

A grayscale photograph of a desk setup. On the left, a laptop is open. In the center, a newspaper is spread out. On the right, a white coffee cup sits on a saucer. The background is a light-colored, possibly white, surface with some faint patterns. The text 'PART THREE' is overlaid in a bold, sans-serif font at the top of the image.

PART THREE

Directing and Controlling Ongoing Housekeeping Operations

In Part Two, the planning, organizing, and staffing principles of management discussed earlier were applied before the opening of a new hotel or similar operation. Part Three concentrates on the direction and control functions as applied to ongoing operations of housekeeping management.

It begins by discussing the hotel housekeeper's daily routine of department management. It then presents "subroutines," that is, other functions of hotel housekeeping management that are not necessarily daily routines but are essential routines nonetheless.

Swimming pool operations, housekeeping in other venues, protection of assets, linen and laundries are addressed, and a conclusion presented, in Part Four.

The Hotel Housekeeping Daily Routine of Department Management

In Part Two we opened the house. The stage is now set for presentation of the primary daily routine that occurs in ongoing operations. In fact, opening the house is the first step of the daily routine in the ongoing cycle known as the housekeeping day.

The Housekeeping Day

The chronology of the **housekeeping day** may be divided into several distinct parts. This chronology differs depending on the type of property to which it is related and whether or not a computer application is in effect. For the purpose of illustration, the model hotel (commercial transient type; uncomputerized in housekeeping communication to the front desk) will continue to be the basis for system development. You should recognize, however, that destination resorts and resorts that are located in the center of activities may present different chronologies due to different types of markets.

A **daily routine chronology** for the model hotel housekeeping department might be as follows:

6:30 A.M. to 8:00 A.M.	Opening the house
8:00 A.M. to 1:00 P.M.	Morning activities (also, cleaning the guestroom)
1:00 P.M. to 3:00 P.M.	Resolution of Do Not Disturbs (DNDs)
3:00 P.M. to 3:30 P.M.	The P.M. room check
3:30 P.M. to 4:30 P.M.	Shift overlap: first and second shift coordination

■ The Housekeeping Day

Opening the House (6:30 A.M. to 8:00 A.M.)

Morning Activities (8:00 A.M. to 1:00 P.M.)

■ Cleaning the Guestroom

Entering the Guestroom

Suggested Cleaning Methods

The Bedroom

Cleaning the Bathroom

■ Suite Hotels (with Kitchens, Fireplaces, and Patios)

Cleaning the Suite Areas

Entrance Area and Closets

Living Area

Beds

Bathroom

Kitchen

Before Leaving the Room

The H.O.M.E.S. Manual

■ The Housekeeping Day Continued

Resolution of Do Not Disturbs (1:00 P.M. to 3:00 P.M.)

The P.M. Room Check

Other Activities During the Shift

Shift Overlap: First and Second Shift Coordination

(3:30 P.M. to 4:30 P.M.)

Discrepancies and Rechecks Generated (4:30 P.M. to

6:00 P.M.)

Evening Activities (6:00 P.M. to Midnight)

■ Computers Come of Age in the World of Housekeeping

CHAPTER OBJECTIVES

After studying the chapter, students should be able to:

1. Describe the steps involved in the daily routine of cleaning guestrooms.
2. Describe the priority for cleaning guestrooms.
3. Identify communication symbols used on the daily work report.
4. Identify in chronological order the specific steps taken by a GRA in the cleaning of a guestroom.
5. Describe the coordination that must take place between the housekeeping department's first and second shifts.
6. Identify in chronological order the evening activities of the housekeeping department.

At 4:30 P.M.

Housekeeper's Report is transmitted to the front desk
Discrepancies generated (identification of those rooms in which front desk status is different from that noted on the Housekeeper's Report). Many discrepancies will be resolved by close investigation of guest accounts at the front desk.

4:30 P.M. to 6:00 P.M.

Rechecks generated (unresolved discrepancies published to housekeeping). Rooms on recheck list are again viewed to ensure correct status. P.M. housekeeping workload is finalized.

6:00 P.M. to midnight

Evening activities (until housekeeping closes)

Opening the House (6:30 A.M. to 8:00 A.M.)

Opening the house is the first step in the chronology of the housekeeping department day. Information communicated from the front desk to housekeeping via the Night Clerk's Report to Housekeeping is transcribed onto working forms for the housekeeping department. Adequate staffing is ensured, and preparation is made for the arrival of workers. Figures 9.6 through 9.11 are examples of the means by which the direction and delegation of daily tasks for the routine conduct of work by a portion of a housekeeping staff (red team for our model) might normally be conveyed on a typical day. The conveyance of direction and delegation to other segments of the housekeeping staff (yellow, brown, and green teams) occur in a similar manner. As we discuss the daily chronology of events, the forms used in Figures 9.6 through 9.11 for direction to the red team will continue to be used.

Morning Activities (8:00 A.M. to 1:00 P.M.)

Most housekeeping departments start their daily routine at about 8:00 A.M. The time for the start of **morning activities** may vary based on the ability of guestroom attendants (GRAs) to gain access to guestrooms. In commercial transient properties in which weekend packages might be offered to families, the start of work may be delayed until 9:00 A.M. or even 10:00 A.M., depending on how late guests are known to sleep in. In hotels in which businesspeople are the major occupants, however, there are sufficient numbers of early risers to allow GRAs to start work at about 8:00 A.M. Such will be assumed for the morning activities in the model hotel, which commence at 8:00 A.M. (The examples of communication that follow will again relate to the red team as presented in Chapter 9.)

In small properties, employees simply clock in for work and proceed directly to their central housekeeping area to pick up their assignments. Frequently, employees come to work in their uniforms and are essentially ready to pick up their assignments and proceed directly to their floors.

Some hotels, however, do not allow their employees to take uniforms off the property. Others do not even have locker rooms where street clothing can be stored during working hours. In these latter cases, **changing rooms** are provided adjacent to **wardrobe departments**, which help facilitate large numbers of employees reporting to work at the same time.

For example, at the Bellagio, MGM Mirage Resort in Las Vegas, Nevada, employees clock in at a time clock area as they enter the building. The employees then proceed some distance to a wardrobe department where they pick up preassigned **plastic hang-up bags**. The hang-up bag has one of four or five uniforms (costumes) that have been purchased for each employee. The wardrobe department at the Bellagio is depicted in three photos that make up Figure 10.1. The suit bags with the fresh

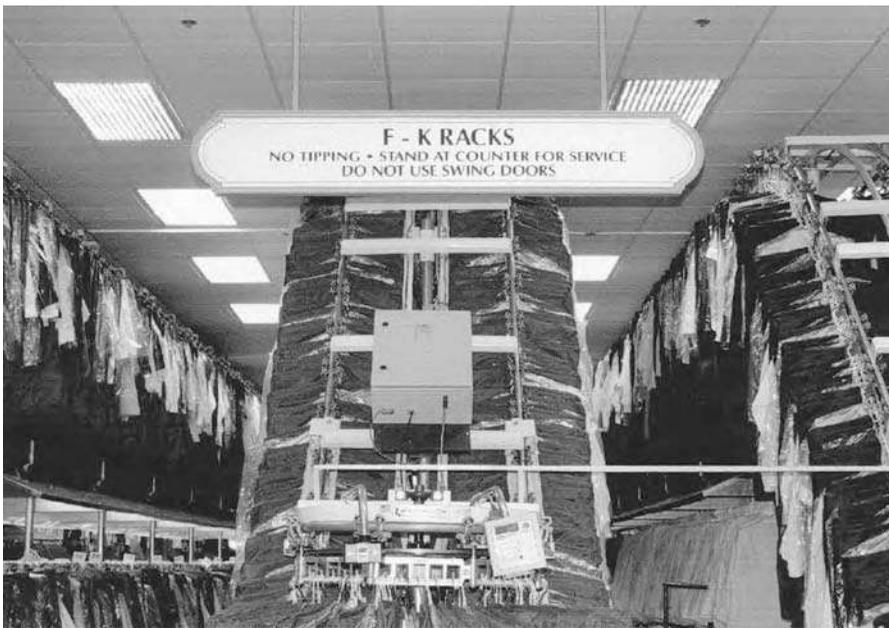


Figure 10-1 In the first photo, a housekeeping aide arrives with a “trainload” of clean uniforms for the wardrobe department. The second and third photos feature the automated conveyor racks containing thousands of uniforms. Note the admonitions to employees in photo three. (Photographs courtesy of Bellagio, MGM Mirage, Las Vegas, Nevada.)

uniforms are then checked out by the employees (Figure 10.2), who proceed to the changing room. Upon changing into the **costumes**, the employees put their street clothing into the hang-up bags, then return the bags to the wardrobe department for storage while the employees are at work. At the end of the workday, the procedure is reversed and the soiled costumes are returned to the wardrobe department. The employees will be resupplied with fresh costumes for the next workday.

Figure 10.3 shows Mirage GRAs arriving at the floor linen room on their assigned floor where they are actually “reporting for work in uniform.” According to the work rules at that hotel, it is at this time that the eight-hour workday will commence.

As workers arrive, GRAs and senior GRAs pick up work assignments and sign for keys on the Passkey/Beeper Control Sheet (Figure 10.4).

The Supervisor’s Daily Work Report (Figure 9.6) had notations of rooms expected to be checked out on that day. The question now is this: Have any of these or other rooms actually been vacated as of 8:00 A.M.? (See Figure 10.5.) If checkouts have actually occurred, the front desk would have conveyed this information as soon as possible to housekeeping central. This type of information (rooms actually vacated) will flow all during the day from the front desk, through housekeeping central, to the satellite linen rooms, where it will be picked up by the floor supervisors. They in turn will pass this



Figure 10-2 One attendant signs for costume as another electrically calls it forward from storage.

(Photo taken with permission of MGM Mirage.™)

information to the GRAs in order that the latter may clean the rooms as soon as it can be done.

Early in the shift, the executive housekeeper reviews the hotel's status before communicating with the scheduling clerk to ensure that there are sufficient staff members to cover the day's activities (see Figures 10.6A and B).

Figure 10.7 shows how the Supervisor's Daily Work Report (Figure 9.6) is used to record *actual* checkouts against those rooms that had heretofore only been *expected* to check out. Note that some rooms that had been

expected to remain occupied (such as Rooms 1228 and 1096) are now showing checkout status. These guests were early and unexpected departures, resulting in additional checkout rooms. In either event, the actual checkout is recorded by circles around the C/O notation. This information is passed to the GRA in order that he or she might immediately enter the rooms to service them for reoccupancy.

Upon arriving at the satellite linen room (see Figure 10.8), the supervisor ensures that members of the team

Figure 10-3 Guestroom attendants and a housekeeping aide check in with their supervisor on their assigned floor for the day.

(Photo taken with permission of MGM Mirage.™)





Figure 10-5 Bellagio central status operator, Danielle Kelly passes needed information to the floor supervisor, regarding last-minute morning status. (Photo taken with permission of MGM Mirage.™)

A.M. Room Check

Daily **A.M. room checks** are performed to determine whether the status of rooms reported by the front desk is in fact the correct status from the preceding night. For example, if the front desk reports certain rooms as **occupied** (with guest or with luggage) and in need of service, the A.M. room check determines if these rooms are actually occupied or the status is incorrect. The report verifies rooms reported as **ready to rent** or **on change** (in the

process of being serviced for reoccupancy); sometimes called checkouts or simply C/O) are as reported. Are these rooms in fact ready to rent and vacant? Or has a **discrepancy** been uncovered in the status held by the front desk?

Since this information is needed and must be accurate, room checks are conducted in the early morning in most hotels. GRAs knock on doors and, where necessary, enter rooms. Some hotels do not even use an opening-the-house routine. Daily routine simply starts with someone in the housekeeping department entering every room to determine if service is needed.

A.M. HOUSEKEEPER'S REPORT. In some cases an A.M. room check is conducted, and the results are assembled into an A.M. Housekeeper's Report. The report is submitted to the accounting department as a cross-reference and audit check on the revenues reported by the front desk from occupied rooms. The primary function of an A.M. Housekeeper's Report, then, is to ascertain that revenue is reported for every room that was occupied last night.

QUICK DISCREPANCY CHECK. There is a simpler way to ascertain the status of rooms for which revenue should be reported than to disturb every guest in the hotel every morning. Rooms that are thought to be occupied have been scheduled for service. Rooms that are thought to be vacant and ready to rent have not been scheduled for service and their boxes are blank on the



A



B

Figure 10-6 Bellagio Executive Housekeeper Kevin Holloway (A) reviews room status reports before contacting Scheduling Clerk and UNLV hotel graduate, Jennifer Kambegian (B). (Photo taken with permission of MGM Mirage.™)

SUPERVISOR'S DAILY WORK REPORT				
RED Division (90)				
Senior GRA <i>Georgia</i> Day <i>Wednesday</i> Date <i>11/4</i>				
Section 1 (13) GRA <i>Julia</i>	Section 2 (15) GRA <i>(Open) (0)</i>	Section 3 (11) GRA <i>Yvonne (18)</i>	Section 4 (16) GRA <i>Billie (18)</i>	Section 5 (12) GRA <i>Marjorie (17)</i>
1001 ✓	1031 ✓ CO	1213	1062	1091 ✓
1002	1032 ✓ → 3	1214 ✓	1063 ✓	1093
1003 ✓	1033 ✓ CO → 3	1215	1064 ✓	1095 ✓
1004 ✓	1034 ✓ → 3	1216	1065 ✓	1096 ✓ CO
1005	1036 ✓ → 3	1217 ✓	1066 ✓ CO	1097 ✓
1006 ✓	1038 ✓ CO → 3	1218	1067 ✓ CO	1098
1007 ✓	1040 ✓ CO → 3	1219	1068 ✓	1099 ✓
1008 ✓	1042 ✓ ↗ 4	1220 ✓	1071 ✓	1100 ✓
1009 ✓ CO	1044 ✓ ↗ 4	1221 ✓ CO	1072 ✓ CO	1101 ✓
1010	1046 ✓ ↗ 4	1222 ✓ CO	1073 ✓ CO	1102 ✓
1011 ✓ CO	1049 ✓ ↗ 4	1223	1074 ✓ CO	1103 ✓ CO
1012 ✓	1051	1224 ✓	1075 ✓	1104 ✓ CO
1013 ✓	1053	1225 ✓ CO	1076 ✓ → 5	1105
1014 ✓	1055 ✓ ↗ 4	1226 ✓ CO	1077 ✓ → 5	1106
1015	1057 ✓ ↗ 4	1227	1078 ✓ → 5	1107 ✓
1016	1059	1228 ✓ CO	1079 000	1108
1017 ✓	1061 ✓ ↗ 4	1229 ✓	1081 ✓ → 5	1085
1021 ✓	1231 ✓ CO → 3	1230 ✓	1083 ✓ → 5	1087 ✓
<i>1023, 1025, 1027, 1029, 1031</i>		<i>1231, 1032, 1033, 1034, 1036, 1038, 1040</i>	<i>1042, 1044, 1046, 1049, 1055, 1057, 1061</i>	<i>1076, 1077, 1078, 1079, 1081, 1083</i>

Figure 10-7 Supervisor's Daily Work Report, red division, as it may appear at 8.00 A.M. Note circles around COs, indicating that rooms expected to be vacated have in fact now been vacated.



A



B

Figure 10-8 Photo A shows a typical satellite linen room at the Bellagio. The sheets hanging on the wall are actually locking cloth bags that the GRAs place over their housekeeping carts at the end of the shift after stocking them for the next day. This prevents other shifts from helping themselves to sheets, towels and amenities. Photo B is another view of the room showing housekeeping aide, William, vacuuming while housekeeping supervisor Teresita Arenas inspects the amenities closet. (Photo taken with permission of MGM Mirage.™)



Figure 10-9 Meanwhile, the guestroom attendant (GRA) makes a final check of her loaded cart to ensure that she will be able to stay at her worksite without having to return to her storage room for more supplies later during the day. (Photo taken with permission of MGM Mirage.™)

Figure 10-10 Housekeeping Aide—Early A.M. A check form is used to record results of early inspections of public areas in the guestroom section of the hotel. This report will form the basis for special work that must be performed.

HOUSEKEEPING AIDE—EARLY A.M. CHECK	
	Date: _____
Area	Location and Condition
Satellite Linen Rooms	
Stairwells	
Hallways	
Elevators	
Vending areas	



Figure 10-11 A housekeeping aide (houseman) cleans up a late-night spill discovered in an elevator lobby on an early-morning inspection. (Photo taken with permission of MGM Mirage.™)

Supervisor's Daily Work Report (Figure 10.7). Since the primary concern is whether or not there are rooms occupied for which no revenue is being received, there is no need to check rooms known to be occupied; senior housekeepers need to inspect only those rooms thought to be vacant and/or ready to rent. Such rooms in this category that are found occupied (or obviously not ready) need to be investigated immediately to determine why their statuses are incorrectly held by the front desk. A discrepancy report may therefore be generated from the inspection of ready rooms only.

There are several reasons why discrepancies occur:

1. A guest was to have been in room 2204 but was inadvertently handed the key to room 2206. A simple error in key selection went unnoticed by the clerk, and the guest went to the address (2206) found on the key. At this point the front desk thought that room 2204 was to have been occupied when it will actually be discovered at morning room check that 2206, thought to be vacant, is the one that is occu-

Change Agents

Humphrey S. Tyler, Founder

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O. <input type="checkbox"/> Other (Specify) _____			
		PURCHASING AUTHORITY 1. <input type="checkbox"/> Sole Purchasing Decision Maker 2. <input type="checkbox"/> Specify/Recommend Purchases 3. <input type="checkbox"/> Approve Purchases 4. <input type="checkbox"/> Not Involved	
ANNUAL PURCHASES Equip. Materials & Supplies			
H. <input type="checkbox"/> Over \$1 million per year	G. <input type="checkbox"/> \$500,000 to \$1 million per year	F. <input type="checkbox"/> \$250,000 to \$499,999 per year	E. <input type="checkbox"/> \$100,000 to \$249,999 per year
D. <input type="checkbox"/> \$50,000 to \$99,999 per year	C. <input type="checkbox"/> \$20,000 to \$49,999 per year	B. <input type="checkbox"/> \$10,000 to \$19,999 per year	A. <input type="checkbox"/> Less than \$9,999 per year
NUMBER OF EMPLOYEES		AVERAGE SQUARE FEET CLEANED PER MONTH	
5. <input type="checkbox"/> 200 or more	4. <input type="checkbox"/> 100 - 199	5. <input type="checkbox"/> 5,000,000 or more	4. <input type="checkbox"/> 3,000,000 - 4,999,999
3. <input type="checkbox"/> 50 - 99	2. <input type="checkbox"/> 20 - 49	3. <input type="checkbox"/> 1,000,000 - 2,999,999	2. <input type="checkbox"/> 500,000 - 999,999
1. <input type="checkbox"/> 4 - 19		1. <input type="checkbox"/> 100,000 - 499,999	

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pied. This type of error is of no major consequence involving revenue; however, the possibility of inadvertently **double rooming** another person into room 2206 can occur, which may prove embarrassing to both hotel and guest.

2. Another and more major concern is the possibility that the room may have been given away by someone who did not have the authority to do so. (No records kept, therefore no questions asked!)
3. Finally, there is the possibility that some member of the hotel staff (bellperson, night security watch, desk clerk) who had access to guestrooms keys did, without proper authority, use a guestroom for an unauthorized night's rest—or whatever.

Regardless of the reasons for rooms that have been used and not recorded for revenue, they must be uncovered, and corrective measures taken to prevent such happenings in the future.

A MATTER OF QUALITY SERVICE. It is indeed unfortunate that many hotels cling to the notion that it is necessary to knock on every guestroom door at 8:00 A.M. in order to conduct an accurate room check. Other hotels recognize that it is not necessary to disturb a guest in a room thought to be occupied in order to determine whether a room thought to be vacant is in fact vacant. It is not necessary to disturb a guest only to conduct a room check; A.M. room checks should be confined to rooms thought to be vacant and ready or vacant and on change (checked out of). If this procedure is followed, GRAs need not approach any room in the morning until they are ready to clean that room. The A.M. room checks may then be left to the senior GRA; who will open every door of guestrooms thought to be vacant to ensure their status.

TECHNIQUES OF KEEPING TRACK. Figure 10.12 illustrates a technique of recording A.M. room check

SUPERVISOR'S DAILY WORK REPORT				
RED Division (90)				
Senior GRA <i>Georgia</i>		Day <i>Wednesday</i>		Date <i>11/4</i>
Section 1	Section 2	Section 3	Section 4	Section 5
(13) GRA <i>Julia (18)</i>	(15) GRA <i>(Open) (0)</i>	(11) GRA <i>Yvonne (18)</i>	(16) GRA <i>Billie (18)</i>	(12) GRA <i>Marjorie (17)</i>
1001 ✓	1031 ✓ CO	1213 R	1062 R	1091 ✓
1002 R	1032 ✓ → 3	1214 ✓	1063 ✓	1093 R
1003 ✓	1033 ✓ CO → 3	1215 R	1064 ✓	1095 ✓
1004 ✓	1034 ✓ → 3	1216 DISC CO	1065 ✓	1096 ✓ CO
1005 R	1036 ✓ → 3	1217 ✓	1066 ✓ CO	1097 ✓
1006 ✓	1038 ✓ CO → 3	1218 R	1067 ✓ CO	1098 DISC ✓
1007 ✓	1040 ✓ CO → 3	1219 R	1068 ✓	1099 ✓
1008 ✓	1042 ✓ ↗ 4	1220 ✓	1071 ✓	1100 ✓
1009 ✓ CO	1044 ✓ ↗ 4	1221 ✓ CO	1072 ✓ CO	1101 ✓
1010 R	1046 ✓ ↗ 4	1222 ✓ CO R	1073 ✓ CO	1102 ✓
1011 ✓ CO	1049 ✓ ↗ 4	1223 R	1074 ✓ CO	1103 ✓ CO
1012 ✓	1051 R	1224 R	1075 ✓	1104 ✓ CO
1013 ✓	1053 R	1225 ✓ CO	1076 ✓ → 5	1105 R
1014 ✓	1055 ↗ 4	1226 ✓ CO R	1077 ✓ → 5	1106 R
1015 R	1057 ✓ ↗ 4	1227 R	1078 ✓ → 5	1107 ✓
1016 R	1059 R	1228 ✓ CO	1079 000	1108 R
1017 ✓	1061 ✓ ↗ 4	1229 ✓	1081 ✓ → 5	1085 R
1021 ✓	1231 ✓ CO → 3	1230 ✓	1083 ✓ → 5	1087 ✓
1023, 1025, 1027, 1029, 1031		1231, 1032, 1033, 1034, 1036, 1038, 1040	1042, 1044, 1046, 1049, 1055, 1057, 1061	1076, 1077, 1078, 1079, 1081, 1083

Figure 10-12 Supervisor's Daily Work Report for the red division, indicating results of the morning room check. Rooms supposedly ready to rent and found in that condition are marked with an R; a line is drawn through the entry to indicate that no more service is required for that room that day. Rooms 1215 and 1098 are found to be discrepancies; that is, they are *not* ready rooms as reported by the front desk.

information. Note the R placed opposite each room found to be ready, thus verifying correct status (for example, see rooms 1002, 1005, and 1010). A line is drawn through the room number and the space next to it, indicating that there is no further service required from the housekeeping department in that room for that day. Also note how discrepancies uncovered during A.M. room check are recorded. For rooms 1216 and 1098, circles are drawn around the room numbers, indicating these discrepancies. An immediate call is then made to the front desk, pointing out the discrepancies in order that the front desk personnel might resolve the matter immediately. The only action required of housekeeping department personnel is recognition by the supervisor that an additional room in the division will require service. This room may then be assigned to one of the GRAs, or the room may be “sold” to any GRA desiring to work an overload, or the supervisor may actually do the room.

The A.M. room check is normally completed in about 30 minutes, depending on the number of unoccupied (ready or checkout) rooms listed. Once morning room check is completed, the supervisor is free to resume his or her supervisory responsibilities with the team.

COMMUNICATION AND SUPERVISION. The supervisor circulates throughout the assigned division, communicating with GRAs and section housekeeping aides and monitors work progress during the day. The supervisor is constantly receiving information and conveying it to GRAs. The supervisor receives information about rooms having been vacated by communicating with the status board operators. This information is passed on to GRAs so that these rooms may be cleaned as soon as possible. Also, information—about rooms that are cleaned and ready for reoccupancy—that is received from GRAs is conveyed back to the status board operators, who in turn pass it on to front desk personnel.

In Figure 10.12, room 1222 has been reported to the supervisor as having been cleaned by the GRA and is now ready to be reported to the front desk. The supervisor places an R after the circled CO indication, thereby keeping track of all rooms reported as having been cleaned (whether occupied or checked out). The supervisor may make an inspection of the room or, if confident that the room will meet standards, simply mark the Supervisor’s Daily Work Report as indicated by room 1222 on Figure 10.12. Since the room is *actually reported* to status board operators as a ready room, the supervisor draws a line through the entire entry opposite the room number. This has been done for room 1226, noting that all routine interest in that particular room has now been completed for that day.

Similar action may be applied to occupied rooms in which there are stayover guests. Room 1224 (Figure 10.12) required service as a result of a stayover guest

(the room did not have a CO indication and therefore was not expected to be vacated). Since the room did require service, the GRA should report when service has been completed. The R also indicates that an occupied room has been serviced, and the line drawn through the entry indicates that no further routine service is necessary.

COMMUNICATION SYMBOLS. The following list is a summary of the **communication symbols** regarding the progress of work for each room on the Supervisor’s Daily Work Report.

1. A checkmark indicates a room that requires service.
2. The symbol CO indicates that the room is expected to be vacated at some time today.
3. A circle around the CO indicates that the room has actually been vacated (GRA notified).
4. The symbol R indicates that the room has been reported as serviced by the GRA to the supervisor.
5. A line drawn through the entire entry indicates that the room has been reported to the status board operator as a ready room (no further routine action required in that particular room that day).

The supervisor is capable of progressing a large number of rooms each day and can keep up with this progress by a simple system of symbols used to indicate varying degrees of status change. When every room has a line drawn through its entry, all routine services have been concluded.

PROGRESSING WORK IN THE STATUS SYSTEM (SOMETIMES REFERRED TO AS “HOUSEKEEPING CENTRAL”). A copy of each of the four divisions Supervisor’s Daily Work Report has been displayed in the main linen room on the counter (or may be viewed on video monitors, where computer status boards are in operation). Therefore, the status operator, who is in contact with the front desk, can forward relayed information concerning recently cleaned ready rooms. (If the hotel has an electrowriter, it transmits a facsimile of the sender’s handwriting. The numerous communications sent in both directions by housekeeping and the front desk are thereby preserved. This may also be done in a computer system.) As ready rooms are reported to the status board operators by each supervisor, the status operator also marks a copy of the Daily Work Report with a symbol R. As these rooms are reported to the front desk, a line is drawn through the room number and a completed record of work is therefore available in housekeeping central for all departmental managers to review any time during the day.

Priority for Cleaning Rooms

In what order should rooms be cleaned by each GRA? It would seem that nothing could be more convenient

for each GRA than to begin cleaning rooms at one end of an assigned section and proceed from room to room down the corridor until reaching the other end, at which time all rooms in the assigned section are completed. Although this may seem to be the most efficient way of proceeding through the workday, it does not take into consideration concern for guests who do not want to be disturbed or who may want their rooms cleaned first or last.

As the GRAs first move into their work areas each day, they should survey each room assigned for cleaning (both regular and pickup rooms) to determine rooms in which the guest has indicated “Do Not Disturb” and rooms in which the guest has indicated “Please make up ASAP.” (Rooms in which the guest has put the night latch on the door will normally be in evidence by a small pin that will protrude through the doorknob. This small pin is easily discerned by feeling the center of the doorknob. When the pin is out, the GRA should consider the room occupied and not to be disturbed until the night latch is taken off or until a later time of the day.)

A priority for cleaning rooms can be established as follows:

1. Rooms in which the guest has requested early service
2. Early-morning checkouts that are specially requested by the front desk (usually required for pre-blocking of preregistered guests expected to arrive)
3. Other checkouts
4. The rest of the occupied rooms requiring service
5. Requests for late service

A proper priority for cleaning rooms provides the greatest concern for the guest’s needs and desires. Although it is true that some occupied rooms (stay-overs) will be the last to be cleaned each day (about 4:00 P.M.), the guests who wonder why their rooms are not serviced until the afternoon need only be reminded that a phone call to housekeeping or a sign on the door requesting early service will be accommodated as soon as possible. Otherwise, a room occupied by a stay-over guest might indeed be the last room cleaned that day in a particular section.

Occasionally, especially on weekends and holidays, many guests will indicate that they do not wish to be disturbed until late in the morning. A large number of such rooms could interfere with a particular GRA being able to enter *any* of the assigned rooms. If such is the case, a notification to the supervisor may warrant the GRA helping another housekeeper in a different part of the division until such time as rooms begin to open up. At the later time the “favor” can be returned. This is another example of the significance of teamwork and team operation within the division.

Many times during the morning the GRA may visibly notice rooms being vacated. When this is the case, such a room immediately becomes a checkout and can be entered next, provided there are no rooms of a higher priority (guest requests or front desk requests) that have yet to be serviced.

Cleaning the Guestroom

At this point the “housekeeping day” scenario will be suspended temporarily and the specific techniques and systems on how to clean a guestroom will be addressed. We will first look at the large hotel where all guestrooms are quite similar in size and furnishings. Then we will investigate the “suite type” hotel, where more than one room may be involved in an individual unit.

As mentioned in an earlier chapter, the national standard for numbers of rooms cleaned in one eight-hour shift by one person can vary from 13 to 20 rooms per day. This is usually dependent on the type of market being served, the type of furniture and bathroom involved, and the facility itself. The numbers of rooms cleaned each day will not, therefore, be at issue in this section.

Most hotels have set routines for guestroom cleaning based on their own objectives and experiences. There are many hotel corporations that have had years of experience to build upon in their procedures. Through experience they have developed and honed their procedures until they become quite unique. Other hotels take a different approach by letting their executive housekeepers start from scratch and develop new room cleaning procedures based on their own individual experience.

What follows, then, is not necessarily unique or generic, but an example of the systematizing of routines that must take place in any individual hotel if the operations are to become systematic, effective, and efficient. Although the following procedural examples are specific, they do not rule out the possibility that other examples can be offered as to the best way to clean a guestroom.

Special thanks are extended to the MGM Mirage and Mandalay Resort Group for allowing the use of their hotels as examples for this section on room cleaning.

Entering the Guestroom

The GRA should knock softly with the knuckles, not with a key (Figure 10.13) (Over a period of time, a key can damage the door finish.) The attendants should announce themselves as “Housekeeper,” “Room Attendant,” or simply “Housekeeping.” After waiting about fifteen seconds, if there is no response, they should repeat the procedure and insert their key or card-entering device into the door lock. Figure 10.14 shows a GRA as she inserts her entry card into the door. If there is still no



Figure 10-13 This Bellagio GRA begins her day at her first room to be cleaned with a friendly knock as she calls out “housekeeper.” (Photo taken with permission of MGM Mirage.™)



Figure 10-14 The Bellagio GRA has knocked and waited for an answer. She now prepares to enter the room by inserting her key into the door. (Note: This is a “smart” key, which is similar to a key card.) As she opens the door, she should again announce herself and ask, “May I come in please?” (Photo taken with permission of MGM Mirage.™)

answer, after another five seconds, she should open the door announcing once again, “Housekeeper, may I come in please?” If there is a guest in the room who failed to answer the door previously, then the guest should be addressed as follows: “I am sorry I disturbed you. When would it be convenient for me to service your room? I will be glad to come back at a later time if you wish.”

The guest’s answer should prevail as to whether the room is to be cleaned now or the attendant should come back at a later time. If the guest indicates it is all right to service the room now (while, the guest remains in the room), the attendant should excuse, him- or herself for a moment and report to the housekeeping supervisor, informing the supervisor that he or she will be cleaning that room and that a guest is currently inside the room. This is done to protect both the housekeeper and the guest from possible harm. The GRA should then return to the room, prop open the door with rubber door wedge, and place the housekeeper’s cart with its wheels firmly locked in front of the door. Under no circumstance should a GRA be in a guestroom with a guest behind a closed door.

There are now male as well as female guestroom attendants in American hotels and motels. Even if nothing untoward happens in that room, one does not want to give

a disturbed or malicious guest an opportunity to falsely accuse a hotel employee of attempted molestation.

In recent years, GRAs and guests have both been assaulted in guestrooms. If a housekeeper is seen to enter a room and close the door, and a guest is known to be in the room, other hotel employees should be trained to immediately report that GRA’s behavior to their supervisor. There have been cases where this has happened, and the other employees did not report the incident. In one instance, the male GRA proceeded to forcibly rape the guest repeatedly.

After the GRA has returned to the room, he or she might start a conversation by asking, “Did you have a nice sleep last evening?” or offer any other pleasant remark. The GRA might also ask, “Will you be staying another night with us, or will you be leaving later today?” The answer to this question will determine whether only the bed should be made and the room **tidied**, with the intent of returning later to finish the work for a new guest. The GRA might also conclude this remark by saying (if the guest is leaving later today), “All right, I will just make the beds and tidy the room and bathroom for you now, and I’ll return later to finish after you have departed.”

If the guest is staying another night, simply continue with a complete servicing of the room. If there is no



Figure 10-15 The floor supervisor reminds a GRA to make sure her cart completely blocks the door so that she will not be surprised by someone entering the room without her knowledge. (Photo taken with permission of MGM Mirage.™)

guest in the room at the time of entry, continue with the cleaning procedure.

Leave the door wide open. The attendant should pull the housekeeping cart across the doorway, positioning the linen side toward the room and as close to the wall as possible. Figure 10.15 shows a supervisor admonishing the housekeeper to cover the entire door with her cart. The cart should be positioned in such a way that no one can enter the room without being discovered.

The vacuum cleaner should be taken into the room, not left in the hallway. As the GRA enters the room, he or she should turn on all lights and open all drapes for proper light. If the TV was left on, it should be turned off.

The GRA should check around the room for items missing, damaged, or broken. If noticed, he or she should call the room status operator and notify a supervisor in order that an engineer or security person can be dispatched immediately.

The GRA should be sure to inspect the following items in every room, regardless of whether or not the room is a checkout or a stay-over. The GRA should report immediately to the **room status operator** any discrepancies found with the following items that cannot be immediately attended to:

1. Check all lights in the room; replace burned-out bulbs in the **swag lamp**, dresser lamp, or nightstand lamp. Report any other burned-out lamps to the room status operator.
2. Check drapes, cords, and pulleys.
3. Check shower doors or shower curtains for serviceability.

4. Check shower, toilet, and sink for leakage or other problems.
5. Check TV for proper sound and picture.

If any room service or bar items need to be returned, remove them to an assigned location or to the hallway and notify a housekeeping aide so that they can be further positioned for retrieval by the appropriate department. The supervisor should see to their quick removal from the hallway since they are unsightly and can begin to smell. If these items are not removed in a reasonable period of time, notify housekeeping central by phone.

If the room is an occupied room, pick up magazines and newspapers, fold them neatly and place them on the table or dresser. Never recycle these items unless they are in the wastebasket.

Suggested Cleaning Methods

Before actually entering into the servicing of a guestroom, a list of cleaning methods should be reviewed. All dusting should be done with a damp cloth or a cloth treated with an Endust-type chemical. Here are several suggested methods of cleaning specific items:

Mirror—Rinse with hot water and finish with a microfiber cloth.

Lampshades—Brush lightly with a microfiber cloth.

Shower stalls—Use an **all-purpose cleaner** and dry with a microfiber cloth.

Bath floor—Sweep with a broom, and damp mop with a sanitizer and an all-purpose cleaner.

Shower doors—Scrub with all-purpose cleaner, rinse, and dry with a microfiber cloth.

Sinks—Use an all-purpose sanitizer-cleaner, rinse, and dry with a microfiber cloth.

Tubs—Scrub with all-purpose cleaner, rinse, and dry with a microfiber cloth.

Chrome—Use all-purpose cleaner, rinse, and dry with a microfiber cloth; make sure there are no water spots.

Toilet Bowl—Wash the toilet inside and out. Wash the inside of the bowl with a Johnny Mop and the outside with a red microfiber cloth. Use a disinfectant cleaner on the toilet, and never, ever use the cloth used to clean the outside of the toilet for any other purpose, including the cleaning of other toilets. Wash the cloth before reuse. The purpose of the red cloth is for color coding so there is no cross contamination. Red is considered to be the choice for toilets.

A colleague once reported to me that he once observed a GRA clean his hotel room. She started in the bathroom with the toilet. Once she finished the toilet, she proceeded to clean the tub, sink, and mirror with the same cloth. From there she moved into the bedroom, where she used the cloth to dust the furniture and wipe down the telephone. Needless to say, my colleague felt compelled to report this activity to the executive housekeeper. The executive housekeeper replied that he just could not get good help anymore. My colleague replied that it might be a training rather than a hiring issue.

The following items should be dusted with a damp, or treated, microfiber cloth: luggage rack, drawers and shelves, wastebaskets, lamp bulbs, air conditioner, thermostat, pipes under sink, tables and chairs, TV and stand, headboards, nightstands, picture frames, and windowsills.

Special considerations in cleaning may require special products. When this happens, the supervisor should closely control the use of **special cleaning compounds**. All employees should be cautioned against “becoming chemists” and mixing chemicals, thinking a better solution can be attained if a few products are mixed together. For example, **acid bowl cleaner** used to remove spots and buildups in toilet bowls, when mixed with Clorox, can create deadly chlorine gas. In addition, some people may be allergic to certain kinds of products in concentrated form. All-purpose cleaners are supposed to be used at **specified dilution ratios** for specific cleaning jobs. Employees should be trained in this area and should be required to comply with the manufacturer’s specifications for dilution.

For protection, it is advised that rubber gloves be worn for all cleaning duties to guard against germs, infection, and possible chemical reaction. Although few products are used that can cause harm in cleaning, as mentioned elsewhere in the text, **HazComm requirements** direct that the dangers of each product used should be clearly labeled on each container. This information must be made available to the users of such products.

The Bedroom

Get all trash out of the room. The GRA should collect all waste and trash, remove it, and empty it into the trash receptacle bag on the cart. Take trash receptacles into the bathroom for cleaning. Collect all ashtrays in smoking rooms, empty them into the toilet, and flush; then wash all ashtrays and wipe dry. Damp wipe all trash receptacles, then replace ashtrays and trash receptacles.

Bring clean linen and any other supplies needed to service the room into the room. Do not place clean linen on the floor while preparing to make the bed.

Shake all bed linen carefully when stripping the bed. Guests tend to leave articles and valuables in and under the bed and in pillowcases. Notify the floor supervisor and follow **lost-and-found procedures** for any item left behind by the guest.

Check mattresses and box springs for soiled or torn spots. Also check for wires that may be sticking outside of the box springs. The mattress and box springs should be straight on top of each other and should be placed firmly against the headboard. Check bed frames where used (dangerous items if out of place). If adjustment is needed, notify the floor supervisor. Any bedding in need of replacement (wet mattresses, soiled bed pads, torn or soiled bedspreads, damaged or soiled pillows, soiled, damaged, or torn blankets) should be reported to the floor supervisor and replacement items secured immediately in order that work can continue efficiently.

Fresh linen should be placed on every bed that was used or turned down the night before. Do not use torn or spotted linens. Place any rejected linen in the reject linen bag in the linen locker (satellite linen room).

The bottom sheet should now be placed on the mattress so as to facilitate tucking in the top at the head of bed with a **mitered corner** (see Figure 10.16). The bottom sheet should also be tucked in on both sides of the bed, but not necessarily at the foot.

The second sheet should be placed on the bottom sheet with the smooth fabric finish down (so as to be next to the body), with the major hem (if any) placed “jam-up” against the head board. This should leave plenty of top sheet at the foot of the bed to perform another mitered fold after the blanket is placed in the proper position.

The blanket should now be placed on top of the second sheet, nine inches from the head of the bed. When the blanket is properly squared on the bed, the top sheet should be folded back across the top of the blanket. The top sheet and the blanket should now be tucked in together at the foot of the bed, and a mitered fold (Figure 10.16) made on both sides of the foot of the bed.

Some hotels employ a **snooze sheet** (a third sheet placed precisely on top of the blanket). This step also gives a quality application to the appearance of the bed if the spread is turned back or removed, but it is primarily done to protect the blanket from spills and spots. If a



A



B



C



D



E

Figure 10-16 The technique of making a bed using the mitered corner. In photo A, the top sheet and blanket have been tucked in across the foot of the bed and the sides hang free. In photo B, sheet and blanket are picked up together at approximately a 45-degree angle and placed tight against the side of the bed. In photo C, the bottom selvage is now tucked under the mattress while the top is still held up at the 45-degree angle. In photo D, the top is now allowed to fall and is smoothed. Photo E shows the side being tucked under the mattress. Depending on company policy, the sides could be left hanging down. The bottom sheet should also be mitered by itself at the head of the bed.

snooze sheet is employed, it will be tucked in at the foot of the bed simultaneously with both the blanket and the second sheet before the mitered corner is made.

Some hotels now *tuck in* the second sheet, blanket, and snooze sheet on both sides of the bed. Other hotels leave both sides untucked. When sides are tucked in, the guests will more than likely “unmake” the bed when they try to get into it. As top sheet and blanket are pulled back, the bottom sheet becomes untucked also.

This writer suggests the best of both methods. Tuck in the top sheet and blanket on the side of the bed opposite to the side the guest is more likely to use when entering the bed. Leave the side that the guest will most likely use to enter the bed untucked.

The bedspread. Because the bed is most often the major focal point of the guestroom, the bedspread must be properly positioned, smoothed, and without lumps upon completion of the makeup. Assuming the spread is properly fitted, it should just miss touching the floor on three sides and be properly tucked in at the head of the bed. The corners of the spread at the foot of the bed should either be tucked or pleated.

The spread at the head of the bed is easily dressed by first turning the spread back about 12 inches from the headboard. The pillows should be placed about 15 inches from the headboard on top of the turned-back spread. Once done, the front edge of the spread can be carried back over the pillows on both sides of the bed, and then the entire unit can be rolled together toward the headboard. Figure 10.17 shows the GRA turning back the spread about 10 inches from the head of the bed.

In Figure 10.18, she has placed three pillows on the turned-back spread and is now turning the spread back

over the pillows. Once done on the other side of the bed, the entire unit can be “rolled” toward the head of the bed.

The spread should then be smoothed as necessary for a complete and dressed look. This technique of making the head of the bed is easily mastered with practice and is especially useful when one person is making up a king bed with three pillows.

Portable beds are to be made with clean linen and, unless otherwise instructed, no bedspread is used. Most are made with a snooze sheet, which will act as a bedspread. If the room is a “checkout,” the bed is to be made up, pillow strapped vertically under the retaining strap, and stood up on its rollers. Once standing upright, the bed can be replenished under the retaining strap with one bath towel, one hand towel, one washcloth, and two fresh bars of soap neatly tucked in with the pillow. A housekeeping aide can now be called to remove the bed from the room and have it properly stored. Remember, portable beds are to be made up before being moved into the hallway.

Clean (**damp wipe**) chairs, tables, dresser tops, windowsills and tracks, headboards, air conditioner, thermostats, hanging swag lamps, pictures, luggage racks, and closet shelves. Figure 10.19 shows a GRA using a solution diluted and prepared especially for damp wiping furniture. Also dust all light bulbs and lamp shades. Properly adjust lamp shades and move the shade so that the shade seam is located in the rear of the light as would be seen by the guest. Dust bar areas (if applicable) and clean all mirrors in the bedroom.

Replace and/or reposition all literature, ashtrays, and hotel guest service directories or public relations (PR)

Figure 10-17 The GRA turns the spread back about 10 inches in preparation for rolling the pillows as a unit. (Photo taken with permission of MGM Mirage.™)





Figure 10-18 The GRA now rolls three pillows and the bedspread toward the headboard. This is an efficient way for one person to handle three pillows. (Photo taken with permission of MGM Mirage.™)

items. Matches should be carefully *placed* in ashtrays (not thrown into them) striker side up, with advertisement facing the front of the table or desk where they are supposed to be located according to hotel specifications.

Drawers should be opened in “checkout” rooms and damp-wiped. Check carefully for any items the previous guest may have left behind. Do not go into drawers of stay-over rooms.

Dust the desk area, including lamp and chairs. Check the phone directory. If the cover is torn or is marked or bent, replace it. All literature on and in the desk drawer

should be checked for completeness, and writing items should be clean and unmarked.

Check all drawers and closet shelves. Also check safes (if provided) and check underneath beds for items left behind. If any item is found, complete a lost-and-found slip, place the item and the slip into a plastic bag, and turn into the lost-and-found at the end of the shift. Remove any clothes hangers not belonging to the hotel; replace hotel clothes hangers as necessary.

Clean the guestroom TV. Figure 10.20 shows the GRA using an all-purpose product that has been



Figure 10-19 This Bellagio GRA uses a specially prepared and properly diluted product for damp wiping. (Photo taken with permission of MGM Mirage.™)



Figure 10-20 The GRA uses a properly diluted all-purpose cleaner for damp wiping the glass face of the TV. This dilution is also correct for all glass, mirrors, and clear plastics. (Photo taken with permission of MGM Mirage.™)

properly diluted for cleaning glass. The final wipe should always be with a dry cloth. The GRA should check to see that all telephone books have been returned to their proper place, then damp wipe all telephone receivers and remote controls with a germicidal disinfectant (Figure 10.21).

Adjust as necessary all drapes, light fixtures, and any other item that may be moved out of position.

Figure 10-21 The Bellagio GRA returns all phone books to their proper space and damp wipes all telephone receivers with a germicidal disinfectant. (Photo taken with permission of MGM Mirage.™)



For the *final dusting* step, if the room is a connecting room, open the connecting door and damp wipe the inside of the door and wipe the door sill. Damp wipe inside the entrance door around the lock area. Damp wipe the doorsill. Clean the entire area and damp wipe plastic covers (if applicable) on any signs on the back of the room door.

Some hotels require that every room be *vacuumed* every day. Others call upon the judgment of the GRA to make this decision based on a standard set of appearance criteria and a critical look at the floor by the GRA. Most times the GRA's judgment is well founded and time can be saved in the room cleaning routine. If the GRA's judgment is not good, the supervisor must work with him or her regarding his or her power of observation. Figure 10.22 shows the GRA vacuuming as a final step to cleaning the guestroom.

Cleaning the Bathroom

Turn on all lights and flush the toilet. Clean the inside and the outside of the toilet with the designated cleaner and a **Johnny Mop**. Make sure to clean under the rim where the flushing water emerges. Figure 10.23 shows the GRA properly gloved and using the Johnny Mop to clean under the commode ring.

To clean the tub/shower area, first place a dry towel inside the tub/shower. Then, with the designated cleaner, clean the shower walls, soap dish, and shower doors inside and out. In Figure 10.24, another housekeeper demonstrates the proper technique of stepping into the shower to clean it. She is standing on a cloth towel to



Figure 10-22 Vacuuming is a final step in cleaning the bedroom portion of the guestroom. (Photo taken with permission of MGM Mirage.™)



Figure 10-24 The GRA demonstrates the proper way to clean inside a shower. She is standing on a piece of soiled linen to make sure that she does not slip or scratch the floor surface. (Photo taken with permission of MGM Mirage.™)



Figure 10-23 The GRA is properly gloved while cleaning the bathroom commode with a Johnny Mop. (Photo courtesy of the Excalibur Hotel, Las Vegas.)

keep from slipping. Wipe chrome fixtures clean, including the shower head. Use a sanitizing cleaner to clean the inside of the tub. Pull the tub stopper out of the tub and clean it thoroughly. Replace. Dry all surfaces and wipe all water spots from chrome fixtures.

Clean the sink with the designated product and a microfiber cloth. Pull the sink stopper and clean thoroughly. Wipe clean and dry all faucets.

Check other chrome fixtures, including the toilet tissue and facial tissue holders and chrome towel rods. Damp wipe and ensure they are free from water spots. “Repoint” the toilet tissue and facial tissue (the first extended sheet of paper from each fixture should be folded so as to present a neat triangle-pointed tip for the next user of the bathroom).

Clean the mirror and damp wipe the sides of the mirror frame (if applicable). The mirror should be spotless. A damp microfiber cloth with no cleaner will usually give the best results. Wipe all chrome plumbing fixtures underneath the sink and behind the toilet.

The toilet should be cleaned with a germicide cleaner. Clean the outside of the toilet tank, the toilet lid, seat, and base. With a Johnny Mop, clean the inside of the



Figure 10-25 The GRA checks the amenity package for completeness and placement in accordance with her hotel's standards. (Photo taken with permission of MGM Mirage.™)

bowl. Flush; rinse the Johnny Mop carefully so as not to drip on the floor, and return it to the housekeeper's cart.

The floor should first be swept with a small corn broom to remove hair and large particles of dirt. Wipe the floor (using a sanitizing cleaner), including all corners, and behind the toilet and the door. Damp wipe the wastebasket and reposition.

Figure 10-26 Although GRAs should not be overly conversational with the guests, they should welcome the opportunity to provide simple amenities. Here, a GRA delivers a magazine to a guest with a smile. (Photo taken with permission of MGM Mirage.™)



Check the supplies. Replace as needed. Most guestrooms should be equipped with one bath towel, one hand towel, and one washcloth for every pillow in the guestroom.) Also include at least one bar of bath soap and one bar of facial soap. Some hotels use two bars of each kind of soap in every guestroom. Still others are using the **amenity package** (See Figure 10.25) for soaps, shampoos, softeners, and powders. Additional rolls of toilet paper and boxes of facial tissue are also included. Do not replace the toilet tissue in the fixture until the roll is less than one-fourth full. Fold towels properly and set up the bathroom as instructed.

For the *final bathroom check*, recheck all lights in the bathroom. Check the room once more before leaving and lightly spray with air freshener. Turn off all lights in the bathroom.

For the *final inspection of the bedroom*, the guestroom attendant should move to the front of the room next to the entrance door and observe the entire room. Remember, what is now seen is what the guests will see as they enter the room. The attendants should also be proudful about their work. They should leave behind what they would be willing to enter upon if they were paying what the guest is going to be paying.

In general, the GRA will come into more contact with the guest than will the department head or even the general manager. For this reason, the GRA should remember to wish guests a "happy visit with us" and invite them back again. After all, the guest pays everyone's salary.

Should the guest be present when the room is being serviced, the GRA should act the way a host or hostess would in his or her own home. After all, it is the first-line employee (in this case, the GRA) who delivers hospitality in our industry. In Figure 10.26, at the request of the



Figure 10-27 A supervisor checks the interior of a window for smudges. (Photo taken with permission of MGM Mirage.™)

guest, the GRA locates a magazine suitable for relaxing entertainment. (Employees must remember that the guest is the reason for our work, not an interruption to it.) The GRA should now back out of the room, ensuring that the door is completely locked, and either move to the next room to be cleaned or, when finished with the shift, move to the satellite linen room and restock the housekeeper's cart for the next day.

If this had been a *room made ready* (after the prior guest had checked out), the supervisor would have been

notified that the room is properly serviced. In this case, he or she may choose to inspect the work for completeness and standardization of setup. In Figure 10.27, the supervisor checks to ensure that windows on the inside are dust and smudge-free. Drawers are inspected to be sure they are damp wiped, dust-free, and have no extraneous articles in them (Figure 10.28). The supervisor makes sure that towels are properly counted, folded, and shelved in the bathroom (Figure 10.29). Finally, a last-minute tidying of a pillow on the sofa is in order (Figure



Figure 10-28 As a form of quality control, Teresita Arenas, Housekeeping Supervisor at Bellagio checks a drawer to ensure it is empty and dust-free. (Photo taken with permission of MGM Mirage.™)



Figure 10-29 The supervisor checks the bathroom for correct towel setup. (Photo taken with permission of MGM Mirage.™)



Figure 10-30 The final touch—fluffing the sofa pillows. (Photo taken with permission of MGM Mirage.™)

Figure 10-31 The supervisor automatically reports the suite as “ready for occupancy” by dialing the rooms management computer system. Status board operators in housekeeping central and front desk are notified of the availability of a Ready Room. (Photo taken with permission of MGM Mirage.™)





Figure 10-32 The GRA is reminded that tags on guest bathrobes should show price information in case the guest would like to purchase one. (Photo courtesy of MGM Mirage.™)

10.30). Then the supervisor calls *the computer* to report that the suite is ready for occupancy (Figure 10.31).

A housekeeping manager stops by to add his input. After praise, he indicates that price information on bathrobes (available for guests to buy should they choose to do so) should be visible (Figure 10.32).

Suite Hotels (with Kitchens, Fireplaces, and Patios)

There are many different types of hotel offerings that involve standard but, in their own way, unique routines. A good example of this type of hotel is a **suite hotel** where more than the standard bedroom and bath are offered. Such facilities might include a formal sitting room or parlor, bedroom, kitchen and dining area, fireplace, and formal patio. A good example of such a facility is the chain of hotels known as Marriott's Residence Inns.

The Marriott Corporation reaches into several market areas of the hotel industry: the Full Service Hotels are at the top of the line; Residence Inns are upper-scale apartment-type accommodations for guests expecting to stay anywhere from one night to six months. This type of operation is designed to reach the guest who might be moving into a community or someone working in a community for a limited period of time. Because this operation caters more to the individual who is having to maintain a home away from home, it is not unreasonable to find that linen would not be changed as often as in a full-scale hotel, where guests are expected to come and go almost daily.

What follows is the daily routine of the guest-room attendant (GRA) for this unique type of hotel. The reader should assume that the GRA is equipped as before with the necessary cleaning equipment and supplies. Specific details on how to clean or make beds will not be repeated.

Grateful appreciation is extended to Marriott's Residence Inn, Las Vegas, Nevada, for allowing part of its systems to appear in this text.

Cleaning the Suite Areas

Daily cleaning (vacant and ready rooms) is begun as before, by observing the proper protocol for entering the room. The **suite attendant** will then turn on all lights to check for burned-out bulbs; replace as necessary, then clean all light switches, lamps, and lampshades.

Any carpet stains present will be treated.

Wastebaskets, trash containers, and ashtrays will be emptied. After emptying, clean and damp wipe all wastebaskets as necessary, wipe and dry ashtrays. Replace liners in wastebaskets, if applicable, and reposition.

Furniture and shelves will be damp wiped and the carpet vacuumed as necessary. Make sure that all furniture out of place is restored to its proper position.

Check patio doors and the outside door. Make sure they are locked and the **security bar** is set and in place with **security chain** in place.

Check for finger smears or dirt on the sliding glass doors or windows; clean as needed.

Clean all windowsills, windows, curtain rods, and doors, including the door tracks.

Ensure that the telephone is restored to its proper place and that the phone cord is not tangled.

All pretreated spots on carpets should now be scrubbed, rinsed, and dried as necessary.

Entrance Area and Closets

Using a damp cloth, wipe the inside and outside of the entrance door, door facing, the threshold plate, door knob, and all door hardware. (Abrasive cleanser is not to be used on hardware.) Clean and vacuum the entrance mat.

Ensure that a flyswatter is positioned on the closet shelf. Check also that the proper type and amount of clothes hangers are in the closet. Foyer closet has four hangers, main closet has four to six regular/skirt hangers. Vacuum interior of closet. Ensure that the **room rate card** is properly in place.

Living Area

If the fireplace has been used, notify a housekeeping aide to come and clean the residue. Clean all fireplace tile, the black face plate, flue handle, screen, and poker. Close the flue and clean the picture above the fireplace. Such routines become instinctive after repeatedly following the prescribed procedures. Figure 10.33 shows a suite attendant following an instinctive procedure.

Ensure that all reading and PR materials are in place. The radio should be tuned to an “easy listening” station.

Dry wipe the TV screen. Damp wipe the TV stand and face plate. All cords to standing lamps should be dust free and placed safely out of the way.

Ensure that the candy jar is clean and has the required candy pieces. Make sure that the live plant is in its proper place.

Beds

Empty and clean the bed bench and nightstand drawers. Return all phone books to their proper place.

Check the spread for stains, topside and underside. Replace with a clean spread if necessary.

Check blankets for holes, stains, and tears. If a hole is smaller than two fingers, triple sheet the bed.

Mattress pads should be stain-free. Make the bed.

Sheets should be changed at least twice a week in stay-over rooms. All checkout rooms must have linen changed.

Check the alarm clock and ensure that the time is accurately set.

Bathroom

Wipe and dry the shower curtain and rod with a cloth dampened with all-purpose cleaner. Clean the tub enclosure with the assigned product.



Figure 10-33 A suite attendant damp wipes the picture frame above the fireplace as part of her servicing routine. Such a procedure become instinctive with repetition. (Photo taken with permission, Marriott's Residence Inn of Las Vegas.)

Clean all mirrors and polish chrome with glass cleaner.

Clean the toilet bowl. Check holes under the rim. Disinfect weekly or upon checkout. Clean the toilet seat/lid hinges, base, and caps with all-purpose cleaner.

Clean sinks with all-purpose cleaner. Remove any burn marks.

Reset the shower area with clean bathmat and fresh soap. Figure 10.34 shows the proper setup display for the suite bathroom.

Replace other soaps and tissues as necessary. If facial tissues are low, leave extra supplies on the vanity. Always leave an extra roll of toilet tissue.

Place clean bath towels, hand towels, and washcloths in the bathrooms according to placement standards.

Kitchen

Wipe clean the front, controls, and crevices of the dishwasher. Check inside the dishwasher for objects left behind by the guest, or for any small items that may have fallen into the bottom. If dirty dishes have been left by



Figure 10-34 The tub/shower area; clean, dry, and properly set up with a cloth bath mat and fresh soap. (Photo taken with permission.)



Figure 10-35 In cleaning the kitchen of an occupied suite, the suite attendant loads all soiled dishes into the dishwasher and turns it on. If there are only a few dishes, she will wash them in the sink. (Photo taken with Residence Inn permission.)

the guest, load them in the dishwasher (Figure 10.35) and turn on; or, if the dishes do not make a full load, wash them by hand.

Place any clean dishes and utensils in their proper place according to the **Quest for Quality Standards Placement Guide**. (This is a small publication of photographs indicating the proper setup of every item in the kitchen and other parts of the suite. Every dish, pot, pan, knife, fork, and spoon has its place.)

Pots and pans should be cleaned daily; make sure that any black marks or stains are removed.

Check the inside of the refrigerator and freezer:

- Wipe up any spills.
- Remove any items left behind.

Clean the outside, top, hinges, and the door gaskets of the refrigerator door. Clean and leave dry.

Check oven burners for operation; check inside the oven for spills; clean as necessary. Damp wipe the oven front and control panel as necessary. Clean the oven hood and air cleaner.

Cupboards: Wipe all shelves. Ensure that all dishes and glasses are clean and free of water spots. Wipe the fire extinguisher and store properly.

If small appliances have been used (toaster, coffee maker, popcorn popper), clean and/or polish the exteriors or wash as needed. Replace in appropriate positions. Wipe any crumbs off the bottom of the toaster tray.

Wash down countertops and behind sinks and ledge. Clean sink and polish chrome.

Check dishwasher soap supply. Replenish as needed; no less than one-third of a small box is to be left.

Replace the **first-nighter kit**. Figure 10.36 shows a suite attendant replenishing the first-nighter kit, with the dining area properly set for a newly arriving guest.

Gather dirty napkins and replenish the clean napkin supply as necessary.

Place a clean kitchen towel and dish cloth by the sink according to standards.

Replace all ashtrays in their proper position. Figure 10.37 shows the suite attendant checking a final setup in the desk area of the suite.

Figure 10-36 The “first-nighter kit” is being checked for an incoming guest. It contains small amounts of kitchen soaps and small packets of coffee, creamers, sugar, and sweeteners. Note the dining area setup. (Photo taken with permission, Marriott’s Residence Inn.)



Before Leaving the Room

On checkouts, set the thermostat: air-conditioning at 75 degrees, heat at 65 degrees. Ensure that the fan is left on “auto.”

Turn off all lights except over the kitchen sink.

When completed, stand back and observe your work. Complete any maintenance request forms and turn in to the supervisor.

When servicing suites where guests are present, experience has shown that guests will more than

likely remain out of your way, allowing you to get on with the work. This does not rule out the opportunity to be pleasant and extend hospitality to the guest. All suite attendants are encouraged to participate in friendly conversation when the opportunity presents itself.

The daily cleaning guide for stay-overs is essentially the same, except that, in the kitchen, soiled dishes are placed in the dishwasher and the machine started.

Check the refrigerator and freezer for any spills. Clean as necessary.

Figure 10-37 A suite attendant places a clean ashtray in its proper place at the desk. (Photo taken with permission, Marriott’s Residence Inn.)



The H.O.M.E.S. Manual

The preceding steps involving suite hotels are contained in one of the Marriott's Residence Inn's *Hospitality Operations Manual for Excellent Service (H. O. M. E. S.)*. There are other **H.O.M.E.S. manuals** for procedures involving the Front Office, Maintenance Department, Hotel and Housekeeping Management, Uniform and Grooming, and **Commitment to Quality**. There is also a "Quest for Quality Placement Standard Guide" for every item in a suite. Additional guidance is offered when working in guest contact areas.

As should now be evident in the scenarios just presented, there is great detail in the step-by-step procedures involved in cleaning the guestroom. At first glance, what has been shown might seem almost insurmountable. What appears to be overwhelming becomes quite instinctive, however, with training and practice. At the Residence Inn, the experienced GRA cleans more than 16 rooms a day.

Let us now return to the scenario of the "daily routine."

The Housekeeping Day Continued

As the GRAs complete each room, they should make a written record of each room cleaned in order to know when the daily work assignments have been completed. In addition, the GRAs should reevaluate the priority of cleaning rooms after each room is finished. A new request for early service may have appeared, or checkouts may have been noticed while cleaning a particular room; these situations can cause a small change in the order in which the work schedule should be progressed.

Suppose, during "opening of the house" the supervisor was notified on the Daily Work Report which rooms were expected to check out that date. However, the GRA was not so notified. When the GRA is told about expected checkouts, it is important to know whether to wait for those rooms to be vacated before rendering service. What if a room is scheduled to be vacated and the outgoing guest requests early service? The room might have to be serviced twice in the same day: once by special request of the guest for early service and then again after the guest departs. A reasonable compromise can be reached, provided the early service request is honored. The GRA asks all guests requesting early service, "Will you be staying another night with us?" Then expected departures will be noted, and the GRA may say, "Very well then, I will just spread up your bed and tidy the bathroom until after you have left, then I will come back and completely service the room. In this way, your room will be straight and I need not disturb you for any great length at this time." Such an answer is usually well received by any guests expecting to have visitors in their rooms and who are departing later.

The GRA continues throughout the day cleaning each room assigned in a priority order, as described here, until the last room on the schedule has been serviced. Likewise, the section housekeeping aide and the supervisor continue with their functions as described here and as further set forth in their job descriptions.

The working team takes a 15-minute break from work in the morning, a 30-minute lunch break, and a 15-minute break in the afternoon. Most housekeeping departments operate in such a way that lunch breaks are on employee time—that is, employees punch out for lunch and are on their own time—and the 15-minute morning and afternoon breaks are on company time. During the rest breaks and lunch periods, it is advisable that some member of the team stay behind in the general work area until the main portion of the work team returns. This staggering of break time allows for someone always to be present in the event of some emergency or priority of work requirement. The priority of work and chronology of the day continue very much as described until 1:00 P.M., at which time the status of those rooms heretofore noted as "do not disturb" must be resolved.)

Resolution of Do Not Disturbs (1:00 P.M. to 3:00 P.M.)

Let us assume that no prior specific notification has been received by the housekeeping department regarding a known late sleeper and that no specific request for late service has been received. (If such had been the case, a specific time would have been arrived at for the receipt of daily room cleaning service.) It then becomes necessary to resolve the status of those rooms that have heretofore been noted as **do not disturb (DND)**. This also involves determining the status of rooms in which pins have been out on doors. It would not be uncommon for GRAs to have several such rooms in their sections each day.

Because 1:00 P.M. is checkout time, this is a reasonable time to resolve the DND status of such rooms. Room doors with pins out are simply knocked on. Since it is difficult to knock on a door in the face of a sign indicating "do not disturb," a more practical method of resolving this dilemma is to call the room. This call may be made from a vacant room, possibly as close as across the hall. Before actually making the call, it is appropriate to consider all of the possibilities you could face by making such a call:

- Case 1: The answering guest either
 - (a) was asleep
 - (b) was awake, but was not aware that the DND sign was on the door.
- Case 2: The guest does not answer.

In case 1 it would be appropriate to open the conversation as follows: "Good afternoon, this is Mary from the

housekeeping department. I am calling to find out at what time you would like to have your room serviced today.” Most answers to such a question asked over the telephone fully resolve what is to be accomplished in the DND rooms. Such answers as, “You may come now” or “Come in about one hour” or “Do not come until 6:00 P.M.” or even “I do not want service today” resolve the problem. However, any guest not desiring service today should prompt the following type of reply: “Very well; however, I have an attendant on her way up to your room with some fresh towels. She will be there in just a moment.”

What has been accomplished with such a scenario is that someone will be able to evaluate the situation. Even though the guest has paid for a room that comes with daily service, including a change of bed linen, you cannot force service on a guest. It is imperative, however, that someone get a peek into the room in question to verify that nothing illegal is happening in the room. (Most illegal acts being performed in hotel rooms are covered by a DND sign and a statement that no service is desired that day.) The peek will be obtained under the guise of delivering the fresh towels into the room. In every case in which service is being refused, the supervisor and a housekeeping manager should be notified. The supervisor or manager might deliver the towels to verify that service was in fact being refused, as well as to engage the guest in conversation to ensure that no illegal activity is taking place within the room.

In case 2, in which there is no answer to the phone call, the GRA should go immediately to the room, knock on the door, and enter the room. In most cases in which a phone call has received no answer, entering the room will reveal only that the guest is out of the room or has checked out. In either case, the guest has usually left the room forgetting to remove the DND sign from the door.

If the door pin is out and the guest has failed to answer a knock on the door or a phone call, immediate management attention is warranted. The main concern in this case is that someone in the room has locked him- or herself in and is now incapacitated to the extent that he or she cannot answer the door. Without delay, this room requires a manager with an emergency key that will allow immediate entry.

A similar situation exists if the GRA attempts to enter a room with the floor master key after a phone call to a room and, as the door is opened slightly, the chain lock is found to be on the door. Concern in this situation is great enough to warrant calling a manager and an engineer with a bolt cutter in preparation for cutting the chain on the door.

There are two specific exceptions to the concerns stated, both of which should be considered before using the emergency master key or the bolt cutter. The room may have been sold as a part of a suite that adjoins the adjacent room. Quite often when guests have two rooms, they will chain lock and/or bolt latch one room and enter the locked room through the internal door of the ad-

acent room. A quick check at the front desk will reveal whether or not this has happened. The other exception occurs when the room is on the first floor and is capable of being vacated through a sliding glass door. It is not unusual to find that guests have chain locked and placed the latch bolt on the hall door, left a DND sign on the door, and checked out, departing through the sliding glass door to the street. This possibility should always be investigated before cutting chains and using emergency keys on first-floor room doors.

Although the possibility might seem remote, guests have been found dead in the hotel guestrooms, and this possibility will always confront the GRA when access to guestrooms cannot be immediately gained. The fact that a deceased person could be discovered in a guestroom should be covered well in training sessions.

Having resolved the status of all rooms previously seen as DNDs, the GRA continues cleaning guestrooms, following the same priority as in the morning. The first part of afternoon cleaning of guestrooms will find heavier involvement with checkout rooms, since most checkouts would have departed by 1:00 P.M. The overload of vacant and checkout rooms will be eliminated within about two hours, leaving mostly occupied stay-over rooms to be finished in late afternoon. Afternoon room cleaning will be interrupted only by the necessity to make a P.M. room check.

The P.M. Room Check

Unlike the A.M. room check during the morning activities, there is now a need to obtain a factual “look” at the status of *every* room in the hotel and to report this status in order that the front desk may purify the room rack in preparation to selling out the house each night. The **P.M. room check** is carried out by each GRA, at a specific time and as quickly as possible, checking every room in the normally assigned section.

There are exceptions to the need to knock on every door. Should the GRA see a guest vacate a room a short time before the room check, there is no need to open that door since the room is known to be vacant. Likewise, should the GRA see a guest check in just a short time before room check, the room will obviously be occupied. Sometimes stay-over guests make themselves known to their GRAs. Again, known occupancies do not require the guest to be unnecessarily disturbed. However, accuracy must take precedence over bypassing a room at the P.M. status inspection.

Recall from Chapter 9 that the GRAs were given a blank copy of their section reports and that the supervisors were given a blank copy of the open section reports. Thus, in the model hotel there are 20 section P.M. Report sheets available in the house each day upon which to record the results of the P.M. Report. At approximately 3:00 P.M., most expected checkouts have departed (there could be exceptions) and a majority of today’s arrivals

GRA DAILY REPORT					
SECTION <u>1</u> (18) RMS.		AM. <u>PM.</u>			
GRA <u>Julia</u>		Day <u>Wednesday</u>		Date <u>11/4</u>	
ROOM #	C/O	OCC	R	REMARKS	PICK-UP
1001		✓			
1002	✓				
1003		✓			
1004		✓			
1005			✓		
1006			✓		
1007		✓			
1008		✓			
1009	✓			Engineer working on A/C	
1010	✓				
1011		✓		Request 8:00 P.M. late service	
1012			✓		
1013			✓		
1014		✓			
1015			✓	L & F item removed	
1016		✓			
1017		✓			
1021	✓				

Figure 10-38 GRA's Daily Report for section 1. Form used to record results of the 3:00 P.M. room check. Markings are the result of that room inspection.

have not yet arrived. Therefore, 3:00 P.M. is an appropriate time to conduct the P.M. room check and prepare the report. The P.M. inspection is conducted in such a way as to ensure accuracy. Except for the situations mentioned earlier, every door in each section will be opened between 3:00 P.M. and 3:10 P.M.

There are many different ways of knocking on room doors and announcing the GRA's presence. The worst possible situation occurs when the GRA knocks on the door with the key (thus damaging the woodwork finish on the door) and yells, "Maid," thereby disturbing everyone within hearing distance. There is a much more professional manner in which to proceed.

It should be standard practice that the GRA knock on guestroom doors only with the knuckles, never with an object of any kind that could damage the door with repeated abuse. The term "housekeeper" should be used in place of "maid." The following is a professional procedure that may be followed:

1. Knock on the door with the knuckles.
2. Announce yourself as "Housekeeper." If there is an answer, say; "Please excuse the knock, I am conducting a room status check. Thank you, have a nice stay with us." Then go to the next room. If there is no answer, continue the procedure.

GRA DAILY REPORT					
SECTION <u>2</u> (18) RMS.		AM. <u>PM.</u>			
GRA <u>Open</u>		Day <u>Wednesday</u>		Date <u>11/4</u>	
ROOM #	C/O	OCC	R	REMARKS	PICK-UP
1031			✓		
1032	✓				
1033			✓		
1034		✓		<i>Luggage Only</i>	
1036		✓			
1038			✓		
1040		✓			
1042			✓		
1044		✓			
1046	—	—	—	<i>ooo</i>	
1049			✓		
1051			✓		
1053		✓			
1055	✓				
1057			✓		
1059		✓		<i>Request 10:00P.M. late service</i>	
1061			✓		
1231			✓		

Figure 10-39 GRA's Daily Report for section 2, which was an open section and was therefore inspected by the senior GRA for tile red division.

3. Knock on the door again.
4. Insert the key in the door.
5. Announce again, "Housekeeper."
6. Open the door and, as the room is entered, say, "May I come in, please?"

Someone who may not have heard the first knock usually hears the key enter the door. At any time there is a reply, simply apologize and indicate that a room status check is being conducted. When no one answers, enter the room to determine the room status.

The person conducting the room check observes the room to determine the following:

Ready rooms (R): Rooms that are clean and ready to rent.

Occupied (OCC): Rooms that have a guest in residence (rooms that contain luggage are also considered to be occupied).

Checkout (C/O) or on change: Rooms that have been vacated and have not yet been made ready for a new occupant.

Figures 10.38 and 10.39 show the GRA's Daily Report for the P.M. for sections 1 and 2, respectively. Julia was assigned to section 1 and she therefore conducts the inspection for that section. Section 2 was an open section,

so the supervisor will conduct the room inspection. One of the three defined statuses—C/O, OCC, R—will be indicated for each room by placing a checkmark in the appropriate column. Any special remarks that need to be forwarded will be noted. Those rooms provided to Julia in the morning as pickup rooms are not checked by Julia since they will appear on another section sheet. It is therefore only the printed room numbers (left column) that need to be checked. Each room should always have *one* of the three statuses marked next to it—*never more than one*.

After each GRA has completed a room check for the section and filled in the P.M. Report, the report is placed on the GRA's cart to await pickup. After the supervisors have completed checking all open sections within the division, they circulate among their teams and pick up the completed room reports. In the four divisions in the model hotel there will be 20 reports, all of which should be brought to the main linen room by about 3:30 P.M. It is at about this time that the second, or evening, shift will be reporting for work; there will be a shift overlap of about one hour.

Other Activities during the Shift

There are many other activities associated with cleaning guestrooms that are not as obvious as those done by the room attendant.

The GRA is assisted by someone keeping soiled linen and trash off the housekeeper's cart. That person is a **section housekeeping aide** and is usually a member of the team working in the area.

Other matters of resupply are also significant. Having the necessary linen to resupply the housekeeper's cart along with the other supplies needed to service the guestroom requires a whole new army of support personnel involved in total linen handling, especially when linen must be sent out from large hotels to commercial laundries.

There is the resupply of major cleaning chemicals, most of which must be diluted to **specified dilution ratios**. To maintain control of dilution, it is usually accomplished in a separate place by one person qualified to do so.

Figures 10.40 through 10.47 depict some of these activities.

Shift Overlap: First and Second Shift Coordination (3:30 P.M. to 4:30 P.M.)

When the night supervisor and night housekeeper report to work at about 3:30 P.M., their first task will be to accept the 20 GRAs Daily Reports. They will then transcribe the information from each of these 20 reports onto the **Housekeeper's Report** for later forwarding to the front desk and the controller's office. This report



Figure 10-40 During the day shift, the floor housekeeping aide provides linen and trash removal services to all GRAs on his team. He is also responsible for guestroom public area cleaning. Here the housekeeping aide is vacuuming a hotel hallway per schedule. (Photo courtesy of MGM Mirage.)

is somewhat tedious to transcribe because of the different order in which rooms will be arranged on the Housekeeper's Report (which follows a pattern laid out on the front desk room rack). Figure 10.48 is a Housekeeper's Report prepared from the information received from each of the Section Reports. (Rooms that are first indicated as C/O and then changed to R are explained later.) Note that, where applicable, the information received from Julia in section 1 and from the supervisor in the red division coincides with the information contained in the Housekeeper's Report. Note also that the form on which the Housekeeper's Report is prepared is identical to the form on which the night clerk prepared the report early in the morning that was used to open the house. However, on the Housekeeper's Report, every room will have an indication next to the printed room number of the status in which it was seen over a time span of about 10 minutes (between 3:00 and about 3:10).

The report will normally take about 30 minutes to transcribe. No sooner than the transcription is completed will the report need to be updated before forwarding. Between 3:00 and 4:00 P.M. many things happen to cause the status reported at 3:00 P.M. to change. Guests are checking into ready rooms; a few guests will be departing after 3:00 P.M.; but most significant is that the rooms reported as checkout rooms will now have



A



B

Figure 10-41 In the linen chute room at the Bellagio (photo A), a utility person gathers all soiled linen and packs it into large rolling hampers used to transport it to a commercial laundry. The work is grueling, but it has been made into a badge of honor. These T-shirts (photo B) are only for “snake eaters.” (Photos courtesy of MGM Mirage.)

been made ready. (It is quite possible that a GRA who had reported three rooms as checkouts would have been able to service all of them between 3:00 and 4:00 P.M.) As each GRA leaves the floor at 4:00 P.M., he or she notifies the supervisor of the rooms previously reported as checkouts that are now ready. As the GRA moves to the satellite linen room to resupply the cart with linen for tomorrow’s work effort, each senior housekeeper carries the updated information to the main linen room. The night supervisor uses this information to update the Housekeeper’s Report.

In Figure 10.48 there are update corrections that have been made to many of the rooms originally showing checkout status. There is also an update recap at the top of the page. What had been originally noted as 45 checkout rooms has now been reduced to 13. Also, the vacant and ready rooms have been increased from 158 to 190. It is not uncommon to erase the original indications and replace them with the correct indications. However, passing the updated information on to the front desk in both its original and corrected forms may help front desk personnel resolve discrepancies, since they will



Figure 10-42 A clean supply of blankets and bedspreads is being returned to a satellite linen room from a commercial laundry. (Photo courtesy of MGM Mirage.)



Figure 10-43 The GRA loads her cart with a fresh supply of linen. Some hotels require that carts be loaded at the end of the work shift; others reload in the morning. Usually this depends on whether or not a clean supply of linen is available at the end of the shift. Large properties that send their linen out to commercial laundries usually have to wait until satellite linen supply rooms have been restocked during the night. (Photo courtesy of the Excalibur Hotel, Las Vegas.)



Figure 10-44 A chemical mixing station, where spray bottles are filled with tomorrow's supply of products for GRAs to use. (Photo courtesy of MGM Mirage.)



Figure 10-45 Another chemical mixing station located near a mop sink, in a satellite storeroom, allowing users easy access. Note the labeling of containers, required by Hazardous Communications Laws (HazComm). Information regarding hazards connected with a product must be clearly specified on the container. Products in smaller containers carry the same precautions as the container from which the product was drawn. (Photo courtesy of MGM Mirage.)

know which rooms were rented or vacated between 3:00 and 4:00 P.M.

At 4:30 P.M.

The Housekeeper's Report should be completed *no later than 4:30 P.M.* It is reviewed by a manager (and signed), a copy is made and retained, then the original is taken immediately to the supervisor or manager at the front desk.

In the meantime, GRAs should have finished loading carts for tomorrow's work schedule. There is a fresh supply of linen that the section housekeeping aide brought from the laundry and placed in the satellite linen room before 4:00 P.M. The section housekeeping aide collects all soiled glasses in cases, places them on rolling dollies, and moves them to the main linen room for washing and rebagging by the night crew. The supervisor returns to the satellite linen room to see that all carts are properly

loaded and stowed for the night. Finally, all linen rooms are checked to ensure that trash has been removed and the linen room has been left in an orderly and locked condition. If top caddies are used on carts, they are returned to the main linen room for restocking. All workers who started work at 8:00 A.M. clock out at 4:30 P.M., having concluded an eight-hour workday in 8½ hours lapsed time. (Recall that each employee was not on the clock during a 30-minute lunch break.) Before leaving the facility, each employee checks the Tight Schedule (see Chapter 3) to see if he or she is scheduled to work on the next day.

Discrepancies and Rechecks Generated (4:30 P.M. to 6:00 P.M.)

After the A.M. shift has departed, some member of department management or one of the day supervisors inspects all corridors and service areas to ensure that no piece of equipment, soiled linen, trash, or debris of any kind has been left in any hallway. Satellite linen rooms are spot checked to ensure that no trash cans (fire hazard) have been left unemptied and that all service doors are properly locked. Before the departure of the last department manager, the lost-and-found is chain locked (see lost-and-found, SOP, Chapter 9).

Barring any late administrative work or the need to remain behind to visit and/or work with the night crew, management's day can now be considered at an end. Evening operation of the department is now left in the control of the night supervisor, who will direct the activities of the night GRA, night section housekeeping aide, and night public area housekeepers.

A short time after the Housekeepers' Report is delivered to the front desk, the night supervisor would have transcribed all checkouts remaining on the Housekeeper's Report to the **Night Supervisor's Report of Evening Activities** form (Figure 10.49).

Recall that there were 13 rooms indicating checkout status on the Housekeeper's Report. These room numbers are transferred into the first column of the Night Supervisor's Report. Rooms 1011 and 1059, which had been listed on Section Housekeepers' P.M. Reports for sections 1 and 2 as requesting late service, are inserted on the Night Supervisor's Report with the time that they should be cleaned.

Note the column marked "Turn down." This information is received from the front desk and refers to rooms that are to have one or more beds turned back for night use. Turn-down service is usually begun when guests are out of their rooms during the evening dinner hour and continues until all rooms are completed. It is a service once reserved for VIP guests but is now provided in many higher-priced hotels as a routine function in all guestrooms. Figure 10.50 shows an example of turn-down service being provided in a guestroom.



Figure 10-46 Other supplies needed by the guestroom attendant are made available in storerooms where carts are loaded. (Photo courtesy of the Excalibur Hotel, Las Vegas.)



Figure 10-47 Issuing storekeeper utility person checks on inventory or dry storage supplies, which are drawn daily by floor housekeeping aides. (Photo courtesy of MGM Mirage.)

HOUSEKEEPER'S REPORT																																															
Total Rooms Occupied <u>147</u>												Date <u>11/4</u>																																			
Total Rooms Vacant <u>158 190</u>																																															
Check Outs <u>45 13</u>												Prepared By <u>R. J. Housekeeper</u>																																			
Stayovers _____																																															
Out of Order <u>3</u>																																															
Room	O	C	R	C	O	Room	O	C	R	C	O	Room	O	C	R	C	O	Room	O	C	R	C	O	Room	O	C	R	C	O	Room	O	C	R	C	O	Room	O	C	R	C	O						
1001	✓					1068	✓					1228	✓					2051	✓					2110	✓					3015	✓					3079	✓					3222	✓				
1002			✓			1071	✓					1229	✓					2053	✓					2202	✓					3016	✓					3080	✓					3223	✓				
1003	✓					1072	✓					1230	✓					2055	✓					2202	✓					3017	✓					3081	✓					3224	✓				
1004	✓					1073	✓					1231	✓					2057	✓					2204	✓					3019	✓					3083	✓					3225	✓				✓
1005	✓					1074	✓											2059	✓					2205	✓					3021	✓					3085	✓					3226	✓				
1006	✓					1075	✓											2061	✓					2206	✓					3023	✓					3087	✓					3227	✓				
1007	✓					1076	✓					2001	✓					2062	✓					2207	✓					3025	✓					3089	✓					3228	✓				
1008	✓					1077	✓					2002	✓					2063	✓					2208	✓					3027	✓					3091	✓					3229	✓				
1009	✓		✓			1078	✓					2003	✓					2064	✓					2209	✓					3031	✓					3093	✓					3230	✓				
1010	✓		✓			1079	000					2004	✓					2065	✓					2210	✓					3032	✓					3095	✓					3231	✓				
1011	✓					1081	✓					2005	✓					2066	✓					2211	✓					3033	✓					3096	✓					4070	✓				
1012	✓					1083	✓					2006	✓					2067	✓					2212	✓					3035	✓					3097	✓					4071	✓				
1013	✓					1085	✓					2007	✓					2068	✓					2213	✓					3037	✓					3098	✓					4072	✓				
1014	✓					1087	✓					2008	✓					2070	✓					2214	✓					3038	✓					3099	✓					4073	✓				✓
1015	✓					1091	✓					2009	✓					2071	✓					2215	✓					3039	✓					3100	✓					4074	✓				
1016	✓					1093	✓					2010	✓					2072	✓					2216	✓					3040	✓					3101	✓					4075	✓				
1017	✓					1095	✓					2011	✓					2073	✓					2217	✓					3041	✓					3102	✓					4076	✓				
1021	✓		✓			1096	✓					2012	✓					2074	✓					2218	✓					3043	✓					3103	✓					4077	✓				
1023	✓					1097	✓					2013	✓					2075	✓					2219	✓					3045	✓					3104	✓					4078	✓				
1025	✓					1098	✓					2014	✓					2076	✓					2220	✓					3046	✓					3105	✓					4079	✓				
1027	✓					1099	✓					2015	✓					2077	✓					2221	✓					3047	✓					3106	✓					4080	✓				
1029	✓					1100	✓					2016	✓					2078	✓					2222	✓					3049	✓					3107	✓					4081	✓				
1031	✓					1101	✓					2017	✓					2079	✓					2223	✓					3051	✓					3108	✓					4083	✓				
1032	✓		✓			1102	✓					2019	000					2080	✓					2224	✓					3053	✓					3110	✓					4085	✓				
1033	✓					1103	✓					2021	✓					2081	✓					2225	✓					3055	✓					3201	✓					4087	✓				
1034	✓					1104	✓					2023	✓					2083	✓					2226	✓					3057	✓					3202	✓					4089	✓				
1036	✓					1105	✓					2025	✓					2085	✓					2227	✓					3059	✓					3204	✓					4091	✓				
1038	✓					1106	✓					2027	✓					2087	✓					2228	✓					3061	✓					3205	✓					4093	✓				
1040	✓					1107	✓					2029	✓					2089	✓					2229	✓					3062	✓					3206	✓					4095	✓				
1042	✓					1108	✓					2031	✓					2091	✓					2230	✓					3063	✓					3207	✓					4096	✓				
1044	✓					1213	✓					2032	✓					2093	✓					2231	✓					3064	✓					3208	✓					4097	✓				
1046	000					1214	✓					2033	✓					2095	✓					3001	✓					3065	✓					3209	✓					4098	✓				
1049	✓					1215	✓					2034	✓					2096	✓					3002	✓					3066	✓					3210	✓					4099	✓				✓
1051	✓					1216	✓					2035	✓					2097	✓					3003	✓					3067	✓					3211	✓					4100	✓				
1053	✓					1217	✓					2037	✓					2098	✓					3004	✓					3068	✓					3212	✓					4101	✓				
1055	✓		✓			1218	✓					2038	✓					2099	✓					3005	✓					3070	✓					3213	✓					4102	✓				
1057	✓					1219	✓					2039	✓					2100	✓					3006	✓					3071	✓					3214	✓					4103	✓				
1059	✓					1220	✓					2040	✓					2101	✓					3007	✓					3072	✓					3215	✓					4104	✓				
1061	✓					1221	✓					2041	✓					2102	✓					3008	✓					3073	✓					3216	✓					4105	✓				
1062	✓					1222	✓					2042	✓					2103	✓					3009	✓					3074	✓					3217	✓					4106	✓				
1063	✓					1223	✓					2043	✓					2104	✓					3010	✓					3075	✓					3218	✓					4107	✓				✓
1064	✓					1224	✓					2045	✓					2105	✓					3011	✓					3076	✓					3219	✓					4108	✓				✓
1065	✓					1225	✓					2046	✓					2106	✓					3012	✓					3077	✓					3220	✓					4110	✓				✓
1066	✓					1226	✓					2047	✓					2107	✓					3013	✓					3078	✓					3221	✓										
1067	✓					1227	✓					2049	✓					2108	✓					3014	✓																						

Figure 10-48 The Housekeeper's Report combines information from 20 GRAs Daily Reports into one consolidated report. The changes in original recordings reflect what happened between 3:00 P.M., when the original data were collected, and 4:00 P.M., thus updating the information.

NIGHT SUPERVISOR'S REPORT
OF
EVENING ACTIVITIES

DAY _____ DATE _____ SUPERVISOR _____

C/O	Make-up late	Recheck		Tidies		Turn down		Guest request	
Rm no.	Rm no.	Rm no.	Stat	Rm no.	Stat	Rm no.	Comp	Rm no.	Item
1002	1011 ^{8pm}	1007	C/O/T	1007	MR	1005		1034	Iron Ret
1027	1059 ^{10pm}	2013	C/O	2083	MR	1067		2217	Foam Pillows
1067		2083	C/O/T	3055	MR	1103		2064	Bed Board
1073		3055	C/O/T	4105	MR	2040		3067	Iron Ret
1221		3068	R			2059		3225	Hair Dryer Ret
2004		3207	C/O			3018		3051	Sewing Kit
2057		3214	R			3108		2012	Bed Board
2072		4072	C/O			3222		1021	Roll-Away Bed
2229		4099	OCC			4080		2105	Crib
3007		4105	C/O/T			4107		2224	Roll-Away Bed
3066								1023	Razor Ret
3218								3067	Crib
4093								4075	Sick Guest
2013									
3207									
4072									

Other nightly duties _____ Completed _____

Vacuum front office, reservations, res. mgr's office, exec office	
<i>Shampoo site entry carpet</i>	
<i>Shampoo soft furniture in Div F&B office</i>	

Figure 10-49 Night Supervisor's Report of Evening Activities is used to record the activities of the evening crew. The report specifies checkout rooms not finished as of 4:00 P.M., the results of rechecks, rooms requiring a light tidying, the fulfillment of guest requests during the evening, and any special project work completed during the evening. Codes: R, ready; C/O, checkout; T, tidy; MR, made ready; OCC, occupied; RET, returned; COMP, completed; STAT, status.

Figure 10-50 Night GRA provides turn-down service for guestroom at the Los Angeles Airport Marriott Hotel. During turn-down, the bedspread may be removed or folded down with the top sheet and blanket, exposing pillows, as shown. A touch of elegance includes placing a candy mint on the pillow with a small card saying "Have a pleasant night's sleep, and a good day tomorrow." (Photo taken with permission of the Los Angeles Airport Marriott Hotel.)



The last column of the Night Supervisor's Report, **Guest request**, indicates services specifically requested by guests during the evening hours; room numbers and the services needed are recorded. If a guest loan item is needed, a receipt should be made out for the guest to sign, and the item logged out of the linen room in the Guest Log Book to ensure proper return of the item.

By 6:00 P.M. the front desk would have had the opportunity to use the Housekeeper's Report to **purify the room rack**. This is a procedure in which the status of each room as reported on the Housekeeper's Report is compared with the status of each room as indicated on the room rack. There will be numerous discrepancies, primarily because of the changing of room status that has been occurring between 3:00 and 6:00 P.M.

Most discrepancies can be resolved at the front desk by comparing arrival times of those guests for whom the front desk is showing the room as occupied (OCC)

and the Housekeeper's Report is showing the room as ready (R). What might have happened is that at 3:00 P.M. the GRA saw a ready room (R); however, at 6:00 P.M. the front desk room rack showed an occupied (OCC) room.

Discrepancies may also show the opposite condition. The front desk can show a checkout, whereas the Housekeeper's Report shows an occupied room. This type of discrepancy may have occurred as a result of a late checkout or of a departure *after* the room had been cleaned. Such discrepancies must be **rechecked**.

All discrepancies that cannot be reconciled by the front desk, and all rooms that the front desk indicates are checkouts, must be physically rechecked. The room numbers of guestrooms to be rechecked are sent to housekeeping via the computer or in writing. Each recheck is listed on the Night Supervisor's Report of Evening Activities in the first half of column three. The evening supervisor or night GRA should immediately recheck the status (take another look) of each of the rooms so listed and record the results of the recheck in the second half of the column.

As an example, refer to the Housekeeper's Report (Figure 10.48) to note the first status listed for each room in which there is a discrepancy. Rooms 1007, 2083, 3055, and 4105 were first listed as OCC but upon recheck were found to be CO/T; the T refers to a condition requiring a tidying. A **tidy** is a room that had been serviced earlier in the day when it was occupied but has now been vacated. Tidies require only a very light service; removal of small amounts of litter, replacing a glass, cleaning an ashtray, or perhaps smoothing a bed. A

Motivational Tip

Randy Carlson, Executive Housekeeper at the Boulder Station Hotel and Casino in Las Vegas, throws monthly parties celebrating the birthdays of his staff during that month. "The parties help to instill a sense of family in the staff," says Carlson. Creating that sense of family helps to build a culture of caring, not only for each other, but for the guest as well.

change of linen is required if a bed has been turned back and slept in or on. Night GRAs must check to make sure that the departing guest did not remake the bed after sleeping on what had been clean linen, leaving an unwelcomed surprise for the next guest. The bathroom might also require a light touch-up. A tidy requires two to five minutes of service, provided the guest did not get back into bed before departing.

All rooms listed in the recheck column that are showing checkout and tidy (CO/T) are also listed in the tidies column. As soon as they are **made ready (M/R)**, they are so listed and phoned to the front desk as ready rooms in order that they may be sold as soon as possible.

Rooms 2013, 3207, and 4072 were simply listed as CO in the recheck column. These rooms will require a complete makeup, similar to those rooms originally listed in the C/O column. They are therefore added to the C/O column if they were not already listed.

Rooms 3068 and 3214 were originally listed as R and upon recheck were round in that same status. The front desk must continue to research these two rooms to determine why the front desk status remains in error, since on two occasions both rooms were viewed by housekeeping as ready rooms. Possibly a **room found vacant (RFV)** has occurred, which happens when a customer intends to pay the account with a credit card and expects the hotel to find the room vacant, total the bill, and send through a voucher for what is owed. The other possibility is that someone has **skipped** without paying the account. Room 4099 was originally reported as R and is now found to be occupied. The front desk shows this room vacant, and must continue researching until the discrepancy is resolved.

In the manner prescribed earlier, all rechecks will have their status determined for the day. Most rechecks will need a light tidy. On many occasions, these tidies can be completed as they are discovered and the room reported as a ready room immediately by phone to the front desk. The final status of all rechecks is recorded and sent back to the front desk in writing or on the computer.

Evening Activities (6:00 P.M. to Midnight)

The workload of the evening crew can be summarized as follows:

1. To transcribe the Housekeeper's Report and then update the report.
2. To transcribe the remaining checkouts to the Night Supervisor's Report of Evening Activities and the night GRA to begin cleaning these checkouts.
3. Public area housekeepers to assume responsibility for public area cleaning and servicing.
4. Evening crew to begin providing special services as requested by the guests and to note each service on the report.



Figure 10-51 At the Bellagio, their high rollers do not get an ordinary foil-covered, mass-produced mint on their pillows. Instead they receive a lovely wood-grained package of handmade chocolates from the Bellagio kitchens. (Photo taken with permission of MGM Mirage.)

5. At about 6:00 P.M., to receive rechecks and to check the statuses of rooms listed for recheck to determine what, if anything, must be done by the housekeeping department to service these rooms. Many rechecks will require a light tidy; some rooms will require a complete makeup; others require only the verification of correct status. Rooms tidied and any other special projects required of the night crew are noted on the report.
6. Turn-downs are begun at about 7:00 P.M. and are continued until completed (see Figure 10.51).
7. The night housekeeping aide usually washes all guestroom drinking glasses and helps repackage them in sanitary containers for use during the next day. These glasses are delivered to satellite linen rooms at night.
8. The night supervisor, assisted by other members of the night crew, may restock cart-top baskets with the proper par of guest supplies; these baskets will be picked up the next day by GRAs as they proceed to work.

Of greatest significance is the fact that the night supervisor is *in charge* and must *take charge* of the evening activities of the housekeeping department. He or she must therefore wear a beeper and not be confined to an office. Computer messages are reviewed upon return to

the office, and telephone messages are intercepted and relayed by the PBX operator. The supervisor works closely with the night supervisor at the front desk to ensure that all rechecks are properly resolved and that every room is left clean and saleable. The hotel should *never* lose room revenue because the housekeeping department failed to clean a room.

The night supervisor must also make inspections of public restrooms to ensure that they are being properly maintained. A night guestroom attendant may service ten or fifteen rooms each night to ensure their availability for guests who arrive late (Figure 10.52). The night supervisor should see to it that the main linen room is cleaned and properly prepared for the oncoming supervisor who will be opening the house the next morning. Of greatest importance is that the night supervisor keep an eye out for the unexpected. A change in the weather at 10:00 P.M. can have a surprising effect on tomorrow's schedule. Any unusual change in expected occupancy may warrant notification to the executive housekeeper in order that special direction may be forthcoming for the unusual occasion.

When all vacant rooms are clean and ready to rent, turn-downs are completed, linen room is clean and ready for the oncoming shift, glasses washed and packaged for use the following day, and cart-top caddies replenished for GRAs to pick up in the morning, the evening activities are essentially finished. The final step in each evening's activity is for the supervisor to assemble all reports, records, forms, and paperwork associated with the



Figure 10-52 The night GRA services a late checkout to make the room ready for a late arriving guest. (Photo taken with permission Excalibur Hotel & Casino.)

day's activities for filing chronologically according to date. The following is a list of documents that should be filed:

1. Night Clerk's Report to Housekeeping (used to open the house that day)
2. Original and copies of all Supervisor's Daily Work Reports (original was given to each senior housekeeper; copy was placed on the linen room counter to monitor work progress of each division)
3. All GRA's P.M. Reports
4. Copy of the Housekeeper's Report
5. Completed passkey/beeper control sheet
6. Night Supervisor's Report of Evening Activities

There will be numerous occasions when this information will need to be researched. It is therefore imperative that it be retained for at least one year.

Computers Come of Age in the World of Housekeeping

The subject of **computers** and their application to the techniques of rooms management in hotel operations has at last come of age. Once confined to the realm of top management, statistical analysis, corporate planning payroll, and the like, state-of-the-art development of computer application to property management systems is now commonplace. The race to devise and provide economical information-handling and reporting systems has been nothing short of spectacular. Although the race goes on, **hardware** (input terminals, microprocessors, disk drive components, and printers) and hotel **software packages** (programs by which computers assimilate information), once thought to be out of reach of housekeeping personnel, have become part of the daily routine of housekeeping operations. Computers are now just another tool to help housekeeping departments become more efficient in handling management information.

The development of computers is currently seen to be in its fifth generation. With each step into the future, computers have become less expensive, allowing even the smallest hotel the opportunity to modernize the efficient handling of information.

Although the hotel industry seems as ageless as history, the 1980s introduced not only the computer into housekeeping information handling, but also the **telephone switch** (system) as the vehicle by which computer technology is applied. Since every guestroom has one, the telephone has become the chief instrument for housekeeping to use in accessing the computer. This technique greatly reduces the cost of updating existing facilities since major expenses can be avoided in adding wiring to each individual room.

For example, an **interface** is created between the telephone system and the **central processing unit (CPU)** of the computer network. This is accomplished by the guestroom attendant dialing a specific sequence of numbers on the phone from a specific guestroom. Once connected, the computer immediately recognizes the room number to which it is being connected. After the connection, a specific list of **dial-up codes** becomes available to the GRA by which he or she can now transmit information. Figure 10.53 shows the GRA dialing the special code from a room.

Assume the following scenario:

1. The GRA in Housekeeping Section 54 currently is in room 2025 and she wants to communicate with the computer. The special phone number of the computer is 71555.
2. GRA dials 71555 and hears a new and different dial tone. This tells her that she is connected to the computer.
3. The following list of three-digit codes is now available by which she can input information:



Figure 10-53 Preparing to input information into the computer about a room ready for occupancy. (Photo taken with permission Excalibur Hotel & Casino.)

Status Code	Information Transmitted
111	Room is a <i>ON CHANGE</i> (A Checkout—C/O)
112	Room is <i>Occupied</i> (Clean)
113	Room is <i>Occupied</i> (Dirty)
114	Room is <i>Vacant READY</i> (Ready to Rent)
115	Room is <i>OUT OF SERVICE</i> (Maintenance) (This code can be read and acknowledged in the Maintenance Department and a maintenance person dispatched immediately.)
116	Room is Out-of-Order (OOO) (This code is available only to the Maintenance Department to ensure that the Chief Engineer, who is ultimately responsible for returning [OOO] back to a service status, is aware of the situation.)
117	Room is returned to operative status—Needs Housekeeping. (This code is available only to the Maintenance Department. It does <i>not</i> return the room to rentable status. Only housekeeping can do that after checking the room following whatever had to be done by Maintenance.)

4. After dialing one of the codes (111–115), the GRA then dials his or her three-digit section number (027), which identifies him or her as the initiator of the message. If the message is a Code 116 or 117, a **special initiator code** must be assigned to a maintenance person before a code will be accepted by the computer.

After inputting information, room 2025 is identified as being in a specific **Rooms Inventory**. For example, this specific room now becomes identified in numerical order with other rooms in the same category, such as ROOMS READY FOR SALE, OCCUPIED ROOMS NOT AVAILABLE FOR SALE, ROOMS THAT ARE ON CHANGE. (Between departing and newly arriving guest, not yet serviced—C/O).

The GRA is not the only person who can make a status change entry for a guestroom. When the front desk clerk rents a room, a selection is made from the inventory of rooms identified as being READY FOR SALE. In the process of inputting check-in information for a guest, the desk clerk, through a **computer terminal**, changes the status of the room to OCCUPIED NOT (no longer) AVAILABLE FOR SALE. The front desk clerk can also put rooms into a special status, such as RUSH. Rooms in this status are rooms that have been **preassigned** and have guests waiting for them. These rooms are given priority attention by housekeeping from among other ON CHANGE Rooms.

Housekeeping central operations can also make inputs into the system. Many times a status change needs

to be reported that cannot be directly inputted from a guestroom (guest might be using the telephone, or is a *do not disturb*). Status changes can be phoned into the *status board operator* in housekeeping. This information can then be inputted by the status board operator (Figure 10.54).

At different times during the day, or on call, the status board operator can print out the status of all guestrooms at a given instant and provide floor supervisors information regarding their particular sections. Also, management can review total rooms status at any time by calling for a printout.

This is an example of only one of many ways a computer can be employed in the management of guestroom information. New hotels can be wired for different types of systems that can give housekeeping information, and also can turn on air-conditioning systems and lights when a room becomes rented, tell whether or not the GRA is currently in a specific room, and, through the door-locking system, tell who were the last 24 persons to enter the room.

The *Night Clerk's Report*, opening the house, and the scheduling of work for supervisors and GRAs are now available through computers. Information about rooms not to be disturbed, rooms out of order, and late checkouts are updated and available, and P.M. Reports and information about rooms requiring immediate service or about turn-down requirements on specific rooms are created instantly. Room status discrepancies are handled efficiently, allowing for the cleaning of questionable rooms for reoccupancy earlier in the day.

As for spectacular advancement in the realm of computers for housekeeping, consider the following scenario:

A supervisor or manager inspects a guestroom and records the findings vocally into a handheld tape recorder. Upon completion of the inspection, the recorder is *plugged into* a receptacle located in the guestroom. The inspection information is immediately transmitted to a **microprocessor**, where it is voice-read into a data memory bank. At any time from that moment on, a printout of inspection results for all rooms inspected is immediately available to the manager. Microprocessors have the capability to sort, codify, and classify information in such a fashion that inspection comments containing a maintenance work request would be immediately transmitted to the engineering department. As work is completed, additional input from the guestroom would cause reports to be updated. Should rooms be necessarily held in out-of-order status, information would be available indicating the nature of the problem, corrective action being taken, and expected time the room will be back in service.

This is only one of many possible uses of computer applications in the housekeeping department. As you read Chapter 11, you will see many places in which computer application will also be beneficial. Remember, however, that before computer application becomes a reality, a thorough understanding of systems as they might be conducted *by hand* is most important; otherwise extraneous capability might be purchased when what might have been needed can only be found installed in the hotel across the street.

Figure 10-54 Housekeeping central—the hub of operations for more than 600 employees. Status board operators take calls from guests for services and check input information from floor supervisors throughout the hotel regarding the status of rooms. Two-way radios are also used in the transfer of information. (Photo courtesy of MGM Mirage.)



Executive Profile

Della Gras *The "Gras" is Greener at the Rosen Plaza*

The Rosen Plaza Hotel in Orlando, Florida opens doors for people. In October, it'll open doors for many I.E.H.A. members who attend I.E.H.A.'s Educational Conference and Convention in conjunction with ISSA/INTERCLEAN® - USA '01. Della Gras, Executive Housekeeper of the hotel, is excited about the event and will be prepared. "I've already advised my staff of the event," Gras explains. "This place will be immaculate for our members at the time of the convention."

by Andi M. Vance, Editor, *Executive Housekeeping Today*

The official publication of the International Executive Housekeepers Association, Inc. (This article first appeared in the September 2001 issue of *Executive Housekeeping Today*.)

The hotel also opens doors for its staff. Gras is living proof of the opportunities available to Rosen Plaza employees. "This is a great place for advancement," she says over the phone. "We have quite a few people who have been here for quite some time. Many have moved from room attendant, to a supervisory position, and then to management."

Prior to the hotel's opening 10 years ago, Gras assisted in the housekeeping department by ordering supplies and setting up the computer systems. While she had no prior experience in the hospitality industry, the hotel's management recognized her ambition and offered her a position wherever she felt she was qualified.

Knowing that housekeeping was her niche, she learned more about procedures and operations of the entire department rather than focusing upon one particular aspect. As an administrative assistant, she gained the needed experience and skill to become an assistant. Two years ago, Gras reached a milestone when she was promoted to Executive Housekeeper at the Rosen Plaza. Just as many doors were opened to Gras, she opens doors for her 150 staff.

Currently, Gras is responsible for overseeing the activities of the entire department. By providing the final approval for labor schedules, inventory and payroll, she enables the supervisors to be responsible for the construction of these schedules. "If I do everything, then they don't learn," Gras advises. "One of my biggest responsibilities is keeping up the morale within the department. We all have to come to work, but if they enjoy the atmosphere, that's one of the things that keep them returning."

Doors to Respect

Of all the individuals under Gras' direction, many are long-standing employees of the hotel. Their loyalty can be partially attributed to the respect they receive from all levels of the administration. "They [room attendants] can absolutely see that they are cared for from the top down," says Gras. "You'll see them just beaming when you notice that they have a new hairdo, or ask them about their family. If there's a problem at home, we do our best to accommodate their needs. You just can't hassle them. If I had a serious personal problem within my family, that would be my priority. I love my job, but family is family. You can't place a bigger burden on their shoulders than the one they may already carry. I think that really makes a difference."

By paying close attention to each employee's needs (both personal and professional), the administration and hotel owners display their respect and appreciation for the housekeeping staff. "If one of the room attendants were to stop the owner in the hallway, he would make time for them," she says. "The administration really nurtures their relationship with the staff in order to maintain a comfortable atmosphere here."

Once a month, staff members have the opportunity of dining with either the general manager, Gary Hudson, or the owner, Harris Rosen. This provides a forum for the discussion of any problems either party may be experiencing. "The open flow of communication really makes it a family at the Rosen Plaza," Gras admits.

Doors to New Languages

With over 60% of non-English speaking room attendants, you would think that communication within the department would be difficult. Creole is the predominant language of the group with Spanish and Pilipino also represented. For Gras, a smile transcends communication barriers. "Everyone understands a smile," she reiterates to her staff every morning.

Throughout the school year, representatives from Florida Tech University provide language classes at the hotel. Non-English speaking personnel can attend the class for one hour on Monday and Wednesdays. While this not only helps to bridge the language divide, it also serves to build esteem and unity amongst the staff. Over 40% of Gras' staff takes advantage of this resource. At the conclusion of the course, a ceremony is held for the graduates where they are presented with a certificate for completion.

Doors to Incentives

While longevity and detail yields great returns at the Rosen Plaza, other incentives are offered to keep morale high. Within the housekeeping department, Gras has organized the attendants into teams of nine for a monthly competition. While they do not use team-cleaning at the hotel, this competition also helps to establish unity amongst the group. Points accumulated by each team are tracked on a board in the office so that everyone can see where they stand in comparison to other teams. Teams can earn or lose points in such areas as: attendance, energy conservation and accidents. For example, if an attendant forgets to turn off the lights in one of the rooms he or she has cleaned, points are deducted from the team's final score. At the end of the month, the team with the most points wins \$25 each.

The PM Program (Preventative Maintenance) also provides an incentive for detailed work. Each day of the week, a particular area is designated to assure that no part of the room is dirty (e.g.: Mondays are window ledges). Room attendants who participate in the program are required to focus upon that particular area. With a free lunch for one randomly chosen individual as an incentive, many of the staff regularly participate. "They really respond to these programs," Gras mentions. "Each morning at line up, they are made aware of their responsibilities for the day. The more you tell them over and over, the more it's in their heads and the less likely they'll be to forget."

The owners and management provide monetary incentives for long-time employees. Christmas and yearly bonuses are multiplied by the number of years the individual has been with the hotel. This can amount to a large sum for those who have been with the Rosen Plaza for more than a few years! Supervisors can also earn monetary benefits from exemplary

performance on the job. Each month, a supervisor is chosen for commendation based upon general clean rooms and guest comment cards.

Doors of Loyalty

When many hotels occupy a particular area, competition for staff can be fierce. When a room attendant is offered a slight increase in hourly wage by a neighboring hotel, he or she generally jumps at the opportunity. But Gras doesn't experience a problem with retention, even though the Rosen Plaza doesn't provide the highest wages in the area. By keeping morale high within the department and the doors of opportunity open for her staff, this Executive Housekeeper assures that the "gras" stays greener at the Rosen Plaza Hotel.

Della Gras can be reached at the Rosen Plaza Hotel, 9700 International Drive, Orlando, FL 32819, (419) 996-9700. Make sure to stop by and say hello to Della and the rest of her staff in Orlando!

Summary

Recognizing that direction and control requires the communication of directive instructions and the accomplishment of many procedures, the simplest method of accomplishing direction of routine tasks is to communicate through forms. In this chapter, the principal daily routine for the housekeeping department associated with the model hotel has been segmented and presented in a chronological manner. This is the major routine of the department that *recurs on a daily basis*.

First, routine information regarding which rooms would require service was communicated by a form to the housekeeping department. This information was then converted into meaningful information according to the plan of work established for the housekeeping department. Workers were then specifically assigned to work tasks according to the volume of work that had to be accomplished. This too was done through the use of forms in a procedure called opening the house. All of this was accomplished before workers reported for work. The workday was then segmented into several parts.

Morning activities included an explanation of the various activities of each member of the housekeeping team, the A.M. Report and how the morning room inspection generated discrepancies in room status that had to be resolved with the front desk, the priority of room cleaning by the GRA, and a technique of using forms

and symbols for keeping up with the constantly changing status of rooms during the day. Procedures on how to clean a guestroom were also presented.

Then, early afternoon presented a need to resolve the status of rooms that had been tagged do not disturb (DND) in the morning. A technique was presented to accomplish this task that gave primary consideration to the guest and guest safety.

In the afternoon the P.M. Report was conducted, which formed a basis for the executive housekeeper's report to the front desk as to the current and up-to-the-minute status of all guestrooms in the hotel as of about 3:00 P.M. This report was assembled under the direction of the supervisor of the second work shift, who would later be required to recheck the status discrepancies of certain rooms that could not be resolved by the front desk. As these discrepancies were resolved, the balance of the workload for the day was finalized for the housekeeping department, and the second shift completed the workday about 11:00 P.M.

Other evening activities were presented, including turn-down service, servicing guest requests, and the collecting of all the day's paperwork into a package for filing.

There are many other procedures, known as subroutines, that are equally important but do not necessarily occur on a daily basis. Several of these subroutines will be addressed in Chapter 11. Once the routines are understood, any and all of them are capable of being adapted to computer operation.

KEY TERMS AND CONCEPTS

Housekeeping day	Lost-and-found procedures	Night Supervisor's Report of Evening Activities
Daily routine chronology	Mitered corner	Guest requests
Opening the house	Snooze sheet	Purify the room rack
Morning activities	Portable beds	Rechecked
Changing rooms	Damp wipe	Tidy
Wardrobe departments	Stay-over rooms	Made ready (M/R)
Plastic hang-up bag	Johnny Mop	Room found vacant (RFV)
Costume	Amenity package	Skipped
A.M. room check	Suite hotel	Computers
Occupied	Suite attendant	Hardware
Ready to rent	Security bar	Software packages
On change	Security chain	Telephone switch
Discrepancy	Room rate card	Interface
Double rooming	Quest for Quality Standards Placement Guide	Central processing unit (CPU)
Communication symbols	First-nighter kit	Dial-up codes
Tidied	H.O.M.E.S. manual	Special initiator codes
Room status operator	Commitment to Quality	Rooms Inventory
Swag lamp	Do not disturb (DND)	Computer terminal
All-purpose cleaner	P.M. room check	Preassigned
Special cleaning compounds	Section housekeeping aide	Microprocessor
Acid bowl cleaner	Specified dilution ratios	
Specified dilutions ratios	Housekeeper's Report	
HazComm requirements		

DISCUSSION AND REVIEW QUESTIONS

1. Explain the different purposes of the A.M. and P.M. room checks. How can A.M. room checks be conducted so as to show maximum concern for guests?
2. Why are forms and symbols so important to the progress of the daily routine in housekeeping departments? Define the following symbols: R, OCC, OOO, MR, T, CO, DND, RFV.
3. Explain the term *discrepancy*. What is the difference between a discrepancy and a recheck?
4. What are the reasons for maintaining a Night Supervisor's Report of Evening Activities?
5. During an A.M. room check, a supervisor discovers two rooms thought to be ready rooms that have actually been occupied. What alternatives are available to facilitate this unexpected and additional workload?
6. List as many tasks as you can that are a part of the evening crew's responsibility. What is the last function normally performed by the night supervisor before securing the housekeeping department for the night? As part of the daily routine, what is the primary objective of the evening?