gordon and Brill, 1996, 6). A security audit will show what actions need to be taken to return the level of security to where it once was.

Witness for the Defense. One aspect of crime prevention is that the sight lines of potential witnesses (patrons, employees, security personnel, and passersby) not be obstructed or hindered. For example, there should always be a clear view into and out of any cashier's cubicle. If the windows of the cubicle are covered with posters, handbills, or other advertising or personal effects, a cashier would be unlikely to witness a nearby crime, should it occur. By the same token, the posters would also hinder a potential witness's view of an attack on the cashier (Gordon and Brill, 1996, 6).

▶ HESITATE, THEN LITIGATE

Protecting facility visitors and lowering the risk of liability exposure is a primary concern of landowners. To avoid liability, many landowners are not waiting for criminal activity to occur, but are implementing risk-

management plans, including for their parking-facility operations. Security patrols, crowd control, signs, alcohol management, and concise agreements with independent security providers are just some of the ways a landowner can make the parking facility safer. Using CPTED concepts is another effective method of reducing crime and liability. Today, with litigation so frequent, it seems absolutely mandatory for a landowner to take all precautions possible.
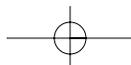
5.9 WORKPLACE VIOLENCE IN HOTELS

Mark Beattie and Jacinta Gau

Violence is the leading cause of workplace fatalities in the hospitality industry (U.S. Department of Labor, 2002). Preparation for dealing with a crisis situation is vital to management and employee training. There are two categories of workplace violence: explicit and implicit. Explicit violence is specifically directed at a hospitality employee, while implicit violence occurs in a hospitality establishment but is not directed at an employee. Managers and employees need training tools to effectively manage violence prevention, crisis management, and the aftermath of traumatic incidents. Consider the following case:

> Bruce Larson, Jr., was fatally shot in his room at the Orchard Inn in Wenatchee, Washington. Larson, his brother, and several friends had rented rooms at the Inn during Wenatchee's 1998 Apple Blossom Festival. The group threw a party. A friend of Larson's invited a young man named Jeremy Read to the party at the Inn. At three o'clock that morning, an altercation ensued, and Read pulled out a gun and shot Larson in the chest (*Larson v. MOA Hospitality, Inc.,* 2003).
>
> Larson's estate subsequently filed suit against MOA Hospitality, Inc. (the corporation that owned the Orchard Inn), for breaching its legal duty to protect guests from harm. The estate alleged that the Inn should have known that criminal activity increases during the Apple Blossom Festival, should have taken greater steps to ensure guests' safety, and should have prevented Read from entering the property. The Washington Court of Appeals, citing its holding in *Wilbert v. Metro Park Dist. of Tacoma* (1998, 10), reasoned that "[W]hen there is no evidence that a business owner knew of the dangerous propensities of the individual responsible for the crime and there is no history of such crimes on the premises, criminal conduct is unforeseeable as a matter of law." The court entered summary judgment in favor of respondent MOA Hospitality because the record failed to establish that Orchard Inn recognized—or reasonably should have recognized—that Read posed a foreseeable threat to Larson's safety.
>
> The linchpin of the Larson decision was foreseeability: An innkeeper has a duty to protect guests who are within a zone of foreseeable danger. Had the record indicated that the Orchard Inn knew or should have known that Read was dangerous, summary judgment would have been denied, and the case would have been put before a jury.
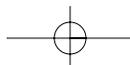
Would you have been ready for this situation? How well trained are you to deal with a violent situation on your property? Have your employees been adequately prepared to deal with such situations? Is your night auditor trained to be alert for potentially dangerous situations? Do your housekeepers have a procedure to follow if they discover weapons or other dangerous items in a room? Does your human resources manager know what to do for employees who are victims of domestic abuse or stalkers?

Workplace violence exists globally in all segments of industry. The European Commission defines *workplace violence* as "Incidents where persons are abused, threatened or assaulted in circumstances related to their work, involving an explicit or implicit challenge to their safety, well-being or health" (Wynn, Clarkin, Cox, and Griffiths, 1997). Violence is noted in reports from the European Agency for Safety and Health, the United States National Institute of Occupational Safety and Health (NIOSH), and the United States Department of Labor. The hospitality industry is among the top five most dangerous industries in which to work, ranking higher than police in prevalence of violence (Hoel and Einarsen, 2003).

According to Isaacs (2004, 13), there are four categories of perpetrator–victim relationships:

- Acts by persons who have no connection to the workplace
- Violence directed at employees by customers
- Violence against coworkers
- Violence committed in the workplace by a nonworker with a connection

Due to the constant and sometimes intense face-to-face contact in service encounters in the hotel and hospitality businesses, physical and psychological stressors are often intertwined in the conditions contributing to a violent situation (Hoel and Einarsen, 2003).

▶ MANAGING THE CRISES

Crisis management theory combines three views of workplace violence—psychological, social-political, and technical-structural—and pragmatic planning for an emergency situation is important. From each of these viewpoints, crisis situations can be assessed by examining the causes, consequences, cautions, and coping mechanisms of impending situations (Pearson and Clair, 1998). Tools for crisis management planning can then be provided in the curricula of management training programs, and hospitality employees will subsequently be prepared to deal with the aftermath of a violent situation.

The most extreme form of workplace violence is homicide. Homicide within the service sector accounted for 52 percent of all 347 workplace fatalities in that sector in 2002 (U.S. Dept. of Labor, 2004). Retail trade workers under the age of 18 were the second highest grouping of workplace fatalities between 1992 and 2000; 63 percent of those deaths were attributed to violent acts (NIOSH, 2003). Homicide is the leading cause of occupational death for women and occurs predominately in eating and drinking establishments (Levin, Hewitt, and Misner, 1996). Because statistical tracking is generalized and inconsistent, the available data are limited in scope (Hoel and Einarsen, 2003), and the limited empirical research available indicates a lack of effective training tools.

Workplace violence can devastate businesses financially, especially when litigation results from an incident. Statistics provided
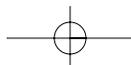
by Jury Verdict Research show that, "[A]ccording to the reviews of more than 3,000 verdicts rendered since 1993, the median compensation awarded by juries against hotels for [sic] assaults [was] $275,000" (Donohue, 2000, 12). A study by the Liberty Mutual Research Center for Safety and Health placed the costs of nonfatal workplace violence at $84 million between 1993 and 1996 (Hashemi and Webster, 1998).

Again, training is important; many violent situations are preventable before they escalate. The Equal Employment Opportunity Commission (EEOC) enunciated these guidelines in 1965: Establish company policies, train employees, support employees' legal rights, implement investigative procedures, and punish the wrongdoer, not the victim (Donohue, 2004). These guidelines enable the hospitality manager to spot and prevent a situation before it becomes a problem. There will, however, continue to be unforeseeable events, such as those that transpired in the *Larson* case.

▶ RESEARCH FOR TRAINING PROGRAM

Data collection is central to the success of a preventive training program and vital to prevention of workplace violence. The data pro-

gram logs incidents occurring within some discrete reporting period, as are the data complied by the Bureau of Labor Statistics. These incidents are coded as explicit or implicit, then narrowed into "categories of interest" to facilitate incident analysis (Rossman and Rallis, 2003, 321). These categories of interest reflect the four types of perpetrator–victim relationships described in Table 5.6.

Taxonomizing workplace violence in this manner provides the foundation for a series of category-specific case studies. These case studies focus on identifying the training tools that exist to enable the hospitality employee to identify and manage a crisis situation effectively. Case study methods are based on developing a participatory relationship between the researcher and the participants through interviews and compilation of material culture such as press coverage and police reports (Shank, 2002). A series of case studies ultimately results in what Shank (2002, 55) describes as a "cumulative case study, a single topic examined through the perspectives of many different case samplings. A single complex case is built by ordering of individual cases." Information from these case studies is coded according to standardized organizational schemes for cross-case displays. The displays are conceptually ordered to highlight the three focus areas: prevention, crisis management, and aftermath. These displays are analyzed using a case-ordered effects matrix

Table 5.6 Categories of Interest by Incident Type

Relationship	Implicit	Explicit
Criminal intent (no prior relationship)	C-I	C-E
Customer/Employee	CE-I	CE-E
Coworker	CW-I	CW-E
Nonworker Connection	NW-I	NW-E
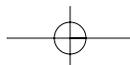
to explain different effects that each emergent theme may have (Shank, 2002). The emergent themes point out critical areas for hospitality curricula. To explain and justify the identified emergent themes and their relevance to practice, researchers rely on "assertorial" logic, which "draws on supportive evidence to convince the reader that conditions in the new circumstances are sufficiently similar to the original research conditions for generalization to be appropriate" (Rossman and Rallis, 2003, 105). Replication of this research model in other settings adds to the reliability and generalizability of the findings. Trustworthiness is maintained through methodological rigor in the interview and fieldwork procedures.

Further research focuses on the recognition of stressors that can catalyze violent situations, as well as problems such as posttraumatic stress disorder (PTSD) that victims and witnesses may develop in the aftermath of an incident. Models used in emergency responder curricula—such as the Assaulted Staff Action Program (ASAP), used with police officers, firefighters, and emergency medical technicians—may offer useful templates to develop this curriculum component (Flannery, 1998). The hospitality industry has an obligation to provide a safe and healthy environment for its guests and employees. Huntley (2004, 1) asserts, "A workplace shooting that claims the lives of an employee and a customer would be a nightmare for any company. For a retailer dependent on public perception, it's a crisis that demands careful handling." The time has come to develop curricula that enable managers to better prepare for an incident of violence and more competently address the aftermath and ramifications. Only then will the hospitality industry be in a better situation to manage a crisis such as the following before, during, and after the event.

> November 10, 2004, *Chicago Tribune:* At 2:30 A.M., Gregg P. Phillips, clad in a bulletproof vest, used an Uzi 9mm assault rifle to fatally shoot his girlfriend, Sandra Wisniewski, at the Comfort Suites Hotel in Oak Ridge, Wisconsin. A German businessman staying in the next room was also killed, and two other people were injured. Phillips took a hostage, whom he ultimately released unharmed. Police called the rampage a "domestic violence situation." Upon surrender, Phillips asked, "How many people did I kill?" (Black, 2004).

5.10 CASE STUDY: HOUSEKEEPING, ENGINEERING, AND SECURITY

▶ INTERDISCIPLINARY SECURITY PLAN

In 2001, as a regional manager for a hotel chain that operated three urban core hotels in a large eastern city, Denise Tomes was becoming concerned that the hotels for which she was responsible were increasingly vulnerable to threats of physical harm or financial loss to guests from a variety of criminals. She knew through news and media reports that
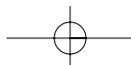
the streets of the city her hotels operate in were becoming increasingly unsafe due to aggressive panhandling, street crime, muggings, physical and sexual assaults, and automobile-related felonies.

Because her hotels total in excess of 1,500 rooms and cater mainly to convention, corporate, and free independent traveler (FIT) markets, Tomes knew that at any given time a large number of her guests were on the streets of the city and that, additionally, due to the public nature of hotels in general, it was likely that criminals could enter the hotel properties seeking victims.

These hotels were built during the late early 1980s and, although regularly redecorated and remodeled to continue to appeal to the upscale market, they still reflected the architectural and security consciousness of their era in operational terms. This meant that guest room door locks were still of the standard keyed variety; elevators, fire stairs, outside hotel entrances and exits, parking structures were relatively obscure and unmonitored; and housekeeping, engineering, and guest services staff training had not, as yet, reflected the security concerns of the twenty-first century.

To help her deal with the potential problems presented by the current situation, Denise Tomes called a meeting of the heads of security, housekeeping, and engineering. She challenged them to come up with a plan to increase security for the hotels and their guests without building armed fortresses. The first task of the directors of security, housekeeping, and engineering was to set forth for Tomes an analysis of the potential risks. The second is to produce a range of alternative suggestions about how those risks might be managed through the efforts of their departments and respective staffs, combined with specific recommendations for equipment and facility upgrades.

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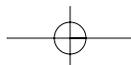
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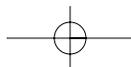
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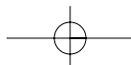
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S O U R C E   N O T E S

Chapter 5.2, "A Day in the Life of a Director of Rooms," by Kurt Englund.

Chapter 5.3, "Housekeeping Organizations: Their History, Purpose, Structures, and Personnel," by Thomas Jones, adapted from *Housekeeping Operations,* 2nd ed., edited by Robert Martin, Copyright © 1992. Adapted by permission of John Wiley & Sons, Inc.

Chapter 5.4, "On Being an Executive Housekeeper," by John Lagazo.

Chapter 5.5, "The Hotel Engineering Function: Organization, People, and Issues in the Modern Era," by Denney G. Rutherford.

Chapter 5.6, "The Engineering Department and Financial Information," by Agnes Lee DeFranco and Susan B. Sheridan.

Chapter 5.7, "The Legal Environment of Lodging Operations," by Melissa Dallas.

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