

# Hotel Housekeeping Subroutines

In Chapter 10 the primary housekeeping function of the department was presented as a chronology of events that normally constitutes the daily routine. There are many other functions, however, with which the housekeeping department may become involved. They are also best presented as routines, even though they do not all take place on a daily basis. These routines, which we call **subroutines**, are vital to total operations and should be given equal planning attention with the daily routine.

Subroutines can be presented through standard operating procedures (SOPs), several of which have been shown in Chapter 9 (lost-and-found procedures, key control, and procedures for changing door locks). It may appear that much of what will be described in this chapter cannot be delegated without abdication of responsibilities. This is not a correct assumption, as the astute professional manager will realize. Budgeting, for example, occurs so seldom (once a year) that junior managers may never have an opportunity to become involved before they are transferred and/or promoted. Every manager within the department therefore must become involved at every opportunity if professional development is to take place.

Table 11.1 contains topical areas and associated routines that will be encountered in most housekeeping operations from time to time, and, rather than be considered exceptions to the daily routine, should be thought of as subroutines. A detailed analysis of each of the subroutines in Table 11.1 is worthy of the executive housekeeper's time and effort in order that they also become routines rather than exceptions to the daily routine.

As with the daily routine, subroutines lend them-

## ■ **Cleaning and Maintenance**

- Public Area Cleaning
- General Cleaning of Guestrooms
- Projects
- Maintenance Work Request Programs

## ■ **Operational Controls**

- Room Inspections
- Total Property Inspections
- Inventories
- Personnel Utilization
- Statement Critiques

## ■ **Purchasing**

- Cleaning and Guest Supplies
- Linens

## ■ **Personnel Administration**

- Time Card Control
- Payroll Administration
- Performance Appraisals
- Special Appraisals

## ■ **Communication and Training**

- Departmental Meetings

## ■ **Long-Range Planning**

- Budget Formulation (The Once-a-Year Subroutine)

## CHAPTER OBJECTIVES

After studying the chapter, students should be able to:

1. List and describe other vital functions of the hotel housekeeping department—subroutines.
2. Define the term subroutine.
3. Generate a standard operating procedure for a subroutine.
4. Describe the importance of preplanning subroutines.

selves to control by forms. Some require only limited planning and policy formulation regarding their substance, whereas others need detailed planning and careful implementation. We will now look at each of these subroutines, keeping in mind the importance of proper delegation to overall department morale, effectiveness, and efficiency of operation.

## Cleaning and Maintenance

### Public Area Cleaning

Guestroom attendants (GRAs) are efficiently used when their efforts are confined to the guestroom areas of the hotel. The section housekeeping aide provides support to the housekeeping team and performs certain

duties related to the maintenance of guestroom corridors, stairwells, elevators, vending areas, and satellite linen room stocking and maintenance. There are, however, other areas that require cleaning and maintenance throughout a facility and for which the executive housekeeper is often responsible. In very large hotels, such as hotel/casinos, that have an enormous amount of public space, there may be a need for an entirely separate department devoted to cleaning, often referred to as a **public areas department**. The administrator of that department often goes by the title of **director of public areas** and is considered to be on the same level as the executive housekeeper. In a full-service hotel, there is often one other department whose primary mission is to clean, and that is the **stewards department** in the kitchens. This department is usually administered by an individual with the title **chief steward**.

However, in smaller properties, the organizational structure will be similar to what we saw in the Division of Work Document presented in Chapter 2. We saw that there may be many **public areas** under the executive housekeeper's umbrella of responsibility that require daily if not hourly attention. Hotel lobbies, public restrooms, lobby thoroughfares, offices, banquet area restrooms, employee locker rooms, and assorted service areas require scheduled cleaning and maintenance. Such functions normally fall under the supervisory responsibility of the *senior housekeeping aide*, who should be a specialist in unique cleaning and maintenance tasks. Recalling the established organization for the model hotel, the lobby housekeepers, housekeeping aides, and utility housekeeping personnel normally report to the senior housekeeping aide and are available for the large number of specialized tasks that must be performed. Such personnel should be uniquely uniformed and temperamentally suited for work among members of the general public.

**Cleaning and maintenance circuits (rounds)** need to be established in order that all areas of concern are kept under control. The straightening and repositioning of furniture, the emptying of ash urns and ashtrays, the cleaning of smudges from glass doors and mirrors, and the servicing of public restrooms can require attention

**TABLE 11.1** Topical Areas and Routines

Topical Area	Subroutine
Cleaning and maintenance	Public area cleaning
	General cleaning of guestrooms
	Projects
Operation controls	Maintenance work-request programs
	Room inspections
	Total property inspections
	Inventories
	Personnel use (forecasting and analysis)
Purchasing	Period statement critiques
	Cleaning and guest supplies
Personnel administration	Linens
	Time card control
	Payroll administration
	Performance appraisals
Communication and training	Departmental meetings
Long-range planning	Budget formulation



**Figure 11-1** Donald Trujillo, Director of Public Areas at Bellagio poses for the camera—not in the lobby, but in a back-of-the-house corridor with a colorful mural on the wall and, yes, marble floors! At Bellagio it is difficult to tell where the front of the house begins and the back of the house ends. (Photo courtesy of Bellagio, Las Vegas, an MGM Mirage property.)

as little as once every eight hours and as often as once every 15 minutes, depending upon the circumstances. Figures 11.1 through 11.13 are examples of special cleaning requirements in the public areas at the Bellagio, Las Vegas. Director of Public Areas Donald G. Trujillo has a staff of 439 employees in his department, including 281 casino porters and 129 utility porters. Employees functioning under the senior housekeeping aide or the director of public areas must be trained to respond to these needs without immediate and direct supervision.

Special initiative might be expected of the lobby housekeeper to modify the cleaning circuit based on observations of crowds as they migrate through the hotel. For example, lack of activity in the lobby during certain hours of the day would indicate that less attention is required once an area has been properly serviced. Times of heavy check-in may warrant the prolonged and continued attention of the lobby housekeeper to the point that this person cannot leave the specific lobby area until the crowd subsides.



**Figure 11-2** Here a Bellagio public area housekeeping aide (casino porter) puts away a vacuum. In a large casino/hotel there is an immense amount of money invested in supplies and equipment. There were more than 20 vacuums present in this storeroom. (Photo courtesy of Bellagio, Las Vegas, an MGM Mirage property.)

**Figure 11-3** A public area housekeeping aide (porter) may work on a cleaning circuit. Here such an aide is touching up a public restroom sink at Bellagio. The public bathrooms use an average of 39,264 rolls of toilet paper each month! (Photo courtesy of Bellagio, Las Vegas, an MGM Mirage property.)

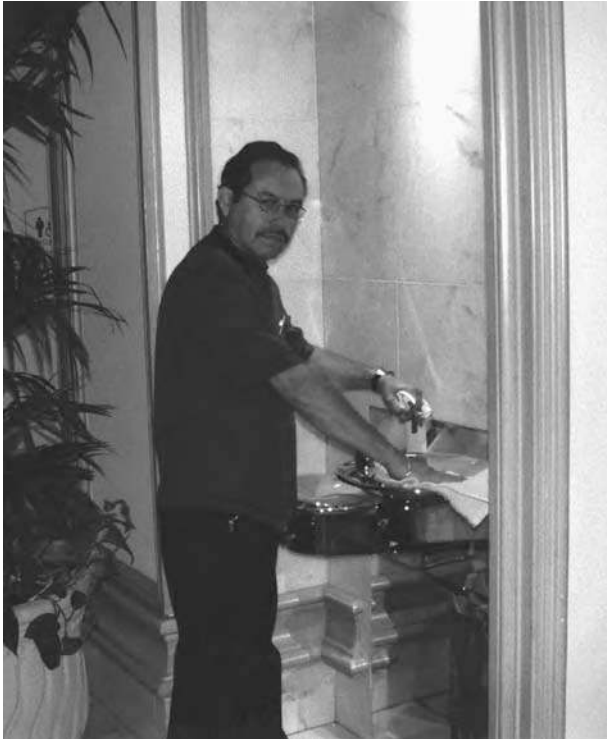


Supplies and equipment must be suitable and, where necessary, specialized for the tasks. Standard equipment for lobby personnel is a specially designed cart that is stocked with necessary supplies. Microfiber floor mops, vacuum cleaners, and dusting materials are carried on carts with good trash-handling capability and paper supply transport. The lobby housekeeper and aide should not only be equipped to handle routine tasks, but they should have specialized equipment on hand, such as paint scrapers to keep ahead of (or

behind) those who deposit chewing gum on concrete walks, hard floors, or even carpets. Indoor hard surfaces such as decorative Mexican clay tile or terrazzo floors require specialized equipment for cleaning and maintenance. In most cases, carpet shampooing requires the use of special equipment and skills in equipment maintenance. Normally, specially trained employees who perform work such as carpet shampooing will be under the direction of the senior housekeeping aide.

**Figure 11-4** Yes, the modesty panels in this men's room are made of marble, as are the floors. Exquisite furnishings and fixtures like these present a real challenge to the public areas department. As an added touch, the staff embosses the ends of the toilet paper in the restrooms whenever they enter to touch up the facility. (Photo courtesy of Bellagio, Las Vegas, an MGM Mirage property.)





**Figure 11-5** Here Guerardo Sanchez puts a shine on a drinking fountain. The plants behind him are real, as are all of the plants in the hotel. (Photo courtesy of Bellagio, Las Vegas, an MGM Mirage property.)



**Figure 11-7** Even the ashtrays are made of marble at the Bellagio. It is difficult to see in the photo, but the black sand in each ashtray is imprinted with the Bellagio crest. (Photo courtesy of Bellagio, Las Vegas, an MGM Mirage property.)

After the day shift has been relieved by the second shift, the night supervisor is responsible for public area cleaning and maintenance, as well as guestroom cleaning. The senior housekeeping aide and the night supervisor are therefore vital to the success of the overall housekeeping operation. The executive housekeeper should work to establish, then strengthen, the technical and supervisory skills of these two employees. Most of all, the executive housekeeper should delegate properly and then allow these supervisors the opportunity to do their jobs and not interfere, other than to coach and counsel in the performance of assigned tasks.



**Figure 11-6** Vronny Bartor makes certain there are no blemishes on the floor in her lobby at the Bellagio. If you need directions to the high-limit gaming area, she will point you in the right direction. (Photo courtesy of Bellagio, Las Vegas, an MGM Mirage property.)



**Figure 11-8** There is always a need to replace worn furnishings, such as the carpet, but it all cannot be done overnight. Here is an example of old and new carpet side by side in the main casino. Because a casino never closes, the refurbishment is done in small stages late on the graveyard shift. (Photo courtesy of Bellagio, Las Vegas, an MGM Mirage property.)



**Figure 11-9** Here an elevator foyer absolutely gleams at Bellagio. (Photo courtesy of Bellagio, Las Vegas, an MGM Mirage property.)

Both the senior housekeeping aide and the night supervisor should be involved in establishing the standard operating procedures for performance of public area housekeeping and in developing job descriptions for employees under their control. Although actual employment is a management decision, these two supervisors should be allowed to question and give indication of

their approval of any employee considered for assignment to areas under their supervisory control.

### General Cleaning of Guestrooms

The routine servicing of guestrooms normally includes removing rubbish, changing linens, thoroughly cleaning

**Figure 11-10** One of the hallways in the convention area. Most of the flooring is either wool carpets or marble. On an average day at Bellagio there are 25 people who do nothing but clean carpets and 24 people who spend their entire time maintaining the marble. (Photo courtesy of Bellagio, Las Vegas, an MGM Mirage property.)





**Figure 11-11** A typical public area utility closet at the Bellagio. Note the chemical mixing station at the rear of the closet. (Photo courtesy of Bellagio, Las Vegas, an MGM Mirage property.)

bathrooms, vacuuming floors (when necessary), lightly dusting or damp wiping flat surfaces, and setting up and supplying the room for the next stay-over guest. Guestrooms also need a periodic **general** or **deep cleaning**.

Tasks such as high dusting, vacuuming drapes and casements, wiping down walls, cleaning carpet edges and vent filters, moving beds and furniture, and turning mattresses must be performed on a regular, but not daily basis. The frequency of such general cleanings depends on heaviness of use, weather conditions, and quality of routine maintenance.

General cleaning can be performed by the GRA or by a special team of employees who do nothing other than general cleaning of rooms. I have been involved with operations in which guestrooms were general cleaned by GRAs assisted by section housekeeping aides, as well as with operations in which a specialized team was used to do nothing but general clean guestrooms. My experience strongly favors general cleaning by regular personnel; the added workload is not necessarily so difficult that additional personnel must be added to the staff for this task.

A good general cleaning should take approximately twice as long as a routine room servicing. For example, consider a typical day of 8½ hours. Remember that each employee has 30 minutes for lunch and two 15-minute breaks, leaving 7½ hours for work. Let us assume that a GRA can service three rooms routinely in 1 hour and needs ½ hour to service the housekeeping cart at the end of the day. Depending on the nature of the hotel and its



**Figure 11-12** A unique property poses some unique challenges in cleaning, such as the Dale Chihuly chandelier in the lobby. It takes two workers two days just to clean the top of the chandelier/sculpture. (Photo courtesy of Bellagio, Las Vegas, an MGM Mirage property.)



A



B



C

**Figure 11-13** Another unique public area to clean is the Conservatory at Bellagio. In the first photograph (photo A), is the romantic grand staircase, and the second and third photos (photos B and C) illustrate the challenge of keeping all of these giant butterflies tidy. "Now, if they would only hold still!" (Photos courtesy of Bellagio, Las Vegas, an MGM Mirage property.)



## Change Agents

**Larry Shideler**

PRESIDENT  
PROTEAM, INC.

The concept of backpack vacuums began in the 1970s at **Western Building Maintenance (WBM)**, which Larry Shideler founded in 1962. At the time Larry had used some of the old metal units made by Clarke, but they were square, very heavy, and uncomfortable. It was then that Shideler decided to make his own units out of PVC pipe.

This invention turned out to work very well, and Shideler learned that he could clean buildings much faster, reducing labor costs significantly. Backpacks turned out to be a major factor in making WBM the largest contract cleaner in the state of Idaho.

Building WBM into a large successful company was rewarding, but dealing with hundreds of employees and the multiple problems that go with running a service business led Shideler to sell WBM and move onto something new.

In December of 1987, Shideler incorporated **ProTeam, Inc.** and introduced the first modern backpack vacuum, the QuarterVac. At that time, **ProTeam** had three employees—Shideler, a secretary, and the secretary's husband, who manufactured the units in his garage.

Yes, ProTeam was literally started from the garage up! To say that things took off from there would be a lie. Finding sales representatives and distributors to sell a new product proved to be very difficult, and in 1990, **ProTeam** almost closed the doors for good.

Instead of giving up, Shideler, got a few investors and gave it one last push. Sale by sale, **ProTeam** started to gain more distributors, and in 1991, **ProTeam** posted its first profit and has never looked back. In 1993, the company sold more than 10,000 vacuums. In 1997, nearly 27,000 vacuums and 60,000 packages were shipped out of the Boise warehouse, and Pro-Team had grown to nearly 40 employees, 60 sales reps, and more than 600 distributors.

Shideler has created a progressive culture within **ProTeam** and does his best to eliminate turnover by paying very competitive wages, offering the best benefits, and promoting from within. The corporate philosophy is "Happy people know no limits."

In 1997, **ProTeam, Inc.** won the Boise Chamber's Small Business of the Year Award for medium-sized companies. **ProTeam, Inc.** was recently notified by *Industry Week* magazine that it had been named one of the winners of the Growing Companies 25 Award. The magazine highlights America's most successful small manufacturers.

Larry Shideler is a recognized industry leader in JanSan education. Through his sponsorship of research on cleaning and his **Team Cleaning® Seminars**, he has taught the industry how to become more efficient and effective in its approach to cleaning.

His concern for occupant health, including the health of the housekeeping staff, is clearly demonstrated by his concern over particulate matter released by ordinary vacuums. **ProTeam** vacuums possess an elaborate **Four Level Filtration®** system that ensures there is no adverse impact on indoor air quality. Finally, unlike some other manufacturers, Shideler has welcomed and supported the efforts of the **Carpet and Rug Institute** in developing its certification program for vacuums.

clientele, each GRA can service from 14 to 20 rooms per day. This leaves 15 minutes to add to one room for deep cleaning. If each GRA general cleans one assigned room each day, each room will receive a deep cleaning once every 15–20 days.

The section housekeeping aide also becomes involved in general cleaning because of the need to move furniture and perform high dusting of several rooms. A section housekeeping aide may be required to help more than one GRA. If the section housekeeping aide becomes overloaded, a utility housekeeping aide might be employed to assist in the general cleaning of guestrooms. Supervisors should keep records of rooms that have received general cleaning in order that each room receive such cleaning on a regular basis.

## Projects

The management of every housekeeping department requires the performance of occasional special **projects**. Periodic shampooing of a specific carpeted area, stripping and refinishing a hard-surfaced floor, removing scuff marks on a seldom-used but accountable space, and cleaning and sanitizing rubbish-handling equipment are projects that must be scheduled from time to time based on someone's observation during an inspection. These projects are usually the purview of the senior

housekeeping aide. The results of an early-morning inspection conducted by the senior housekeeping aide (see Figure 10.10) may lead to such projects.

Special projects are performed by utility personnel under supervision. Records of projects should be maintained and reviewed periodically to determine the extent of man-hours being expended on this type of work. Many projects can be eliminated in the future by making them part of routine work. In addition, projects justify the maintenance of man-hour expenditure records that can later be used to substantiate the need for additional budgeted hours in the staffing of the department.

### Maintenance Work Request Programs

Many times the quality and condition of a facility can be assessed by investigating the relationship that exists between the executive housekeeper and the chief engineer. When this relationship is positive and the people are mutually respectful of each other's responsibilities and workload, the physical appearance of a hotel will be excellent. When such positive relationships do not exist, property inspections will reveal little in addition to what might be expected—a substandard facility.

I recall a philosophy told to me by a ruddy up-through-the-ranks chief during my initial housekeeping training:

You keep the place clean, and if you can't clean it like it was new, let me know and I'll replace it or repair it so you can; but I need your *eyes* in the hotel because I can't be everywhere at one time and I don't have the staff to look for problems.

Specifically, the chief engineer is charged with the **repair and physical maintenance** of a hotel facility (maintenance does not refer to guestroom servicing). The executive housekeeper is responsible for cleanliness and maintenance (servicing) of specific areas. The housekeeping department staff is much larger than the engineering department and is therefore in a better position to look for and find areas in need of repair and maintenance. The major concern is to have a reporting and follow-up system between the two departments that allows for the orderly flow of information. Figure 11.14 is a standard form used for requesting repair and maintenance services not available through normal cleaning.

The **Maintenance Work Request Form** is composed of two soft copies and one hard copy and is serialized for easy reference when communicating about a reported discrepancy. The top copy (usually soft white) is filled out and kept by the department initiating the report; the other two copies are forwarded to engineering, where the request is logged in so that materials can be ordered and work scheduled. When work is completed, the rest of the form is filled in and the second (soft blue) copy is returned to the initiating department for comparison and progressing of the original request. Work is then in-

spected, and, if completed satisfactorily, the soft (white and blue) Work Request Forms may be destroyed. The hard (bottom) copy remains with the engineering department as a record of time and materials expended.

The system is simple, but in many cases it is not used in a manner that will ensure that repair and maintenance are properly accomplished. The secret to a successful maintenance and repair program stems from understanding two important precepts: (1) the executive housekeeper will not be allowed to dictate the priorities of the chief engineer's workload, and (2) paper is cheap.

If the discrepancy is not corrected in a reasonable period of time, write it out again and mark it **second request**. Should there be a parts or material problem, the chief engineer may communicate this fact to the executive housekeeper and indicate that further Maintenance Work Request Forms will be unnecessary. In addition, second requests might indicate that the priority of the engineer's workload precludes the immediate response to certain types of requests, or that the engineering department will schedule certain service requests with others of a similar nature (such as vinyl repairs, furniture repairs, and painting). Items that will cause a guestroom to be out of order should be given the highest priority by the chief engineer.

If a property is to be kept in a proper state of repair, there will be an abundance of Maintenance Work Requests, many of which will be repeated. The age of a property will determine how many requests from the housekeeping department might be in the pipeline at any given time. The prime consideration is remembering that personnel in the housekeeping department are the "eyes" of the engineering department in areas under the responsibility of the executive housekeeper and that *everything not in order and not cleanable must be repaired* if the property is to be maintained in a like-new condition.

The executive housekeeper must develop a system that fosters the writing of Maintenance Work Requests. It is best to *require* that a certain number of Maintenance Work Requests be written by the department each week. Such specific requirements help ensure that every defect has a chance of being reported. Examples of what should be reported are minor tears in hallway and room vinyl, chips and scratches in furniture, leaky faucets, broken lamp switches, and burned-out light bulbs (not under the purview of housekeeping). Areas in need of paint, noisy air-conditioners, bad TV reception, minor carpet repair problems (seams coming unglued), doors that rattle when closed, and unsightly tile caulking in bathtubs are also subject to Maintenance Work Requests.

I recall systems whereby all supervisors and department managers were required to write a minimum of 10 work orders each week. Such a requirement forced the "look" so greatly needed by the engineering department. When I was an executive housekeeper, I wrote 40

**YOUR HOTEL**

Maintenance Serial no. 0261248  
work  
request

Requested by \_\_\_\_\_ Date \_\_\_\_\_  
Dept \_\_\_\_\_  
Location \_\_\_\_\_  
Problem \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Assigned to \_\_\_\_\_  
Date completed \_\_\_\_\_  
Completed by \_\_\_\_\_  
Work time required Hrs. \_\_\_\_\_ /Min. \_\_\_\_\_  
Remarks \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Figure 11-14** A typical Maintenance Work Request Form, which has two soft copies and one hard copy. These serialized records are kept for the disposition of all problems and discrepancies.

work orders each week. Those 40, in addition to ones written by other department managers and supervisors, totaled over 100 work orders each week. The property was six years old but looked new because the systems described here were meticulously followed.

Another system whereby the executive housekeeper and chief engineer cooperate is in combining the general cleaning program with the maintenance program. Clarence R. Johnson<sup>1</sup> suggests that each month 25 percent of the rooms receiving a general deep cleaning should also receive a thorough **maintenance inspection**. Every room would therefore be completely checked three times a year and maintained in a near-perfect condition. Figure 11.15 is an example of a **Maintenance Checklist** proposed by Johnson that could be used in such a program.

Proper relationships inspiring mutual cooperation between the executive housekeeper and the chief engineer may at times be difficult to maintain. This usually stems from differences in background. This fact, however, should in no way detract from the *professional effort* necessary to make a relationship work for the good of the property. Gentle persistence and persuasion are usually the key and can cause strong relationships to grow.

## Operational Controls

### Room Inspections

Methods of conducting **room inspections** of guestrooms may take many forms. In addition, room inspections may be given great, varied, or no emphasis, depending on the management style of the hotel's department heads and general managers. Some hotels employ **inspectors**—people whose only operational function is to inspect guestrooms and report their findings. Other hotels never inspect guestrooms, and still others have sophisticated inspection procedures.

A project for students in a senior housekeeping management class in the Las Vegas area was for them to survey inspection techniques of several hotels. Students had to describe the results and effectiveness of the inspection programs they surveyed. Certain hotels employed inspectors, others used floor supervisors to inspect every room before its being reported ready for occupancy, others had periodic room inspections by a general manager, and some had no inspection programs at all.

Results were measured by the appearance and cleanliness of guestrooms inspected. Surprisingly, those hotels

**Figure 11-15** Maintenance Checklist identifies furniture, fixtures, and equipment in the guestroom. Each month 25 percent of the rooms should be inspected and necessary repairs made. Thus, every room would be completely checked three times a year. Records should be kept of the date the room is checked and work completed. (Reprinted from article in *Lodging magazine* (May 1984), "Maintenance: A Workable Program for the Smaller Property," by Stan Gottlieb, based on an interview with Clarence R. Johnson, Melcor. Copyright 1984, American Hotel Association Directory Corporation.)

<b>MAINTENANCE CHECKLIST</b>	
<input type="checkbox"/> CHECKED	<input type="checkbox"/> NEEDS REPAIR <input checked="" type="checkbox"/> REPAIR COMPLETED
Room No. _____	
<b>AIR CONDITIONERS</b>	
<input type="checkbox"/> 1. Switches/controls/valves—check operation	<input type="checkbox"/> 20. Switch & outlet wallplates—good repair and match in color
<input type="checkbox"/> 2. Thermostat dial positioned, works correctly	<input type="checkbox"/> 21. Wall sockets/receptacles operate, no shorts
<input type="checkbox"/> 3. Thermostat probe secure, calibrated, working	<input type="checkbox"/> 22. Timer switches work correctly, knob secure
<input type="checkbox"/> 4. Filter—clean	<input type="checkbox"/> 23. Heat lamps, correct wattage, clean, good repair
<input type="checkbox"/> 5. Fan & fan motor—clean, lubricated, secure	<input type="checkbox"/> 24. All light fixtures are clean, dust free, complementary to room decor
<input type="checkbox"/> 6. Evaporator and condenser—clean	
<input type="checkbox"/> 7. Condensation pan & drain—clean	<b>TELEVISION</b>
<input type="checkbox"/> 8. Exterior grill—clean, maintained to complement building exterior	<input type="checkbox"/> 25. Audio—clear (radio and television)
<input type="checkbox"/> 9. Compressor—clean	<input type="checkbox"/> 26. Visual—in focus (check each channel)
<input type="checkbox"/> 10. Check for leaks in refrigeration system	<input type="checkbox"/> 27. Knobs—replace, if necessary
<input type="checkbox"/> 11. Check electric plug, receptacles, cord	<input type="checkbox"/> 28. Fine tune—color contrast, horizontal, vertical
<input type="checkbox"/> 12. Heating unit, clean & operating correctly	<input type="checkbox"/> 29. Antenna—cable connections secure
	<input type="checkbox"/> 30. Chassis/screen—clean, dust-free, no apparent damage—security mounts secure
<b>ELECTRICAL</b>	<b>TELEPHONE</b>
<input type="checkbox"/> 13. Lamp switches on/off-3 way working correctly	<input type="checkbox"/> 31. Overall appearance & condition—clean, good repair
<input type="checkbox"/> 14. Lamp sockets & swivels, tight, in good repair	<input type="checkbox"/> 32. Dialing instructions—replace if faded
<input type="checkbox"/> 15. Lampshades, clean, no holes, secure	<input type="checkbox"/> 33. Defects (good connections, audio good, bell works, etc.) report to telephone company
<input type="checkbox"/> 16. Light bulb—replace burned, check wattage	
<input type="checkbox"/> 17. Plugs, cords, & connections, repair as needed	<b>FURNITURE</b>
<input type="checkbox"/> 18. Lamp base/body in good repair	<input type="checkbox"/> 34. Drawer handles, knobs tight, good repair and drawer guides lubricated
<input type="checkbox"/> 19. Light switches on/off—working and in good repair	

employing inspectors did not fare well in the surveys; nor did hotels with elaborate inspection forms used regularly by supervisors. Hotels with well-maintained and very clean rooms were those that were intermittently inspected, or **spot-checked**, by people in the operational supervisory chain (floor supervisors, section managers, the executive housekeeper, sometimes GRAs, occasionally someone outside the department, and especially the hotel general manager). Inspection forms that stated simple and reasonable standards of performance were

also in evidence in these hotels. (Refer to Figure 1.2, noting a guestroom inspection form whereby *standards* are indicated for the several areas of concern that might be encountered in a guestroom. A simple checkmark indicates that the standard is being met, that items need improvement, or that an item is unsatisfactory. An indication of "unsatisfactory" must be corrected before the room is rented.)

Inspectors outside the operational framework for cleaning guestrooms (floor supervisors and GRAs) risk

<ul style="list-style-type: none"> <li><input type="checkbox"/> 35. Mattresses and box springs, good repair, turned clean, etc.</li> <li><input type="checkbox"/> 36. All furniture surfaces—stains, scratches, damages, repair</li> <li><input type="checkbox"/> 37. Chairs (cushions, legs, brace springs) repair/replace as needed</li> <li><input type="checkbox"/> 38. Tables/desks—tops and bases tight, stable and in good repair</li> <li><input type="checkbox"/> 39. Headboards—secure, clean top and front</li> <li><input type="checkbox"/> 40. Nightstands—stable, stain and scratch-free</li> <li><input type="checkbox"/> 41. Bedbox/bedrails and castors clean and in good repair</li> <li><input type="checkbox"/> 42. Pictures secure, clean, good condition, color coordinated with room</li> </ul> <p><b>WINDOW AND MIRRORS</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> 43. Window guides and latches clean, work easily</li> <li><input type="checkbox"/> 44. Window trim clean, caulk in good repair</li> <li><input type="checkbox"/> 45. Drapery hardware (rod, pulls, cord, mounting, pin, hooks) all in good repair</li> <li><input type="checkbox"/> 46. Mirror(s) good condition, hangers secure, no scratches or mars</li> </ul> <p><b>SLIDING DOORS/WINDOWS</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> 47. Tracks clean and in good repair</li> <li><input type="checkbox"/> 48. Guides, wheels are clean to slide freely</li> <li><input type="checkbox"/> 49. Doorstop and bumpers present so doors close quietly and securely</li> <li><input type="checkbox"/> 50. Latches—primary and secondary security—are effective</li> </ul> <p><b>DOORS, ENTRANCES</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> 51. Handles—check and secure</li> <li><input type="checkbox"/> 52. Lock cylinder, keyhole, condition &amp; operation</li> <li><input type="checkbox"/> 53. Hinges, hinge pins lubricated, secure</li> <li><input type="checkbox"/> 54. Door chain/deadbolt, securely attached, and working correctly</li> <li><input type="checkbox"/> 55. Lock striker and check plates secure to prevent unauthorized entry</li> <li><input type="checkbox"/> 56. Door frame, bumpers, replace as necessary</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> 57. Weatherstripping in good repair, replace as needed</li> <li><input type="checkbox"/> 58. Threshold is secure, replace rubber inserts if needed</li> <li><input type="checkbox"/> 59. Door fit (security, energy and noise control) smooth and tight</li> <li><input type="checkbox"/> 60. Peepholes correctly installed, clean</li> <li><input type="checkbox"/> 61. Door condition—check for holes, need of cleaning, repair</li> <li><input type="checkbox"/> 62. Door stops in place to prevent damage to handle or wall</li> </ul> <p><b>BATHROOM/VANITIES</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> 63. Bathtub safety strips, clean and in good condition</li> <li><input type="checkbox"/> 64. Tub and lavatory drain, plugs, popups, strainer clean and working</li> <li><input type="checkbox"/> 65. Shower head secure, clean, has correct spray pattern</li> <li><input type="checkbox"/> 66. Bath tile and walls—check for loose tiles, grout holes, need for caulking</li> <li><input type="checkbox"/> 67. Toilet flush and drain—no excess noise, leaks</li> <li><input type="checkbox"/> 68. Toilet tank, tank top, clean, no cracks, secure to base</li> <li><input type="checkbox"/> 69. Seat, hinges, bumpers all in good repair—replace if in doubt</li> <li><input type="checkbox"/> 70. Toilet seal—check evidence of leaks</li> <li><input type="checkbox"/> 71. Hot, cold faucets—check for leaks.</li> <li><input type="checkbox"/> 72. Shower/mixing valve doesn't leak</li> <li><input type="checkbox"/> 73. Chrome fixture appearance is bright—clean/replace if needed</li> <li><input type="checkbox"/> 74. Shower rod, curtain, clean, chrome or plastic sleeve</li> <li><input type="checkbox"/> 75. Basin "P" trap is clean, no leaks</li> <li><input type="checkbox"/> 76. Tub and basin appearance is free of scratches</li> <li><input type="checkbox"/> 77. Toilet paper holder, properly mounted, clean</li> <li><input type="checkbox"/> 78. Facial tissue holder secure and clean</li> <li><input type="checkbox"/> 79. Soap dish &amp; grab bars are secure, good repair</li> <li><input type="checkbox"/> 80. Towel racks—fastened securely, good repair</li> <li><input type="checkbox"/> 81. Vanity top/cabinet not marred, clean, attractive</li> </ul>
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Figure 11-15 (continued)

nothing if they complain heavily about substandard items or conditions, since they would not be held accountable for correcting them. These inspectors are therefore resented by those having to do the work. Human dynamics dictates that the inspectors would be better liked if they did not complain heavily about discrepancies. Floor supervisors who spot-check employees

assigned to operational control are much more likely to find solutions to substandard performance and, as a result, improve the performance of employees. Spot-checking two or three rooms each day from each section seems to give all the indication needed to bring about top-quality performance from each employee. Such action also allows each GRA to report his or her own

<input type="checkbox"/> 82. Floor(s) clean & in good repair	<input type="checkbox"/> 93. Hot water set at correct temperature (120°)
<input type="checkbox"/> 83. Light switches, heat lamp & timer switch work correctly	
<input type="checkbox"/> 84. Bath privacy lock works correctly	<b>GENERAL AREAS</b>
<input type="checkbox"/> 85. Exhaust fan is clean, lubricated, operating correctly and efficiently	<input type="checkbox"/> 94. Emergency exit lights, signs in good condition
<b>GENERAL ITEMS</b>	<input type="checkbox"/> 95. Fire extinguishers in place, fully charged
<input type="checkbox"/> 86. Coat racks/hangers clean, secure, sufficient number	<input type="checkbox"/> 96. Automatic door closers working properly
<input type="checkbox"/> 87. Baseboards, secure to wall, clean, free of scratches	<input type="checkbox"/> 97. Luggage carts clean & in good repair
<input type="checkbox"/> 88. Carpets—no stains, holes repaired, no ripples or loose curls	<input type="checkbox"/> 98. Stairway handrails are secure
<input type="checkbox"/> 89. Wall covering/paint condition—all holes, scratches, tears repaired	<input type="checkbox"/> 99. Sidewalk, exterior walkways, good repair, clean
<input type="checkbox"/> 90. Ceiling—check if clean; no cracks, peeling paint, stains	<input type="checkbox"/> 100. Interior hallways—well lighted, carpet clean and in good repair
<input type="checkbox"/> 91. Smoke detectors checked, batteries replaced	<input type="checkbox"/> 101. Stairs free of debris, no loose treads, handrails, etc.
<input type="checkbox"/> 92. Air leaks or insulation effectively repaired	<input type="checkbox"/> 102. Emergency lighting system—checked & operating
	<input type="checkbox"/> 103. Background music/public address system is effective
	<input type="checkbox"/> 104. Emergency exits kept clear of hazards, panic bars work correctly

Figure 11-15 (continued)

rooms ready for reoccupancy, thus enriching the job and improving efficiency of communication between housekeeping and the front desk.

There is also much to be said about displaying trust and confidence in employees, which is a great motivator for proper performance. In addition, most section housekeepers are proud of their work and look forward to exposing the results of their efforts to those in authority. It is for this reason that the executive housekeeper and the resident and/or general manager should regularly inspect guestrooms. The importance of managers inspecting guestrooms regularly cannot be overemphasized. Not only is the inspection of the room paramount, but the opportunity for the manager to associate with his or her employees on the job is of great importance.

There are more than 600 employees in the housekeeping organization at the Excalibur Hotel in Las Vegas. Such a large number of employees can present a layering problem within the organization that might be hard to overcome. There will always be a few problem employees, but those who are outstanding need the “positive stroke” of the manager who cares about his or her employees as individuals. When the work is well done, some well-placed humor helps to express warmth and acknowledge the value of a good employee (Figure 11.16).

Such expectation of inspections by higher authority usually brings about an added emphasis on total work

quality on **inspection day** and, as a result, tends to improve the appearance of each room cleaned.

A technique of inspection that has merit in areas in which specific employees are not performing up to standard is to let the GRA conduct the inspection in the presence of the designated inspector and supervisor. Specifically, the person inspecting invites the person who cleaned the room to inspect and report while the manager or supervisor writes notes on the inspection form. This technique has proved enlightening to many GRAs who must, in the presence of their supervisor and manager, expose not only their questionable work but also their quality work.

**Inspection programs** for guestrooms should be conducted in such a way that quality performance is amply noted and publicized. Programs involving “the housekeeper of the week,” who earns points toward a meaningful prize over some given time period, is effective in motivating employees to excel. A GRA must understand that his or her reputation as a GRA will never be better than the weakest of all GRAs in the department. This information reminds each of them that they need and must support each other to accomplish quality work, and fosters commitment to standards.

Another technique whereby room appearance and cleanliness can be made to flourish is with a team system of reward. In earlier chapters the team system of scheduling for guestroom maintenance was presented for the



**Figure 11-16** Sonja Beaton-Wiker, Executive Housekeeper, Excalibur Hotel in Las Vegas, adds a touch of humor to her comment to one of her GRAs during a room inspection. Wiker asks, "I see the nice 'Crown Turndown'; now how many jewels did you put in that crown?" (Photo courtesy of Excalibur Hotel and Casino, a member of Mandalay Resort Group.™)

model hotel. Performance systems were designed whereby each GRA was expected to clean 18 guestrooms in each eight-hour shift. There are programs whereby each team that properly finishes its work has rooms spot-checked by an outside supervisor or manager and, given proper results, is provided with an added incentive of leaving early and receiving credit for the full eight-hour shift. (This would be allowed only on a team basis, never on an individual basis; otherwise the team aspect of performance could be destroyed.)

In summary, room inspections are essential to quality guestroom cleanliness and servicing and should be conducted regularly. The more efficient systems do not involve the total inspection of every guestroom cleaned. Spot inspections, properly recorded by floor supervisors, department managers, and the general manager, have proven to be the most effective form of room inspection program. Recognition should be given for quality work, and work incentives should be created to encourage high-quality performances, especially team performance.

### Total Property Inspections

If hotels are to be maintained as top-quality facilities, it is not enough that the executive housekeeper inspect only guestrooms or, for that matter, be the only one who does inspect rooms. Not only does the entire property require a thorough, regular, and carefully orchestrated **property inspection program**, but guestrooms need to be looked at by more than one management person. A **fresh look** is needed to ensure that items viewed but not seen are eventually picked up for correction. Managers

above the executive housekeeper in the table of organization may delegate the task of rooms maintenance to the executive housekeeper but may not abdicate their own responsibility of ensuring that the hotel is properly maintained.

Other departments also have cleaning responsibilities. The restaurant manager, bar manager, chef, and catering manager have large areas for which they are held accountable for proper cleaning, maintenance, and safe operation. The chief engineer may be held accountable for the entire outside area of the facility, including shrubs, grounds, and parking areas.

In the Division of Work Document in Chapter 2, the executive housekeeper is instrumental in ensuring that each part of the property is permanently assigned to a specific department manager for upkeep. Thus, there should be a manager responsible for every square foot, corner, and crack of the hotel. The Division of Work Document should in fact be used to establish a zone inspection program (see the following section) whereby every part of the property is identified and periodically looked at to ensure that proper maintenance, cleanliness, and safety of both space and operation are being maintained.

Finally, the fresh look we mentioned not only brings another pair of eyes into an area, it also allows for orientation and development of management personnel in areas in which they may not normally be operationally involved. A property inspection that uses the front office manager to inspect housekeeping and the executive housekeeper to inspect kitchens is good training for future growth and development of managers for promotion and greater responsibilities.

**Zone Inspection**

There are many inspections that might be conducted on a subroutine basis, but none should be more thorough and, as a result, more beneficial to total property maintenance than the **zone inspection program**. **Zones** are usually created by dividing the entire facility into equal parts, whereby each inspector is responsible for an equal workload in a given period of time. Zone inspections should be conducted in not more than three hours, otherwise they lose effectiveness.

The inspection should be **documented**, and a technique must be developed whereby the person or persons responsible for each zone of the inspection may react to items found deficient and corrective measures may be taken before the next inspection. Documentation about unsafe conditions is also important. Liability in claims regarding negligence may be greatly reduced if it can be

shown through documentation that regular, thorough, and controlled inspections of an entire property are conducted and that there is adequate follow-up on significant items.

**Weekly Maintenance Inspections**

Although zone inspections are all-encompassing for the entire property, there may be times when a particular zone is not inspected because of prior superior condition. This does not preclude public area portions of the rooms department from receiving a regular **weekly maintenance inspection** that is conducted by the senior housekeeping aide or a department manager. Figure 11.17 is an example of a Weekly Maintenance Inspection form that could be used by the rooms department supervisor at the end of each week, usually on Friday evenings, to ensure that the property was in proper condition before the weekend.

**Figure 11-17** Senior housekeeping aide's Weekly Maintenance Inspection form provides a checklist of areas to be surveyed during an inspection, which is usually performed on Friday evenings. The form has a place to record quality points so that housekeeping aides may be included in performance competition.

SENIOR HOUSEKEEPING AIDE WEEKLY MAINTENANCE INSPECTION	
Date _____ Time _____	
Inspected by _____	
Linen Room Linen carts—well supplied _____ Floor _____ Shelves—neat _____ No extras—Wire hangers _____ Glasses _____ Trays _____ Trash _____ Neat general appearance _____ Hallway Carpet edges _____ Carpet _____ Baseboards _____ Fire extinguisher _____ Fire boxes and bells _____ Ashtrays _____ Wall guards _____ Windows (inside) _____ Windowsills _____ Air conditioner _____ No cobwebs _____ Neat general appearance _____ Stairway/Stairwell Handrails and pipes _____ Floor _____ Corners _____ Doors _____ Neat general appearance _____	Vending Waste cans (clean, not full) _____ Floor _____ Vending machine (top, side, front) _____ Ice machine _____ Elevator Door (inside and out) _____ Walls _____ Stainless steel _____ Carpet _____ Ceiling _____  Total points _____



Figure 11.17 can also be used to record “quality points” for work well done. People assigned to clean public areas in a rooms department can thus be included in an incentive program with other housekeeping department personnel.

## Inventories

In Chapters 4 through 7, we listed various categories of **inventories** with which the executive housekeeper might become involved. There are some subroutines related to ordering and keeping track of these inventories. Items of furniture, fixtures, and equipment (identified as FFE), along with software items (bedspreads and so on), form the basis of capital expenditures. These items have limited useful lives and are depreciated over several years. Other material items are operational in nature and are expended over much shorter business cycles (usually a four-week or monthly period); they are part of the cost of doing business in the production of revenue over the same period of time. Items such as cleaning supplies, guest supplies, and the amortized cost of basic bed and bath linens are among costs that occur monthly. Not only must the expenditure of such supplies and linens be expensed against revenue produced, such items that are on hand form the basis of balance sheet assets and must be periodically accounted for. Thus, use, balances on hand, and supply levels are critical **control information** that must be routinely maintained to ensure availability of materials when needed.

Figure 11.18 is a **Cleaning and Guest Supply Inventory** for a typical property. Note the units by which certain supply items are purchased and/or shipped. Note also the column marked “Par Stock.” This column might also be marked “Minimum on Hand,” allowing the manager to review counts and determine if stock levels are falling too low. According to this example, ice buckets are normally shipped in case lots (CS), each case containing six dozen items (6 DZ). It has a .5 par, which indicates that supply on hand should not fall below one-half case before reordering.

Figure 11.18 can also be used as a **count sheet** when conducting a routine inventory. The last column would be used to indicate how many of an item should be ordered at the next available opportunity.

Figure 11.19 is an **Inventory Record Log** that can be used to record information in an inventory logbook or journal. This type of log describes usage during a given period, how supplies were used, current pricing information, and the value of supplies on hand. Hotel **controllers** expect that these types of records are maintained and that inventories are conducted on a regular and routine basis.

The cost of operations should include only that portion of inventory that has been used up during the period. Such costs should not include the value of amounts purchased but still on hand. Most hotel controllers agree

that unopened cases of supplies on hand will be valued at full price in inventory. Once a case is opened, however, items are considered expended. There may be exceptions to this rule, allowing departments to account for individual items remaining in storage in opened cases at full price. Individual items out of the main storeroom that can be sited in satellite linen rooms may also be considered in inventory. Once established, whatever accounting systems are specified by the controller must be followed.

## Storage

Operational supply storage rooms must be closely controlled, and access to storerooms limited to only personnel in charge. Certain items of high unit cost or high usage such as specialty soaps might even warrant cage storage to prevent pilferage. Operations in which storage rooms are thrown open for the day usually have inordinate supply costs, and profits are proportionally affected. Tight storeroom controls are usually evidenced by cleaning supply costs that do not exceed three-tenths of 1 percent of revenues and guestroom supply costs that are within six-tenths of 1 percent.

## Personnel Utilization

Another important subroutine is the weekly (or sometimes daily) **forecasting of man-hour requirements**—the most expensive operational cost in the entire rooms department. Executive housekeepers should be involved in the annual budgeting process (discussed later) whereby they help determine man-hour requirements based on budgeted occupancies. Once the budget has been established, it is imperative that a weekly forecast of expected man-hour utilization be developed and substantiated based on the weekly forecast of occupancy. Forecasts must be in line with expected occupancies and workload, or higher management must be notified.

Figure 11.20 is an example of a **Weekly Wage Forecast** form based on occupancies expected during the third week of the fourth period in the model hotel. **Forecast occupancy** refers to the expected percentage and number of occupied rooms out of the 353 rooms in the model hotel. For example, on Tuesday, 94 percent, or 332 rooms, are expected to be occupied. **Wage departments** refer to the accounting classifications assigned to various types of labor. In Figure 11.20, department 02 is for supervisors, 06 is for fixed-hour employees such as lobby housekeepers and utility housekeeping aides, 07 is for GRAs, and 08 is for section housekeeping aides.

The man-hours for supervisors in the model hotel are the total hours of the four team leaders, the linen room supervisor, the night supervisor, and the senior housekeeping aide (minus hours of those scheduled off). The man-hours for GRAs are obtained from the Table of Personnel Requirements in Chapter 2.

<b>CLEANING AND GUEST SUPPLY INVENTORY</b>				
Date _____		Inventoried by _____		
Item	Units	Units on hand	Par stock	Reorder (X)
Laundry bags	BDL/500		2	
Laundry lists	EA/250		250	
Room service menus	EA		500	
Stationery bags	CS/1000		1	
Stationery	CS/10 PK		1	
Envelopes	CS/1000		1	
Postcards	CS/10 BX		1	
"Tell us" forms	CS/500		1.5	
Sanitary bags	CS/1000		1	
Utility bags	CS/1000		1.5	
Guest services directory	EA/		500	
"Choose your credit"	EA/		500	
Advance reg. forms	EA/		1000	
Hotel maps	CS/		1000	
Facial tissue	CS/36 BX		3	
Toilet tissue	CS/96 RL		2	
Bath soap	CS/500		5	
Toilet seat strips	CS/10,000		.5	
Name cards	CS/		1	
AM EX. Applications	CS/		.5	
100W	CS/		.5	
Light bulbs 60W	CS/		.5	
Phone books	EA/		25	
Bibles	EA/		12	
Hangers (wood)	CS/50		.5	

**Figure 11-18** Cleaning and Guest Supply Inventory form, indicating units by which items are ordered and shipped, par stock, units on hand, and quantities to be reordered.

<b>CLEANING AND GUEST SUPPLY INVENTORY</b>				
Date _____		Inventoried by _____		
Item	Units	Units on hand	Par stock	Reorder (X)
Hangers (plastic)	CS/50		.5	
Ashtrays	CS/48		2	
Ashtrays (gold)	CS/6		.5	
Ice buckets	CS/6 DZ		.5	
Trays	CS/12		2	
Waste baskets	CS/12		1.5	
Matches	CS/50 BX		1	
Phone pads	CS/500		.5	
Do-not-disturb signs	PK/100		.5	
Garbage bags	CS/100		2	
Glass wrap	CS/12 RL		2 RL	
Dust mop treatment	GAL/		.25	
Bathroom cleaner	DRUM/55 G		.25	
Tablecloths	EA/		12	
Glasses	CS/36		24	
Scrubbing sponge	CS/40		.5	
Brooms	CS/12		.5	
Vinegar	CS/6 G		.5	
Trigger sprayers	CS/12		1.5	
Pint spray bottles	CS/12		1	
Stock solution btl.	EA		6	
Portion pac 202	CS/4 BX		4 BX	
Portion par 265	CS/4 BX		4 BX	
Vacuum bags (paper)	CS/250		25 BAGS	

Figure 11-18 (continued)

The planned numbers of hours for each day are listed. Hours are totaled both for the seven-day week for each wage department and for the four wage departments for each day. Revenue for the expected 2276 rooms (see 7-day forecast in Figure 11.20) is predicted for the week, and **target statistics** are developed involving sales per man-hour

and GRA hours per expected number of occupied rooms. Forecast statistics are then compared with those budgeted to determine whether man-hour forecasts are **in control**. Once the forecast is prepared, it is submitted to top management, who evaluates whether planned operations for the upcoming week appear to be in control.



WEEKLY WAGE FORECAST

Period 4 Week of period 3 Week Ending 4/18  
 (date)

Forecast occupancy	91%/322	89%/297	97%/343	94%/332	100%/353	100%/353	78%/276	92.1%/2276
Wage Department	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Total
02	40	48	48	40	48	40	32	296
06	56	56	56	56	56	56	56	392
07	144	136	160	152	160	160	128	1040
08	32	32	32	32	32	32	24	216
Total	272	272	296	280	296	288	240	1944

Submitted by: \_\_\_\_\_  
 Executive Housekeeper

Estimated revenue 227,600 (\$100.00 average rate forecast.)  
 Estimated sales/man-hour 117.08  
 Budgeted sales/man-hour 116.77

Section Housekeeper's hrs/occupied room: Budget .46 Actual .45

**Figure 11-20** A Weekly Wage Forecast report used for forecasting man-hours in various wage departments during the upcoming week. Wage departments refer to the accounting classifications assigned to various type of labor: 02—supervisors; 06—fixed hours (employees such as lobby housekeepers, utility housekeeping aides); 07—GRAs; 08—section housekeeping aides. Forecast occupancy refers to percent and number of occupied rooms expected out of a total model hotel availability of 353 rooms. Forecast includes statistical targets (sales per man-hour and GRA hours per occupied room), indicating comparisons of what was budgeted against what is being forecast.

WEEKLY WAGE ANALYSIS

Period 4 Week of period 3 Week Ending 4/18  
 (date)

Actual occupancy	347	306	242	319	285	353	270	2122
Wage Department	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Total
02	42.1	47.9	48.1	40.2	40.2	40.4	30.8	289.7
06	56.0	54.5	55.6	56.2	50.4	56.1	52.0	384.8
07	162.4	137.5	113.4	144.9	136.6	164.6	126.1	985.5
08	32.1	32.1	32.3	30.8	30.9	32.1	32.2	222.5
Total	292.6	272.0	249.4	272.1	258.1	293.2	245.1	1882.5
				Budget	Forecast	Actual		
	Revenue	227,000.00	227,600.00	227,600.00	220,121.67			
	Sales/man-hour	116.77	117.08	116.93				
	Section Housekeeper's hours/occupied rm	0.46	0.45	0.46				

Explanation of major variances Forecast sales / MH were missed slightly but back  
\$25/MH and Section Housekeeper Hr/Occ Rm were within tolerance of  
Budget. No significant variations

Submitted by: Housekeeper  
 Executive Housekeeper

**Figure 11-21** The Weekly Wage Analysis form resembles the Weekly Wage Forecast but reports actual expenditures, as opposed to what was forecast. The Weekly Wage Analysis for the concluded week, along with a forecast for the upcoming week, are submitted to higher management.



fabric bathmats. Several subroutines concerning linens might be developed. Some might warrant simple policies and standard operating policies describing the movement of linens to and from the laundry and floor areas each day, whereas others might relate to routines involving condemnation, storage, repair, and normal care of linens. Linens rank second, next to wages, in departmental costs. For this reason, particular interest must be taken in the subroutines associated with the inventory and ordering of linens.

### Linen Inventories

The initial supply of house linens might be a part of pre-opening expenses, whereby initial requirements would be placed in position for operational use and amortized over an extended period. Replacement of this initial supply, however, is an operational expense. Because of relative costs (labor versus linens) the total supply of linens should never be so small as to cause employees to have to wait for linens to service rooms. Overall linen supplies therefore should be in amounts several times those required to cover all rooms one time (one par).

If the hotel has an on-premises laundry, an initial supply of linens includes the following:

1 par	<i>To cover all beds and baths (after daily service is complete)</i>
1 par	<i>Soiled or just removed from beds and baths after daily service (tomorrow's workload for the laundry)</i>
1 par	<i>Clean and ready to use in servicing guest-rooms the next day</i>
½ par	<i>New, in storage to be used as replacements when necessary</i>
3½ par	<b>Total</b>

If the property does not have an on-premises laundry, add one par for linen in transit to and from a commercial laundry.

Because an unnoticed reduction in the supply of linens can cause a reduction in efficient service to guest-rooms, **physical linen inventories** should be conducted regularly, and accurate records should be maintained to ensure forewarning of additional needs. Many hotels inventory linens monthly. In situations in which inventories are under good control and count systems are accurate, inventories may be conducted on a quarterly basis.

Let us assume that a 3.5 par is to be maintained for the model hotel and that linen usage and control are stabilized, allowing for a quarterly inventory. A linen inventory log book should be maintained, with headings similar to the Inventory Record Log described in Figure 11.19. Periodic needs for resupply are determined upon the completion of each physical inventory.

On days when inventories are conducted, special care must be taken to ensure that every piece of linen can be located for counting. Inventories should be conducted at

the end of the normal workday when linen movement is at a minimum. (After the laundry has completed work, usually all guestroom regular servicing has been completed and each section housekeeper's linen cart has been loaded for the next day's routine.) Figure 11.23 is an example of a **Linen Count Sheet** used by employees taking the inventory.

The more employees involved in counting linens, the faster the inventory process can be completed. In addition, when employees are involved in the actual count, they become more aware of the significance, importance, and value of the linen. Each GRA counts linens loaded on his or her cart; supervisors count linens found on mobile linen trucks and shelves in satellite linen rooms. The linen room supervisor and assistant count all items found in the main linen room. Section housekeeping aides count linens on made-up roll-away beds. Laundry workers count soiled linen in the laundry, which will make up the next day's laundry workload, as well as any clean linen that might be lingering after the day's workload has been completed. The senior housekeeping aide and assistants count new linen in storage.

When counting bed sheets, differentiation must be made in sizes of sheets (see Figure 11.23). For convenience, other items not necessarily a part of linens, such as pillows, blankets, bed pads and bedspreads, might also be counted at this time.

Where items were located when counted and who counted them at that location should be noted on the Count Sheet so that managers can audit certain counts. (It would not be unusual for the hotel controller to participate in the inventory by auditing certain count sheets.)

When counts have been completed, Count Sheets are collected and recorded in a **Period Linen Inventory Count Record**, such as the one in Figure 11.24. The Count Record is used to compile all count sheets and record **total linen in use** and **total new linen on hand**. Once total counts have been determined, they are compared with the prior inventory to determine usages (same as in Figure 11.18). The separation of linen in use from new linen is done to assign a proper value to the inventory. Most hotel operations will value new linen (linen in unopened boxes) at full price and linen in use at half price. Total **linen valuation** is thus determined as follows:

$$\left( \frac{\text{Linen in use} \times \text{price}}{2} \right) + (\text{new linen} \times \text{price}) = \text{linen valuation}$$

Care should be taken in counting linen to ensure that unexplained increases do not occur in specific items. For example, a prior inventory indicates 1000 double sheets on hand. Between inventory periods there were 500 double sheets purchased. Total availability of double sheets





Direct purchases from mills require long-range planning and purchase arrangements contracted up to 1½ years in advance, allowing the mill to produce ordered linens at its convenience.

Such planning may seem impossible, but the **annual linen reorder plan** illustrated in Figure 11.25 is quite feasible. Note how quarterly inventories are conducted and compared with an on-hand requirement of 3.5 par. Linen orders may be made up for a one-year period, one-half year before effective date of the order; the order is then drop-shipped on a quarterly basis. The vertical axis in Figure 11.25 indicates the number of a particular item of inventory. Heavy black vertical lines indicate the increase of linen inventory caused by the receipt of drop shipments. The horizontal axis indicates the passage of time from one quarter to the next. Diagonal lines between quarters indicate the linen shortage generated as a result of linen loss, use, and condemnation that might occur between inventories. The shortages determined in each of four quarterly inventories generate annual linen usage that must be replaced each year. A horizontal line at some given value indicates the count of a given item when being maintained at 3.5 par. The count levels are then seen to vary equally above and below 3.5 par value.

As an example, let us assume that a linen order for double sheets (DS) is to be developed on 30 June and will be initiated on 1 January for the upcoming year, and that said order is to be drop-shipped on a quarterly basis during the year the order is in effect. The 3.5 par value of DS is given at 2000. On 30 June, inventory counts reveal 1750 DS on hand (250 short of 3.5 par). Shortly after the 30 June inventory, a drop shipment (prior order) of 500 DS is expected to arrive that will raise the count of DS to 2250. Prior quarterly shortages indicate that a forecast shortage in September may be expected, but a second drop shipment of 250 DS (already ordered) will again arrive that will return the inventory count on 1 October to a value of about 1950 DS. A similar quarterly usage is then forecast for the final quarter of the year,

creating a forecast shortage on 31 December of 225 sheets. An order may now be created on 30 June, which will include annual usage (four prior quarterly shortages) plus the shortage forecast to exist on 31 December. This annual order may then be divided into four quarterly drop shipments and the order placed directly with a mill a full six months before the effective commencement of the order. Hence the formula:

$$\begin{aligned} &\text{Linen on hand (today) + linen expected to arrive} \\ &\text{(prior orders) - shortage (expected at the end of} \\ &\text{the current order) - annual usage - 3.5 par =} \\ &\text{future order (a negative number)} \end{aligned}$$

$$\text{Order} \div 4 = \text{expected quarterly drop shipments to commence six months hence}$$

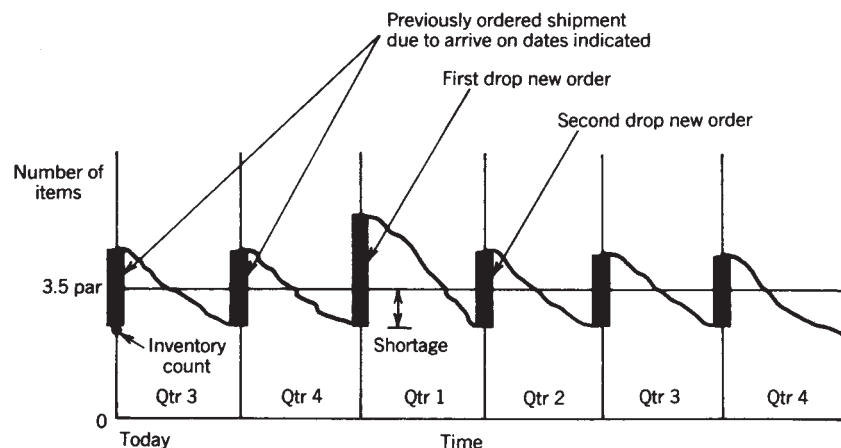
As has been shown, the preplanned purchase of linens for future use can produce great economies of operation. Whereas linen brokers are available and willing to fill linen needs, the profits made by such brokers represent true cost savings for housekeeping departments who order linens directly from mills. Linen brokers should therefore be used only in an emergency.

## Personnel Administration

### Time Card Control

Another subroutine requiring the daily attention of management is **time card control**. Employees should be counseled at the time of employment as to how many hours constitute the work shift each day. Some organizations specify an 8-hour shift, including time off for work breaks and lunch. Others require that employees clock out for lunch, thus leaving them on their own time for lunch. A housekeeping operation may be arranged in such a way as to have employees on the property for 8½

**Figure 11-25** Annual linen reorder plan shows the supply and replenishment of a given item of linen inventory. Appropriate replenishment orders for quarters 1, 2, 3, and 4 for the upcoming year may be determined at the beginning of the third quarter of the current year.



hours, including two work breaks of 15 minutes each on company time, but require the employee to clock out for lunch, creating a net 8-hour workday. This arrangement is specified; however, employees are still required to punch a time clock at the beginning and end of each shift, as well as to clock out for lunch and back in after lunch. Federal regulations require that time card records be maintained for each employee to guarantee fair wage administration.

Some employees, although understanding that their shifts begin at 8:00 A.M., may clock in early (7:45) and then expect to be paid for all time worked as indicated on the time card. Employees must not be allowed to enter times on a time card indiscriminately and expect to be paid for these times. It therefore behooves department managers to set specific ground rules about overtime and the time spread in which employees may punch in and out each day. Then, should employees be available and needed before the normal working day, they may be asked to clock in early and can expect to be paid for this early time; otherwise, clock-ins between 7:55 and 8:05

A.M. will be considered 8:00 A.M. clock-ins. Similar policies apply to clock-out times.

Many hotels have two time card racks for each employee; one is for time cards when employees are off the property, and the other is for time cards when employees are on the clock. In large operations, quick note of where the time card is located can determine whether or not an employee is actually at work.

While the employee is on the property, there should be a record of a clock-in with no clock-out yet showing. During this time, managers can audit clock times on cards from the previous day and indicate the number of hours that are to be paid based on the punched indications. This allows employees to note exactly how many hours they may expect to be paid for the previous day. Any questions that arise may then be immediately resolved. Also, indications of overtime authorization can be noted.

Figure 11.26 shows an example of a time card upon which several days of clock time have been recorded. Note the penciled indications wherein the manager has

Employee No. 127				3:30 to midnight	
Name SMITH, JOHN				2nd Shift	
Week ending Friday 3/15					
Saturday	In		15:51		
	Out		20:02		
	In	8.0	20:52		
	Out		23:97		
Sunday	In				
	Out				
	In				
	Out				
Monday	In				
	Out				
	In				
	Out				
Tuesday	In		15:11		
	Out		20:16		
	In	8.0	20:67		
	Out	O.T. NOT AUTH.	00:16		
Wednesday	In		14:50		
	Out	9.0	20:17		
	In	1 hr. O.T.	20:68		
	Out		00:03		
Thursday	In		15:56		
	Out		20:02		
	In	7.9	20:53		
	Out		23:99		
Friday	In		15:75		
	Out		20:24		
	In	7.6	20:75		
	Out		23:88		

	← 20:53	← 23:99
	← 20:02	← 15:56
	← :51	← 8:43
	8.43	
	- .51	
	7.92	

Rounds off to 7.9 hours

**Figure 11-26** The daily time card audit. This time card has been used with a time clock that registers in Navy time hours and hundredths of hours. It is actually easier to audit in hours and tenths of hours than in A.M. and P.M. hours and minutes. Note the example for Thursday: The first clock-in time is registered as 15.56 (or about 3:34 P.M.—56/100 of an hour past 3:00 P.M.). The last clock-out is 23.99 (1/100 of an hour before midnight). By subtracting the smaller time from the larger, the total time that the employee was on the property is determined. The two intermediate times register out and in times for the dinner break. Subtracting the smaller from the larger time determines the amount of time taken for dinner. Finally, subtracting the dinner break time from the overall time determines actual time on the clock for pay purposes. Note that the audit of time on Tuesday indicates a total of 8.5 hours because of an early clock-in time. This early time was not authorized; therefore, only the normal 8-hour shift will be allowed. John Smith would have noticed this reduction on Wednesday during the normal work shift. If there were any questions about the audited reduction, John would have been counseled not to clock in early unless requested to do so. On Wednesday, overtime was authorized; hence the 9 hours were allowed. Some states require that overtime be paid after the 8th hour worked on any given day; others require the payment of overtime only after 40 hours have been worked in one workweek. In the first instance, John worked 39.5 regular hours and 1 overtime hour. In the second instance John worked a total of 40.5 hours; hence only the excess over 40 hours should have been paid at the overtime rate.

audited the card and indicated the amount of time for which the employee will be paid. On Wednesday, the early punch, and hence overtime, was authorized. On Tuesday, overtime was not authorized and the employee may need to be reminded of rules and procedures for clocking in and out. This type of audit of time worked by employees is a subroutine that should be done on a daily basis. It is easy to audit time cards using a 24-hour time clock that records hours and hundredths of hours.

## Payroll Administration

The proper payment of wages due an employee is a matter requiring great attention to detail by the department manager. Employees have a right to expect to be paid for work performed. It is therefore vital that department managers ensure that hours worked during a given workweek be properly recorded on **time sheets** from which actual pay will be calculated.

Time sheets are normally given to department managers by the payroll department before the end of each workweek. Time sheets contain an alphabetical listing of all employees on the payroll. Employees hired after time sheets are originated may be added. Assuming there has been a daily audit of time cards at the conclusion of the workweek, the time cards must be totaled and their values entered on time sheets (Figure 11.27), which will be submitted to the personnel department timekeeper or paymaster.

Weekly time sheets indicate the number of hours for which employees will be paid. Days off are also indicated so that no blanks are noted for any day; special forms of pay are entered where appropriate. Items such as sick pay, vacation pay, total regular time, overtime, and wage rates are entered, as are the wage department classification under which the employee is to be paid. Some employees may have a secondary job code for which they may be paid at a secondary rate. For example, the section housekeeper in wage department (07) may work one day during the week as a relief for a senior housekeeper in wage department (02). The employee should then be paid at the higher wage rate for that particular day. After all time has been correctly recorded, summaries of information are included on Weekly Wage Analysis reports (Figure 11.21).

Proper wage administration includes orientation of the employee in understanding when wages will be paid. Given a workweek that runs from Saturday through Friday, time sheets would normally be prepared at the end of work on Friday. Lapse time, which ranges from five to ten days, is required to prepare checks. Depending on methods of payroll preparation, pay due an employee for the week ending Friday, June 5, for example, may not be presented until Wednesday, June 10, creating what is known as **time in the hole**.

The employee must be counseled at the onset of employment that pay for work completed on the upcoming

Friday of the first week worked will not be received until Wednesday, 5 days hence. Even though this procedure may be burdensome for some employees, it is better to have a payday far enough delayed to guarantee that paychecks will be available on the stated payday than have earlier stated paydays that are *not* met due to late arrival of paychecks. Late paychecks tend to produce major up-roars and should be avoided.

Employees need to understand that upon termination of employment, pay owed will be received and termination will not affect amounts owed. Employees who quit their jobs should expect to wait for scheduled paydays to receive their pay. It is best if employees who are terminated by the company be paid off immediately with a special paycheck in order that they need not return to the property after termination.

Because the department manager is controlling the employee's working time and pay, the passing out of paychecks is the department manager's responsibility, which should not be passed on to any other department (such as the personnel department).

Employees whose names appear on time sheets for which no pay is entered constitute two categories of personnel; those on legal and granted **leaves of absence (LOA)** and those who have been terminated but for which no terminating paperwork has been received by the payroll division. This latter category requires the immediate attention of the department manager to ensure that time sheets do not contain the names of employees who no longer work for the company.

The subroutine of **time sheet preparation** is a tedious and time-consuming one requiring great attention to detail. With proper training, however, the task can be delegated on a rotating basis to all department supervisory personnel. An authenticating signature of the department manager (or acting manager) should be required on all time sheets.

## Performance Appraisals

One subroutine that must never be neglected is **performance appraisals** of all employees within the department. Every employee has a right to know management's expectations and to receive appraisals of how well responsibilities and tasks are being carried out. Performance appraisals should be conducted at stated intervals and at other times when appropriate.

The first regular appraisal occurs at the end of a **probationary period of employment**. Employees are usually hired for probationary periods, which may last from three to six months. An employee should be notified at the end of a probationary period that his or her performance has been satisfactory and that he or she is now considered a full-time permanent, temporary, or pool employee in good standing. Or the employee should have been advised well in advance of the end of the probationary period that the performance was lacking.

WEEKLY TIME SHEET														
Week Ending <u>5/17</u>														
Name (Primary Wage Dept) (Secondary Wage Dept)	Rate	Hours							Total Hours	Earnings				
		SAT	SUN	MON	TUE	WED	THU	FRI		Reg	OT	SPEC	Total	
ADAMS, Sarah	(07)	9.90	8.0	8.0	8.1	7.9	OFF	OFF	8.0	40.0	396.00			
														396.00
BROWN, Betty	(07)	10.15	9.0			8.0	7.9	OFF	OFF	24.9	242.59	15.23		
	(02)	10.65		8.0	8.0					16.0			170.40	428.21
CARTER, Louis	(06)	9.90	9.0	8.0	OFF	OFF	8V	8V	8V	41.0	158.40	14.85	237.60	
														410.85
GREEN, Martha	(02)	10.90	OFF	EDO	8S	8.0	8.0	8.0	OFF	32.0	261.60		87.20	
														348.80
JONES, Thomas	(08)	9.90	LOA						LOA					
	(02)													0.00
KING, Mary	(07)	9.40	8.2	8.1	8S	8S	OFF	OFF	8.0	40.3	225.60	4.23	150.40	
														380.23
SMITH, John	(08)	9.65	8.0	OFF	OFF	8.0	9.0	7.9	7.6	40.5	390.83	7.24		398.06
THOMAS, William	(08)	9.40	8.0	8.0	OFF	OFF	T	T	T	16.0	112.00			112.00
WHITE, Jane	(06)	9.90	8.0	8.0	8.0	7.4	8A	OFF	OFF	39.4	310.86		79.20	390.06
	(02)	10.40												390.06
Totals (Primary)			58.2	40.1	32.1	47.3	40.9	23.9	31.6	274.1	2097.87	41.54	724.80	
(Secondary)				8.0	8.0					16.0				2864.21

Special Codes  
 S-Sick Pay                      LOA - Leave of Absence  
 V-Vacation Pay                OFF - Regular day off (without pay)  
 J-Jury Duty                      EDO - Extra day off (without pay)  
 A-Administrative pay        T - Terminated

Prepared by: *Annette Moccio*  
 Approved by: *[Signature]*

**Figure 11-27** A weekly time sheet prepared by the payroll department illustrating a computer-printed page of an alphabetical listing of employees on the payroll. An entire department payroll may be made up of many such pages. Explanations for entries on the weekly time sheet are as follows:

- Adams:** Worked five regular days as a section housekeeper (07); was off on Wednesday and Thursday. A total of 40 hours worked that week at a pay rate of \$9.90/hour for total weekly earnings of \$396.00.
- Brown:** A GRA; worked three regular days under a primary job classification (07) and two days under a secondary job classification (02) (a supervisor). Also worked nine-tenths of an hour overtime, for which she will be paid time and a half.
- Carter:** Worked two regular days as a public area housekeeper; had two regular scheduled days off, had requested and was granted three days' vacation pay.
- Green:** Worked three regular days, was scheduled off for an extra day, and was granted eight hours sick leave.
- Jones:** Has been on a leave of absence for several weeks. (Leave was authorized, therefore benefits continue to accrue.)
- King:** Worked three regular days; requested and was granted two days sick leave. Also worked three-tenths of an hour overtime.
- Smith:** Similar schedule to Adams; off Sunday and Monday.
- Thomas:** Worked two regular days, was off two days, then failed to return to work. Thomas was terminated. He will be paid monies due on the next regular payday. Had Thomas been fired, he would have been paid off immediately and a cross-reference made on the time sheet that he had already been paid.
- White:** Worked four regular days, asked for and was granted one day administrative leave (without pay). Also had a secondary job classification but did not work in that capacity during the workweek.

Managers who wait until the end of a probationary period to inform an employee that performance has been unacceptable are being insensitive to the human dynamics of supervisory responsibilities.

Routine performance appraisals should occur at stated intervals. After successfully completing a period of probationary performance, the time of the next performance appraisal should be made known to the employee (usually one year hence). When a probationary period is successfully concluded, it should be presumed that the employee is capable of performing the task assigned properly. Failure to continue to perform in a like manner is an indication of unsatisfactory performance and becomes worthy of a special performance evaluation. When performance is noted as being routinely outstanding, it should also be made the subject of a special performance evaluation.

Satisfactory and outstanding performance evaluations should offer consideration of **pay increases** in accordance with company policy. Assuming that an employee has successfully passed from a probationary status, a raise in pay is appropriate. One year later, given satisfactory performance, another pay increase might be expected.

Many companies have **pay scales** that allow for a start rate, base rate, one-year rate, and maximum rate for each job classification. For example, for the GRA the following rates might apply:

Start rate	\$9.50/hour
Base rate	\$10.00/hour
One-year rate	\$10.50/hour
Maximum rate	\$12.50/hour

The start rate is applied when the person begins employment. Given satisfactory performance at the end of a three-month probationary period, pay will be increased to the base rate. Satisfactory performance throughout the year warrants an additional pay increase at the end of the year if for no other reason than inflation. The same might occur for the next three years. Upon reaching the maximum rate, no further increases may be obtained, other than for changes in wage scales due to cost-of-living increases or promotion increases.

Essentially satisfactory performances warrant standard increases to the limit specified by the type of work performed, not years in service in a specific job category. The wage scale might be expected to increase each year due to cost-of-living increases, not seniority. To achieve better-than-standard wage increases, the worker must be above average or be promoted to the next higher classification.

### Technique of Performance Appraisal

Performance appraisals should be personal between the manager and the employee. The manager may consult with other supervisors, but the actual appraisal should come from only one of the department managers.

In Chapter 8, a Personnel Action Form (PAF) was instituted for each employee who was hired. The front side of the PAF (Figure 8.4) contains all pertinent identifying data on the employee, and the back (Figure 8.5) is used for performance appraisal. Longtime employees might have several PAFs in their personnel jackets, which had been completed any time the employees had significant personal data changed or when performance was appraised. The front side of the most recent PAF contains the most current data on the employee, with the back page blank awaiting the next needed action (change of data or performance appraisal).

The human resources department helps the executive housekeeper recall when performance appraisals are due for each employee by pulling the most recent PAF and sending it to the housekeeping department. The subroutine of performance appraisal requires action when such appraisals are sent to the department (usually within one week). A set time each week might be scheduled for writing and presenting these appraisals to employees.

As Figure 8.5 shows, the appraisal form requires the following:

1. A statement of observed strengths.
2. An indication of whether objectives assigned have been met.
3. A statement of observed weaknesses. (It is highly doubtful that an employee's performance will be perfect. Weaknesses therefore should be noted in order that the employees know where they need improvement. A performance appraisal indicating no weaknesses is an implied statement that improvement cannot be made in any aspect of performance.)
4. A statement of counseled action—what the employee should do to improve performance and what the employer will do to assist.
5. An estimate of when the employee should be ready for promotion (does not guarantee that promotion will be gained).

Once the appraisal has been prepared, a conference with the employee should be scheduled. The written appraisal is used to discuss the employee's performance. After discussion and ensured understanding, the employee should sign the appraisal as an acknowledgment that he or she has in fact received the appraisal and is aware of the meaning of its contents. The signature is not an acknowledgment of the accuracy of the contents of the appraisal, only that it has been received and understood as the appraiser's view. The employee should then be allowed to comment in writing in the space provided on the appraisal. Should the appraisal warrant an increase in pay, such notation would be made on the front side of the PAF, as should a notation as to when the next appraisal is due.

## Special Appraisals

Special appraisals should be conducted in a similar manner as regular appraisals, except that the occasion would be to either note routinely outstanding performance or substandard performance. Poor performance should be appraised *before* the employee's performance becomes unsatisfactory. This allows for corrective action before the possibility of termination. The PAF may be used to document that a verbal warning has been issued or to document an official written warning. When poor or questionable performance must be appraised, a technique known as leveling should be used. The **leveling technique** is carried out as follows:

1. Conduct leveling sessions on a one-to-one basis. There are rare exceptions when a third person should be present to validate conditions or observations; one-on-one is usually more open and conducive to agreement and future commitment.
2. Be completely honest and straightforward. Do not use the leveling technique if less than total honesty is contemplated.
3. Deal with the problem as soon as possible. Immediate action is much better than delayed action. Delays in dealing with a problem imply a weakness on the part of management and a lack of willingness to deal with unpleasant issues when they occur in hopes that problems will go away. They usually do not.
4. Set up the room so that nothing is between the evaluator and the employee. Move out from behind a desk and sit as an equal with the employee. Do not stand while the employee sits, or vice versa.
5. Go immediately to the problem. No small talk or jokes are appropriate.
6. Send "I" messages. "I" messages show concern without implying that the employee is necessarily a bad person. Statements such as "I am concerned about your repeated tardiness for work" or "I am troubled because you are having difficulty adjusting to your fellow workers" are not so likely to put the employee on the defensive but will likely cause the person to open up and talk about problem areas.
7. Give honest positive reinforcement when deserved, but never patronize.
8. Listen. Half of communication requires listening, understanding meanings, and determining where people are coming from when they talk.
9. Avoid references to past mistakes if they are not relevant to current issues. (Past mistakes should have been dealt with in the past. *It is now that counts.*)
10. Arrive at a mutual decision or understanding as to what future actions or behavior may be expected.

11. Reconfirm understandings by providing written notes of discussions and decided actions; do this for the record and provide a copy of such notes to the employee (may be a copy of a written warning).
12. Keep the entire encounter professional and free of emotion on the part of the evaluator. Should the employee become emotional, allow the employee to calm down before proceeding with the appraisal.

Employee performance appraisal is one of the most important aspects of personnel administration in which the executive housekeeper will become involved. A manager gets things done through people. To understand this requires a commitment to the understanding of human dynamics and a desire to be a professional in the task of supervision.

## Communication and Training

Good management requires an absolute understanding of proper delegation and how such delegation brings about commitment and involvement on the part of employees. Successful commitment cannot be attained by being secretive about matters that employees have a *need to know* out of concern for jobs to be performed or about matters that they *want to know*, which indicate that employee performance is contributing to the success of the company. Commitment and involvement stem from thorough orientation, individualized training, and regular meetings through which the employees get the word.

### Departmental Meetings

On a regular basis (at least monthly), **departmental meetings** should be scheduled. They should be interesting, informative, and productive. Praise for jobs well done is always appropriate in departmental meetings where individual praiseworthy performances may be recognized in front of others.

Announcements about upcoming events and the success (or failure) of past events are appropriate, as well as management observations about certain happenings. A portion of meetings should be devoted to the presentation and discussion of new hotel policies, as well as the regular and periodic review of existing policies.

Guest comments as to service (both good and bad) need to be presented; however, specific comments about poor individual performance are best presented in private. Meetings should allow time for questions from employees, whereby management may learn about matters concerning employees.

The executive housekeeper should allow junior managers and supervisors to chair meetings but should always be present to convey management's control over

meetings. Team leaders should conduct regular (simplified) meetings with team members, keep notes of such meetings, and discuss the results with the executive housekeeper.

## Long-Range Planning

### Budget Formulation (The Once-a-Year Subroutine)

There are many cases in which budgets are presented to executive housekeepers that dictate how much in the way of labor and supplies will be expended in the performance of tasks. Such budgets, which originate with top management and are handed down, seldom draw the commitment of operational managers, because little or no planning was contributed at the department level. The participation of the executive housekeeper in formulating the **operational budget for the housekeeping department** is essential if managers are to commit themselves to successful accomplishment of the long-range plan known as the budget.

#### Top Management's Input to the Budget

Top management must be involved in the budgeting process: Company expectations should be stated and national trends analyzed; criteria should be established regarding standards to be met in the use of supplies; marketing plans must be finalized for the upcoming year; and budget guidance is essential. Once these tasks are done, however, each department of the hotel should begin the task of assembling, from a zero base, requirements for the expenditure of man-hours, materials, and money to produce the service or product that will be creating revenue. After identifying expected sales and related costs, top management should critique the budget, indicating where adjustments must be made in order that company or corporate objectives will be met. If modification of the budget is necessary, it should be revised by the operating departments until agreement is reached.

#### The Budget Cycle

The **operational budget cycle** usually requires several months from the onset of planning until critiques and adjustments are finalized. The budgeting process must therefore be begun well in advance of the beginning of the budget (fiscal) year.

Operational budgets usually reflect **periods** of the fiscal year. Some hotel operating budgets are constructed with each of the 12 months reflecting a period. Other systems reflect 13 (28-day) periods, each of which is made up of four consecutive weeks. The 13-period system seems most appropriate because periods will start on the first day of a scheduled workweek and will end on

the last day of the following fourth workweek. It allows for the comparison of revenues and costs on a consistent basis each period.

Budget periods based on calendar months create 2 months out of 12 in which an extra payday will occur, causing a distorted comparison of wage cost against revenues. Such distortion will not occur in 13-period systems. In addition, set days of each period will always occur on the same days of the week in each period, allowing for systematic comparisons of similar days. For example, assume that workweeks begin on Saturdays and end on Fridays. The first day of every period will then occur on a Saturday. The sixteenth day of every period will similarly always be the third Sunday of each period. Except for special holiday periods, hotel revenues and resultant costs of operations will more likely reflect similarity by days of the week than any other statistical criteria.

#### The Budgeting Subroutine

Each budget planning cycle is commenced by those involved in budgeting room sales. Schedules indicating the volume of room sales to be expected on each day of the upcoming year are prepared and finalized before operational cost budgeting is begun by any department affected by fluctuating occupancy (such as housekeeping). Most schedules of expected room sales will also show a comparison of the upcoming budget year with the existing year in order that growth can be analyzed. Not only will growth in the sale of guestrooms be significant, but changes in average room rate and expected period revenues will later prove significant in the development of statistical targets for the housekeeping department. Figure 11.28 is an example of a typical **Consolidated Room Sales Summary** which will serve as a basis for the formulation of the housekeeping department's budget.

#### Wage Classification

Because man-hour utilization represents the highest housekeeping cost of operation, the greatest detail in justification will be required in the development of man-hours to be expended. Recall that man-hours for the various types of work performed within the housekeeping department are classified for accounting purposes. In our earlier example, man-hours worked by GRAs were classification (07), hours worked by section housekeeping aides were (08), those worked by supervisory personnel were (02), and those worked by public area, linen room, and utility personnel do not fluctuate and are therefore classified as fixed hours (06). Other classifications of man-hours to be performed in a rooms department include front office personnel (01, 03, 05), which would be under the control of the front office manager. Figure 11.29 illustrates a system whereby man-hours are classified into **wage departments**.



	%OCC	# Rooms	Ave Rate	Sales Dollars	% Inc. in Rooms	% Inc. in Dollars
Current Year	1	73	7215	101.21	730,230	
Actual	2	74	7314	101.43	741,859	
	3	77	7611	101.39	771,679	
	4	73	7215	104.04	750,649	
	5	82	8105	104.08	843,568	
	6	79	7808	103.95	811,642	
	7	85	8401	103.99	873,620	
	8	89	8797	104.02	915,064	
	9	83	8203	104.10	853,932	
(Forecast)	10	82	8105	103.94	842,434	
(Forecast)	11	81	8006	104.06	833,104	
(Forecast)	12	69	6820	104.04	709,553	
(Forecast)	13	60	5931	104.13	617,595	
Total	77.5	99531	103.43	10,294,929		
Budget Year	1	75	7413	105	778,365	2.7
Budget	2	78	7709	105	809,445	5.4
	3	86	8500	105	892,500	11.7
	4	86	8500	105	892,500	17.8
	5	88	8697	105	913,185	7.3
	6	92	9093	107	972,951	16.5
	7	93	9192	107	983,544	9.4
	8	93	9192	107	983,544	4.5
	9	92	9093	107	972,951	10.8
	10	89	8797	107	941,279	8.5
	11	89	8797	107	941,279	9.9
	12	80	7907	107	846,049	15.9
	13	63	6227	107	666,289	5.0
Total	84.9	109117	106.25	11,593,881	9.7	12.6

**Figure 11-28** A Consolidated Room Sales Summary presents the expected room sales, percent occupancy, average room rate, and sales dollars to be generated by the annual budget. Current statistics are provided for comparison, and percent increases in number of rooms to be sold and revenue dollars are given in relation to the current year. The Consolidated Room Sales Summary must be developed and distributed to all departments before cost budgeting can be initiated. Since the budget cycle must be begun about the tenth period of the active year in progress, figures listed as "actuals" for the tenth through thirteenth periods are "forecast" since they have not yet occurred. As the budget process continues, these last-period forecasts of the active year will be updated. For illustrative purposes, however, assume that all periods of the current year have been completed.

**Budget Justification**

The executive housekeeper needs to explain how man-hour requirements are established for each wage department. Usually a standard form for **man-hour justification** is prepared and included as part of the budget submission package. Figure 11.30 is an example of a budget justification of man-hour form explaining utilization of GRA man-hours (wage department 07), which is one wage department for which the executive housekeeper in our example was responsible.

Considering the expected occupancies noted in Figure 11.28, the executive housekeeper refers to the Table

of Personnel Requirements (Table 2.2) to determine exactly how many man-hours will be required to service this occupancy for the model hotel. Statements about method of operation as related to the GRA wage department (07) are based on the least number of man-hours that will accomplish the servicing of budgeted occupied guestrooms.

Figure 11.30 illustrates the detail of the budget justification, although justification sheets for other wage departments may not be so detailed. Note that night operations are identified separately; training costs are also identified separately but are not included at this point.

**Figure 11-29** A wage classification system for budgeting and accounting purposes is necessary in order that man-hours in specific wage categories may be budgeted, collected, and analyzed.

Wage department no.	Wage category
00 *	Management
01 **	Front office supervisory
02 ***	Housekeeping supervisory
03 **	Front office/reservations clerks
04 **	Front office cashiers
05 **	Bell staff
06 ***	Housekeeping (fixed)
07 ***	GRAs
08 ***	Section housekeeping aides
09 ****	Recreation attendants

Training cost will be added with other property training costs and summarized separately. In the example, it is estimated that four employees will be replaced each period at a training cost of 24 nonproductive hours per employee replaced per period.

If a critique challenge is made by top management to the detail expressed in the budget justification, a clear statement as to what service will be discarded or downgraded before hours can be reduced must be made. If profits must be increased but services maintained at the level specified in budget justifications, average room rates would have to be increased to improve revenues and resultant profits. Such may be the topic of discussion during budget critiques.

### Wage Summaries

Figure 11.31 is a summary statement of all man-hour and wage cost information for the entire rooms department. At the bottom of Figure 11.31 is the calculation of the **sales per man-hour**. This is an efficiency calculation referring to the number of wage department (07) man-hours to be expended for each dollar of sales revenue generated. Once the statistic is accepted, it becomes an efficiency target to be maintained or bettered in each period. Later, comparisons of sales per man-hour for the budget year with that for the current year indicate whether efficiencies are being maintained, exceeded, or lessened over the prior year.

In our example, revenue for the budget year is reflected as \$6,138,031. GRA hours (Wage Department 07) required to service the occupancy that generates this revenue will be 53,088 man-hours. Sales per man-hour then becomes  $\$11,593,881 \div 53,088 = \$218.97$ . Upon acceptance of this statistic, revenue may be compared each period with GRA hours to determine whether the statistic is achieved or is more or less than budgeted. If the current year sales per man-hour figure is more than what is budgeted for the year, it indicates improved efficiencies for the department.

### Budgeting Supplies and Other Controllables

The budgeting of other **controllable items**, although not as detailed as man-hours, will require the same effort. Figure 11.32 shows the entire rooms department budget. Note the format by which current year actuals and projections through the end of the current year are compared with next year's budget.

The final budget is divided into six parts: total sales, total salaries and wages, total employee costs, total controllables, control profit, and statistics. The presentation of wage cost is by wage department, the balance of which has now been added for the entire rooms department. The total employee costs refer to costs over and above salaries and wages, including benefits averaging about 20 percent of salary and wage cost. Controllables refer to the various supply cost accounts where monies will be needed. Not all cost accounts fall under the purview of the executive housekeeper, but those that do are obvious. They include cleaning supplies, guest supplies, laundry expenses, linen costs, and parts of several other accounts, including general expense. Each controllable cost may also be expressed as a percentage of revenue. For example, cleaning supplies might approximate three-tenths of 1 percent of revenue and guest supplies approximate six-tenths of 1 percent of revenue. Such statistics have a tendency to vary with type of hotel, type of market, expectations for excellence, and other specific factors.

### Budget in Operation

Once the budget has been developed, it will be critiqued as we described earlier. Once approved, the major long-range operational plan is now in place for the upcoming year. As the budgeted year progresses, period statements will be produced by the accounting department in a form almost identical to that expressed in the budget, as illustrated in Figure 11.33.

New actual costs are next to what has been budgeted. The executive housekeeper is expected to explain any

BUDGET JUSTIFICATION  
FOR  
MANPOWER UTILIZATION

Department Rooms Cost Center Housekeeping Wage dept. 07

Staffing rationale Position Title Section Housekeepers

Hours of Operation 1st Shift 8:00am to 4:30 pm  
2nd Shift 3:30pm to Midnight

Shifts per day: 2 Managers assigned 2 Hourly Supervisors 6

Explanation of operation:  
Section Housekeepers to be scheduled in accordance with Table of Personnel Requirements (attached). Each section Housekeeper is expected to service 18 rooms / day. Hours are based on 7 days / week operations. Department is staffed by "swing team" personnel to cover days off for regular teams.

Summary

Per	OCC	Avg. pers day/night	Hrs/Day	Days/wk	Hrs/Wk Total	Hrs/Prd Total	Avg Rate	Cost
1		15/1	128	7	896	3,584	9.76	34,967
2		16/1	136	7	952	3,808	9.78	37,229
3		17/1	144	7	1,008	4,032	9.80	39,500
4		17/1	144	7	1,008	4,032	9.82	39,580
5		18/1	152	7	1,064	4,256	9.83	41,822
6		19/1	160	7	1,120	4,480	9.84	44,068
7		19/1	160	7	1,120	4,480	9.85	44,112
8		19/1	160	7	1,120	4,480	9.87	44,202
9		19/1	160	7	1,120	4,480	9.89	44,292
10		18/1	152	7	1,064	4,256	9.91	42,162
11		18/1	152	7	1,064	4,256	9.92	42,205
12		16/1	136	7	952	3,808	9.93	37,800
13		13/1	112	7	784	3,136	9.94	31,161
Tot yr		17/1	146		13,272	53,088	9.85	523,100

Comment on wage increases:

Training man-hours not included Cost \_\_\_\_\_

Night Operations 2912 Cost \_\_\_\_\_

Total mh 53,088  
Total Cost 523,100  
(Submitted)

**Figure 11-30** Budget justification for man-hour utilization is used to support requirements for man-hours in various wage categories. A specific justification document is needed for each wage category. (Note: This particular form with position title "Section Housekeeper" refers to GRAs.) The method of department operation is written out and then summarized in tabular form for each period of the budget year. This form becomes a part of the budget submission package.

serious negative deviations from the plan and how these deviations will be corrected. This type of control is one of the major challenges to expert professional house-keeping. The executive housekeeper, having been a part of the budget process, should look forward to the management challenge afforded by budget planning, analysis, and control.

To understand budgets and the related processes, carefully analyze the explanations given in Figures 11.32

and 11.33. For Figure 11.33, a period critique of questionable items directly under the control of the executive housekeeper might appear as follows:

**Critique notes**

- (1) and (2) Wage cost for supervisor remains high in the third period and continues a trend established in the first two periods; GRA wage costs appear inordinately low,

Rooms Budget Worksheet

**SALARY AND WAGE SUMMARY**

Period	% OCC	Period Total		Dept		01		02		03		04		05		06		07		08		09	
		Amount	Rate	Amount	Rate	Amount	Rate	Amount	Rate	Amount	Rate	Amount	Rate	Amount	Rate	Amount	Rate	Amount	Rate	Amount	Rate	Amount	Rate
1																							
2																							
3																							
4																							
5																							
6																							
7																							
8																							
9																							
10																							
11																							
12																							
13																							
Year Total		1,593,344	11.54	13,235	11.77	147,048	10.36	27,851	10.36	138,465	9.89	523,100	9.85	178,027	9.89	1,600,000	9.85	523,100	9.85	1,780,027	9.89	64,011	7.54
				61,226	11.77	147,048	10.36	27,851	10.36	138,465	9.89	523,100	9.85	178,027	9.89	1,600,000	9.85	523,100	9.85	1,780,027	9.89	64,011	8.760
				61,226	11.77	147,048	10.36	27,851	10.36	138,465	9.89	523,100	9.85	178,027	9.89	1,600,000	9.85	523,100	9.85	1,780,027	9.89	64,011	8.760
Budget																							
Last Year																							

**Figure 11-31** A Salary and Wage Summary on which total hours, wage rates, and dollar wage cost for each wage department within the rooms department are totaled. For simplicity, only wage department (07) and department totals are shown.

**ROOMS DEPARTMENT  
BUDGET**

Page 1

Performance Budget  
Year

Year		Actual		1998		1997	
		\$	%	Budget	%	Projected	%
				\$		\$	
1	Total Room Sales			\$ 11,606,264		\$ 10,308,686	
2	Rebate Allowance			(12,383)		(13,757)	
3	Net Room Sales			11,593,881		10,294,929	
4	Other Sales			65,015		55,748	
5	Cost of Sales			(34,445)		(29,251)	
6	<b>TOTAL SALES</b>			11,624,451	100.0%	10,321,427	100%
7	Wage Dept. 01			61,226		60,515	
8	02			211,936		216,072	
9	03			147,048		148,708	
10	04			27,851		28,423	
11	06			138,465		140,251	
12	07			523,100	4.5%	481,219	4.7%
13	08			178,027		182,772	
14	09			66,011		60,676	
15	<b>TOTAL WAGES</b>			1,346,504	11.6%	1,318,636	12.8%
16	Overtime Prem.			2,449		2,790	
17	Holiday Pay			43,702		44,455	
18	Management Salaries			131,872		108,606	
19	Bonuses			18,839		13,208	
20	<b>TOTAL SALARIES &amp; WAGES</b>			1,543,366	13.3%	1,487,696	14.4%
21	Vacation Management			4,898		2,840	
22	Vacation Hourly			10,361		6,671	
23	Payroll Taxes			54,908		48,054	
24	H & W Insurance			11,974		7,636	
25	Employee Relations			942		1,367	
26	Employee Food			42,442		36,097	
27	<b>TOTAL EMPLOYEE COSTS</b>			125,525	1.1%	102,666	1.0%
28	<b>CONTROLLABLES</b>						
29	Bad Debts Provision					948	
30	Corp. Public Relations					533	
31	Cleaning Supplies			34,782	0.3%	41,179	0.4%
32	Commission Exp.			2,449		2,433	
33	Contract Services			5,652		8,067	
34	Decoration & Plants			2,449		1,519	
35	Entertainment			1,225		1,778	
36	Equipment Rental			2,543		2,800	
37	General Expense			2,449		6,698	
38	Guest Supplies			69,564	0.6%	72,065	0.7%
39	Holidex Rental			16,955		17,377	
40	Laundry Expense			78,530		86,152	

**Figure 11-32** The rooms department budget, which combines all sales budgeting that will generate revenues for the rooms department and includes related costs from the front office and housekeeping. The budget is annualized and displayed side by side with the current year in order that comparisons can be made. Certain key budget items have been compared with revenues as a percent of revenue to provide performance targets. Dollars, as well as man-hours, are budgeted. Department control profit is established, as are statistical targets generated from which performance can be measured. Other supporting data (Figures 11-28, 11-30, and 11-31) form a part of the budget package that will be presented to top management for review and approval. Once approved, the budget is spread into 13 period budgets, which will be used to compare actual happenings when they occur in each period.

Page 2

Year		1998		1997		
	Actual		Budget		Projected	
	\$	%	\$	%	\$	
1	Linen Expense		\$ 81,372	0.7%	\$ 85,447	0.83%
2	Linen Rental					
3	Office Print and Post.		15,071		18,010	
4	Telephone Exp.		2,449		7,628	
5	Uniforms		3,768		9,503	
6	Walked guest		942		1,558	
7	Xerox Costs		3,768		3,305	
8	TOTAL CONTROLLABLES		323,752	2.8%	368,997	3.6%
9						
10	CONTROL PROFIT		\$ 9,631,808	82.9%	\$ 8,362,067	81.0%
11						
12	HOURS					
13	Wage Dept. 01		5,000		5,141	
14	02		18,000		17,984	
15	03		14,192		14,297	
16	04		2,688		2,543	
17	05					
18	06		14,000		13,591	
19	07		53,088		48,969	
20	08		18,000		18,721	
21	09		8,760		7,623	
22	TOTAL HOURS		133,728		128,869	
23						
24	Average Wage Rate		11.54		11.54	
25	Sales/Manhour		\$ 86.93		\$ 80.09	
	07 Sales/Manhour		\$ 218.97		\$ 210.77	
26	Hskpg MH/Occ. Room		0.49		0.49	
27	Wage Cost/Sales Dollar (%)		11.58%		12.78%	
28						
29	% Occupancy		85%		77.5%	
30	Room Nights		109,117		99,531	
31	Average Room Rate		\$ 106.25		\$ 103.43	
32						
33						
34						
35						
36						
37						
38						
39						
40						

Figure 11-32 (continued)

**ROOMS DEPARTMENT  
Period Statement**

Monthly Income Statement  
For 3rd Period, 1997

Page 1

	Year	Period		Period		YTD		YTD	
		Actual	%	Budget	%	Budget	%	Actual	%
		\$		\$		\$		\$	
	1	Total Room Sales		893,771		893,455		\$ 2,483,175	2,473,982
	2	Rebate Allowance		(544)		(955)		(2,865)	(2,187)
	3	Net Room Sales		893,227		892,500		2,480,310	2,471,795
	4	Other Sales		4,857		5,074		15,324	15,415
	5	Cost of Sales		(2,663)		(2,684)		(8,115)	(8,369)
	6	<b>TOTAL SALES</b>		<b>895,421</b>	<b>100%</b>	<b>894,890</b>	<b>100%</b>	<b>2,487,519</b>	<b>2,478,841</b>
	7	Wage Dept. 01		4,750		4,773		13,929	11,593
(1)	8	02		19,495		16,521		49,447	48,178
	9	03		11,482		11,462		34,156	31,961
	10	04		2,377		2,171		6,064	13,938
	11	06		10,795		10,794		32,134	29,845
(2)	12	07		36,746		39,500		111,696	108,143
	13	08		12,514		12,409		37,017	34,287
	14	09		5,195		5,145		15,057	16,202
	15	<b>TOTAL WAGES</b>		<b>103,353</b>	<b>11.5%</b>	<b>102,775</b>	<b>11.5%</b>	<b>299,500</b>	<b>294,147</b>
	16	Overtime Prem.		431		191		577	989
	17	Holiday Pay		932		3,406		10,299	4,619
	18	Management Salaries		9,853		10,280		31,079	31,188
	19	Bonuses		-		1,468		4,440	
	20	<b>TOTAL SALARIES &amp; WAGES</b>		<b>114,569</b>	<b>12.8%</b>	<b>118,120</b>	<b>13.2%</b>	<b>345,896</b>	<b>330,943</b>
	21	Vacation Management		-		382		1,154	
	22	Vacation Hourly		1,250		808		2,434	2,830
	23	Payroll Taxes		4,177		4,280		12,940	11,392
	24	H & W Insurance		361		382		2,822	2,643
	25	Employee Relations				808		221	-
	26	Employee Food		3,947		4,280		10,003	9,704
	27	<b>TOTAL EMPLOYEE COSTS</b>		<b>9,735</b>	<b>1.1%</b>	<b>10,939</b>	<b>1.2%</b>	<b>29,575</b>	<b>26,569</b>
	28	<b>CONTROLLABLES</b>							
	29	Bad Debts Provision		325					1,150
	30	Corp. Public Relations							325
(3)	31	Cleaning Supplies		3,169		2,711		8,198	10,949
	32	Commission Exp.		269		191		1,539	618
(4)	33	Contract Services		859		441		1,331	1,962
	34	Decoration & Plants				191		577	
	35	Entertainment				95		289	231
	36	Equipment Rental				199		600	
(5)	37	General Expense		1,432		191		577	2,963
(6)	38	Guest Supplies		5,386		5,422		16,394	22,418
	39	Holidex Rental		1,321		1,321		3,994	3,994
(7)	40	Laundry Expense		5,622		6,122		18,506	19,222

**Figure 11-33** Rooms Department Period Statement indicating progress toward the budget for the third of thirteen periods in the fiscal year. (The statement refers to Figure 11-32, which is based on the model hotel.) Note that the third period is compared with the spread budget for the third period, and that year-to-date (YTD) comparisons (totals of periods one, two, and three) are also made. Look closely to see if performance for the third period reflects improvement toward the overall year or a deterioration of performance.

Monthly Income Statement  
For 3rd Period, 1997

		Year		Period		YTD		YTD	
		Actual	%	Budget	%	Budget	%	Actual	%
		\$		\$		\$		\$	
(8)	1 Linen Expense	8,631		6,327		19,128		8,631	
	2 Linen Rental								
	3 Office Print and Post.	1,149		1,174		3,540		3,338	
	4 Telephone Exp.	283		191		577			
(9)	5 Uniforms	4,622		294		887		4,658	
	6 Walked guest	168		73		221		568	
	7 Xerox Costs	168		294		887		721	
(10)	8 TOTAL CONTROLLABLES	33,404	3.7%	25,236	2.8%	77,246	3.1%	81,747	3.3%
	9								
(11)	10 CONTROL PROFIT	\$ 737,713	82.4%	\$ 740,595	82.8%	\$ 2,034,803	81.8%	2,039,581	82.3%
	11								
	12 HOURS								
	13 Wage Dept. 01	379		385		1,155		1,131	
(12)	14 02	1,632		1,385		4,154		4,280	
	15 03	1,088		1,092		3,275		3,198	
	16 04	205		207		621		626	
	17 05								
	18 06	1,045		1,077		3,231		3,166	
(13)	19 07	3,525		4,032		11,424		10,609	
	20 08	1,839		1,874		4,154		3,594	
	21 09	670		674		2,022		1,554	
	22 TOTAL HOURS	10,383		10,726		30,036		28,158	
	23								
(14)	24 Average Wage Rate	11.03		11.01		11.52		11.75	
(15)	25 Sales/Manhour	\$ 86.24		\$ 83.43		\$ 82.82		\$ 88.03	
	26 07 Sales/Manhour	\$ 254.02		\$ 221.95		\$ 217.75		\$ 233.65	
(16)	27 Hskpg MH/Occ. Room	0.41		0.47		0.48		0.45	
	28 Wage Cost/Sales Dollar (%)	11.5%		11.5%		12.0%		11.9%	
	29								
	30 % Occupancy	86.6%		85.9%		77.5%		77.5%	
	31 Room Nights	8,563		8,500		23,883		23,622	
	32 Average Room Rate	\$ 104.31		\$ 105.00		\$ 103.85		\$ 104.64	
	33								
	34								
	35								
	36								
	37								
	38								
	39								
	40								

Figure 11-33 (continued)



- considering occupancies slightly above budget (line 30, page 2).
- (3) Major purchases of all-purpose cleaner were paid in periods one and two. These purchases will not recur for six months. Area will be under control and will be on budget by the fifth period.
- (4) Completed contract with AJAX Exterminator Company and paid balance of contract due. A major cost reduction will accrue upon commencement of contract with GETTABUG Company.
- (5) General expense purchases over budget by \$1241.00 in the third period and are \$2963.00 YTD. Purchases have involved the expensing of new shelving for the main linen room, as opposed to the inclusion of these items in last year's capital expenditure budget. Controller indicates that approval is forthcoming to transfer these cost items to capital expenditures. Item is already over budget for the year. If this transfer is not made, additional funds need to be budgeted in this area.
- (6) Guest supplies for third period are now under control after being well over budget for periods one and two due to payment of invoices for annual supplies of guestroom stationery. Item will remain in control for the remainder of the fiscal year.
- (7) Laundry expense now under control after major breakdown in second period required the use of outside laundry services.
- (8) Period linen expense reflects payment of invoice for drop shipment. Expense well under control for the year.
- (9) Uniform cost well over budget due to direction from top management to change senior housekeeper's uniform (not budgeted). Cost savings during the year should bring this item near control by the end of the fiscal year.
- (10) Total controllables 32.4 percent over budget for the period but only 5.8 percent for YTD. Controls and management decisions as indicated will make annual budget attainable and on target by the fifth period.
- (11) Control profit requires no comment since it is under control.
- (12) and (13) The trend noted (1 and 2) is also reflected in supervisor and GRA hour use. [What appears to be happening is that supervisors are cleaning guestrooms in the absence of sufficient GRAs on daily

staff. This problem will persist if (07) staffing remains low or if there is an attendance problem with GRAs.] Management attention to this area of personnel administration will be forthcoming. Staffing and call-off problems will be resolved and under control by the beginning of the fifth period.

(14) Average wage rate being high may be a reflection from another department. In addition, low turnover can keep a wage rate high.

(15) Rooms department sales per man-hour is in excellent condition.

(16) GRA hours per occupied room is too low (.41 as opposed to .47 budgeted—and getting worse). This is another indication that rooms are being cleaned by supervisors at a higher wage rate.

The use of supervisors to clean guestrooms is the most glaring problem revealed when analyzing the period statement. Immediate attention is needed here. Other areas out of control have been recognized and intentions for corrective measures have been given. Analyze other portions of the statement to ensure understanding.

## Summary

Subroutines are as much a part of the executive housekeeper's daily concerns as the housekeeping daily routine. Although the subroutines mentioned in this chapter do not directly relate to one another, the tie between them is the need to make each one a *routine* rather than an exception to the daily routine.

Because all routines recur periodically, they are subject to standardization and procedural specification through the use of forms. Numerous forms were introduced, all of which could be modified to fit any hotel, hospital, or health care operation of any size or complexity.

Participation in the subroutines by junior managers and supervisors serves two important functions: It adds to personnel development, and it frees the executive housekeeper to become more involved in solving unique problems and in thinking creatively. Although many subroutines are handed down by top management, a well-informed and progressive executive housekeeper can be very influential in presenting and fostering the development of subroutine ideas that could become company-wide standards of practice.

For organizational purposes, subroutines were presented under five major headings: cleaning and maintenance, operational controls, purchasing, personnel administration, communication and training, and long-range planning.

### KEY TERMS AND CONCEPTS

Subroutines	Documented	Total new linen on hand
Public areas department	Weekly maintenance inspection	Linen valuation
Director of public areas	Inventories	Linen brokers
Stewards department	Control information	Linen mills
Chief steward	Cleaning and Guest Supply Inventory	Annual linen reorder plan
Public areas	Count sheet	Time card control
Cleaning and maintenance circuits (rounds)	Inventory Record Log	Time sheets
General cleaning	Controller	Time in the hole
Deep cleaning	Forecasting man-hour requirements	Leaves of absence (LOA)
Projects	Weekly Wage Forecast	Time sheet preparation
Repair and physical maintenance	Forecast occupancy	Performance appraisal
Maintenance Work Request Form	Wage department	Probationary period of employment
Second request	Target statistics	Pay increases
Maintenance inspection	In control	Pay scale
Maintenance Checklist	Weekly Wage Analysis	Leveling technique
Room inspections	Actual expenditures	Departmental meetings
Inspectors	Period Statements	Operational budget for housekeeping department
Spot-check	Critiqued	Operational budget cycle
Inspection day	Purchasing	Periods
Inspection programs	Purchasing agent	Consolidated Room Sales Summary
Property inspection program	Competitive Shopping form	Wage departments
Fresh look	Physical linen inventory	Man-hour justification
Zone inspection program	Linen Count Sheet	Sales per man-hour
Zones	Period Linen Inventory Count Record	Controllable items
	Total linen in use	

### DISCUSSION AND REVIEW QUESTIONS

1. What are the differences and similarities between subroutines and daily routines in housekeeping departments?
2. Name three subroutines not mentioned in this chapter. In a new operation, why is it so important to identify as many routines as possible and to prepare SOPs as quickly as possible? What major role do SOPs play in the operation of a department?
3. Describe the concept of zone inspection. How is it related to the Division of Work Document and the Area Responsibility Plan? In what way does a zone inspection program facilitate the development of junior managers?
4. Explain a maintenance work request system. Describe the flow of information required to ensure proper control.
5. Who should inspect guestrooms? Develop a plan around each person listed, indicating how many rooms should be inspected by each person, how often, and why.
6. Prepare a department meeting agenda. How would you go about gaining maximum participation from attendees?
7. Explain what is meant by the 13-period system. What are advantages and disadvantages of using this system for operational reporting? For financial reporting?
8. List the parts of a budget submission package. Explain the use of each part. How would you justify expenditures for additional GRA man-hours during the evening shift after being told that room rates would be increasing?

### NOTE

1. Based on an interview with Clarence R. Johnson, MELCOR. Reprinted from Stan Gottlieb, "Maintenance: A Workable Program for the Smaller Property," *Lodging*, May 1984. Copyright © 1984, American Hotel Association Directory Corporation.