

# Index

- Abrasive cleaners, housekeeping chemicals, 115
- Absenteeism:
  - motivation and, 11
  - prevention of, 378-379
- Accounting principles, material classification, 68-69
- Acid rain, 317
- Activities, of sequential functions, 10
- Administration of equipment and supplies, 66-81
  - Americans with Disabilities Act (ADA), 79
  - budgets, 66-68
  - guestroom furniture and fixtures, 71-79
  - audio-visual equipment, 78
  - furniture, 73-76
  - in-room refreshment centers, 78
  - lighting 76-77
  - mattresses and beds, 71-73
  - safes, 77
  - inventory control, 68
  - material classification, 68-71
    - accounting principles, 68-69
    - move-in day, 71
    - ongoing operations, 69
    - overview, 66
    - preopening operations, 69-71
    - spare components, 71
- Administrative theory:
  - behavioral school, 6
  - classical school, 5
  - school of management science, 6
- Aerosols, packaging of, 120
- AIDS infection, 303
- Aircraft cleaning, 319-320
- Air fresheners. *See* Deodorizers
- Air pollution, 317
- Algae, swimming pool operations, 298
- All-purpose cleaners, housekeeping chemicals, 113-115
- Amenities:
  - bathroom cleaning, 218
  - dispensers, 136
  - guest supplies, 135
- American Hotel and Lodging Association (AHLA), 352-353, 363
- American Society of Industrial Security (ASIS), 335
- Americans with Disabilities Act (ADA):
  - administration of equipment and supplies, 79
  - provisions of, 393-396
- Annual linen reorder plan, 272
- Antineoplastic agents, disposal of, 311
- Appearance, of employee, management problem solving, 381
- Applications, processing of, employee selection, 154-155
- Area Responsibility Plan, conceptual planning, 36
- Arena and stadium cleaning, 320-322
- Ashkin, Stephen, 146, 470-471
- Asphalt tile floor, care of, 94
- Asset safeguarding concept, 336-337
- Assets, material classification, 68-69
- Associates, renaming as, 25
- Atchison, Thomas, 17-20
- Atom, cleaning chemistry, 306
- Atomic reaction, cleaning chemistry, 307
- Attitude:
  - employee theft prevention, 339
  - importance of, 4
  - management problem solving, 382-383
  - temperament, managerial, 6
  - training, 162-163
- Audio-visual equipment, administration of, 78-79
- Autocratic change, leadership and, 18
- Automatic scrubber, cleaning equipment, 132
- Backing, carpets, 98
- Backpack vacuum, cleaning equipment, 130, 454, 460-461, 465
- Backwashing cycle, swimming pool operations, 296
- Bacteria:
  - other venues, 303-306
  - swimming pool operations, 297
- Bacteria trails, 308-309
- Bacteriostat, housekeeping chemicals, 112
- Badge system, employee theft prevention, 338-339
- Bakos, Susan C., 51-52
- Ballroom, Division of Work Document, 35
- Bally's Casino Resort, housekeeping rules and regulations of, 414-419
- Banquet rooms, Division of Work Document, 35
- Bath linens, material planning, 144-145
- Bath mats:
  - bath linens, 144
  - purchasing, 269-272
- Bathroom:
  - guestroom cleaning, 218-220
  - suite hotel cleaning, 224
- Bathroom cleaners, housekeeping chemicals, 116
- Bedding, 140-144
  - bedspreads, comforters, and dust ruffles, 143
  - blankets, 142-143
  - mattress cover, 144
  - pillows, 143-144
  - sheets and pillow cases, 140-142
- Bedroom:
  - guestroom cleaning, 211-223
  - suite hotel cleaning, 223-227
- Beds, administration of, 71-73
- Bedspreads, materials planning, 143
- Behavioral school, management theory, 6
- Berry, Dr. Michael A., 96
- Bio-recovery services, 322-324
- Black algae, swimming pool operations, 298-299
- Blake, R.R., 7
- Blanchard, Ken, 7
- Blankets, material planning, 142-143
- Blood-borne pathogens, 303, 311
- Bomb threats, 350
- Bonnet cleaning, carpet maintenance, 101
- Books of account, material classification, 68
- Borholdt, Dan, 328
- Box springs, administration of, 72-73
- Bozarth, John, 32
- Brick floor, care of, 91
- Brooms:
  - cleaning supplies, 122
  - electric, cleaning equipment, 131
- Brushes, cleaning supplies, 122
- Budgeting, zero-based, housekeeping department, 37
- Budgets:
  - administration of equipment and supplies, 66-68
  - long-range planning, housekeeping subroutines, 278-287
- Buffing, floor care, 89
- Bulk chemicals, packaging of, 119-120

- Burnishers:  
 cleaning equipment, 132  
 floor care, 89
- Capital expenditure budget, administration  
 of equipment and supplies, 67
- Capitalized item, capital expenditure  
 budget, 67
- Carbolic acid (phenol), other venues, 308
- Card entry system, guestroom security,  
 344-345
- Carlson, Randy, motivates, 238
- Carnauba wax, wood floor care, 97
- Carpet cleaners, housekeeping chemicals,  
 117-118
- Carpet and Rug Institute (CRI), 128
- Carpets and rugs, 98-105  
 components of, 98-99  
 construction of, 99-100  
 installation of, 100  
 maintenance for, 89-105  
 recycling, 99  
 selection of, 100
- Cart, housekeeper's, cleaning equipment,  
 126
- Case goods, 74
- Ceilings and wall coverings, material  
 planning, 105-107
- Center for Disease Control, 112-113
- Ceramic tile floor, care of, 91
- Chain of infection, other venues, 309
- Check out "C/O," opening the house  
 procedures, 175
- Chemicals. *See* Housekeeping chemicals
- Chemotherapy drugs, disposal of, other  
 venues, 312
- Chicago Dryer Company, 369-372
- Chief steward, 248
- Chloramines, swimming pool operations, 299
- Chlorine, swimming pool operations, 297
- Chlorofluorocarbons, 317
- Civil disturbances, safety, 350
- Classical school, management theory, 5
- Clean-as-you-go recommendation,  
 Division of Work Document, 35-36
- Cleaning:  
 'green' cleaning, 85-86  
 of guestroom, 211-223. *See also*  
 Guestroom cleaning for health, 82-84  
 housekeeping subroutines, 248-256  
 of suite hotel, 223-226. *See also* Suite hotel  
 cleaning  
 by teams, 465-466. *See also* Team cleaning
- Cleaning chemistry, environmental  
 services, 306-308
- Cleaning equipment, 126-135. *See also*  
 Equipment and supplies  
 automatic scrubber, 132  
 backpack vacuum, 130  
 burnishers, 132  
 convertible mobile shelving, 134  
 corridor vacuum, 120  
 dry powder systems, 134  
 electric broom, 131  
 glass washer, 135  
 housekeeper's cart, 126  
 housekeeper's vacuum, 126-129  
 pile lifter, 129-130  
 sewing machine, 135  
 single-disc floor machine, 131  
 space vacuum, 129  
 trash-handling, 134-135  
 wet-extraction system, 132-133  
 wet vacuum, 130
- Cleaning supplies. *See also* Equipment and  
 supplies  
 described, 122-126  
 purchasing, 266-269
- Coach-pupil method, training, 164
- Coastwide Laboratories, Inc., 112
- Cocktail lounges, Division of Work  
 Document, 35
- Cold, environmental services, nonchemical  
 agents, 308
- Comforters, materials planning, 143
- Communications:  
 housekeeping subroutines, 277-278  
 morning room check, 210
- Compact fluorescent lamp (CFL), 77-78
- Competitive Shopping form, 269
- Compounds, cleaning chemistry, 307-308
- Computer, daily routine and, 240-242
- Conceptual planning, 31-49  
 Area Responsibility Plan, 36  
 continuous property tours, 36  
 Division of Work Document, 35-36  
 executive housekeeper  
 organizational position, 32  
 House Breakout Plan, 37-41  
 housekeeping department organization,  
 36-37  
 model hotel description, 32-33  
 newly appointed executive housekeeper,  
 33  
 priority activities, early, 35-37  
 reporting for work, 33-35  
 room sections and house divisions, 39-40  
 staffing,  
 department organization, 42-44  
 Department Staffing Guide, 43-44  
 generally, 42  
 job descriptions, 45, 48  
 swing teams, 42-43  
 Table of Personnel Requirements, 45  
 team concept in, 42  
 workload criteria, 37-39
- Concrete, care of, 91
- Conferences, training, 164
- Contamination, environmental services, 309
- Contamination of employee concept, theft,  
 337
- Contingency approach. *See* Situational  
 leadership
- Contract cleaning, 322
- Controllable items, operational control, 280
- Controlled bacterial environment,  
 environmental services, 308-309
- Control profit, operating budget, 66
- Conventions, cleaning, 324-327
- Convertible mobile shelving, cleaning  
 equipment, 134
- Cork tile floor, care of, 94
- Cornelius, Bryan, 21-25
- Corridor vacuum, cleaning equipment, 129
- Cots, administration of, 73
- Cribs, administration of, 73
- Cross contamination, 83
- Cultural diversity, housekeeping employees,  
 11
- Current assets, material classification, 68
- Curtis, Bob, 337
- Custodial management in the information  
 age, 455-456
- Cut loop carpet, construction of, 99
- Daily routine:  
 A.M. room check, 204  
 A.M. Housekeeper's Report, 204  
 computer and, 240-242  
 discrepancies and rechecks, 204, 207, 209,  
 210  
 do-not-disturb resolution, 227-228  
 evening activities, 239-240  
 guestroom cleaning, 211-223  
 bathroom, 218-220  
 bedroom, 214-218  
 entry, 211-212  
 methods, 213-214  
 morning activities, 200  
 opening the house, 200  
 overview, 199-200  
 P.M. room check, 228-231  
 reports, 227  
 resupply activities, 231  
 shift overlap, 231-234  
 suite hotel cleaning, 223-227  
 bathroom, 224  
 beds, 224  
 entrance area and closets, 224  
 final activities, 226  
 H.O.M.E.S. Manual, 227  
 kitchen, 224-225  
 living area, 224  
 suite area, 223-224
- Deep cleaning, housekeeping subroutines,  
 253
- Deferred maintenance, 86
- Deficiency of execution (DE), training, 164
- Deficiency of knowledge (DK), training, 164
- Degreasers, housekeeping chemicals, 115
- Delegation, management and, 13-17
- Demonstrations, training, 164
- Denier nylon, bath linens, 144
- Deodorizers:  
 housekeeping chemicals, 115
- Department Staffing Guide:  
 described, 43  
 scheduling, 56
- Departmental meetings, housekeeping  
 subroutines, 277-278
- Depreciation, capital expenditure budget, 67
- Detergents, housekeeping chemicals, 111
- Development, training, 164
- Developmental training program, 165
- Digital video disks (DVD), 78
- Discrepancies, daily routine, 204
- Disease, disinfectants, 112-113
- Disinfectants:  
 'green tip,' 312  
 housekeeping chemicals, 112  
 a safe work environment, 310-311

- Dissatisfiers, management theory, 7
- Diving boards, swimming pool operations, 299
- Division of Work Document, conceptual planning, 35
- Do-not-disturb sign:  
daily routine, resolution, 227-228  
loss prevention programs, 433-434  
security, 346-347
- Door lock changes, standard operating procedures (SOP), 188-189
- Dorsey, Jasper, 384-385
- Double rooming, morning room check, 209
- Drain cleaners, housekeeping chemicals, 115
- Droll, Jerry, 393
- Dry foam cleaning, carpets maintenance, 104
- Dry powder cleaning:  
carpets maintenance, 104  
equipment, 134
- Dual-purpose sleep furniture, administration of, 73
- Dust mops, cleaning supplies, 124-125
- Dust ruffles, materials planning, 143
- Duvet covers, 143
- Duygulu, Cigdem, 168-171
- Dwell time, housekeeping chemicals, 112
- E. coli, 117
- Ecology, environmental pollution, 316-318
- Economic problems, housekeeping employees, 11
- Education, housekeeping employees, 11
- Eighteen-room workload, opening the house procedures, 175
- Electric broom, cleaning equipment, 131
- Elements:  
cleaning chemistry, 306  
of management, 8
- Emergencies, safety, 347
- Emotional problems, housekeeping employees, 11
- Employee. *See* Housekeeping employees
- Employee absenteeism, prevention of, 378-379
- Employee acquisition, orientation, 158-160
- Employee appearance, management problem solving, 381
- Employee areas, Division of Work Document, 35
- Employee arrival, opening the house procedures, 183-184
- Employee contamination, theft, 337
- Employee Handbook:  
example of, 405-413  
orientation, 160-161  
training, 162
- Employee hygiene, management problem solving, 381
- Employee parking, employee theft prevention, 341
- Employee poor performance, management problem solving, 382
- Employee problems, resolution of, 381
- Employee profiles, employee theft prevention, 343
- Employee referral, housekeeping employees, 12
- Employee requisition, staffing, 153
- Employee turnover, prevention of, 380-381
- Employment Checklist, orientation, 158-159
- Empowerment, of housekeeping employees, 25, 377
- English:  
as a second language (ESL), 13
- Environmental pollution:  
ecology, 316-318  
environmental services, 316
- Environmental services, 302-318  
antineoplastic agents, disposal of, 311-312  
blood-borne pathogens, 303  
cleaning chemistry, 306-308  
controlled bacterial environment, 309-310  
ecology, 316-318  
environmental pollution, 316  
hotel housekeeping compared, 302  
housekeeper role, 318  
JCAHO, 302, 314-315  
microbiology, 303-306  
needles, syringes, and sharps, 311  
nonchemical agents, 308  
pest control, 312-314  
product manufacturer, 308  
professional organization of, 302  
soil types, 306  
terminal cleaning and disinfecting of surgical suite, 309  
waste disposal and control, 314
- Envirox, L.L.C., 112, 114, 122
- Epoxy floor, care of, 92
- Equipment and supplies, 110-139. *See also*  
Cleaning equipment; Cleaning supplies; Material planning  
administration of, 66-81. *See also*  
Administration of equipment and supplies  
cleaning equipment, 126-135. *See also*  
Cleaning equipment  
cleaning supplies, 122-126. *See also*  
Cleaning supplies  
floor care, 118-119, 122-134  
guest supplies, 135-138  
housekeeping chemicals, 110-121. *See also*  
Housekeeping chemicals laundry operations, 364-372  
swimming pool operations, 299
- Ethylene glycol monobutyl ether, 125
- Evaluation and performance appraisal:  
staffing, 165-167, 172  
of supervisors and managers, 385
- Evening activities, daily routine, 239-240
- Excreta, environmental services, 309
- Executive committee, conceptual planning, 33
- Executive housekeeper. *See also*  
Management  
conceptual planning, 31. *See also*  
Conceptual planning  
job description, 398-399  
management style, 383-384  
management theory and, 10-11  
personal development of, 385-387  
problem solving by, 378-383
- Exit interviews, motivation and, 12
- Expensed item, capital expenditure budget, 67
- Fabrics, administration of, 75
- Face weight, carpets, 98
- Fairness issues, management problem solving, 381-382
- Fayol, Henri, 5
- Fiedler, Fred, 7
- Filling, sheets and pillow cases, 141
- Filtration:  
nonchemical agents, 308  
swimming pool operations, 295-296  
vacuums and IAQ, 462
- Finished sheet, sheets and pillow cases, 142
- Finishes, housekeeping chemicals, 118-119
- Fire:  
petroleum naphtha solvents, 116  
safety and, 348-349
- Fiscal year, long-range planning,  
housekeeping subroutines, 278
- Fixed assets, material classification, 68
- Fixed positions, scheduling, 55
- Flash point, petroleum, naphtha solvents, 116
- Floor bonnets, cleaning supplies, 125
- Floor brushes, cleaning supplies, 125
- Floor care products:  
cleaning equipment, 126-134  
housekeeping chemicals, 117-119
- Floor pads, cleaning supplies, 125
- Floors,  
carpets and rugs, 98-105  
components of, 98-99  
construction of, 99-100  
installation of, 100  
maintenance for, 100-105  
selection of, 100
- FPMR care model, 87-91  
foundation phase, 87  
maintenance phase, 89  
preservation phase, 89  
revitalization phase, 90  
laundry operations, 374  
nonresilient floors, 91-94  
resilient floors, 94-98  
types of, 84-105
- Focus group. *See* Quality circle
- Forecasting:  
of man-hour requirements, 263  
personnel utilization, 263-266  
of occupancy, personnel utilization, 263  
Weekly Wage Forecast, 263
- Forms, operational planning, 174. *See also*  
Records and reports
- Fourteen-point program for theft prevention, 338-343
- Frank, David, 52
- Frieze carpet, construction of, 99
- Functions, of management, 8-10
- Furniture cleaners and polishers,  
housekeeping chemicals, 115
- Furniture, fixtures, and equipment (FEE):  
administration of, 71-79  
audio-visual equipment, 78-79  
furniture, 73-76  
in-room refreshment centers, 78  
lighting, 76-77  
mattresses and beds, 71-73  
safes, 77-78

- Furniture, fixtures, and equipment (FEE)  
(*Continued*)  
capital expenditure budget, 67  
inventories, operational controls, 68  
material classification, 68-69
- Garfinkel, John, 345
- General cleaning, housekeeping subroutines, 253
- Glass washer, cleaning equipment, 135
- Gluck, Harold, 337-338
- Gras, Della, 243-245
- Gray goods, sheets and pillow cases, 141
- Green Seal, 111-112, 479-480
- Ground warp, bath linens, 144
- Guest loan items, described, 135
- Guest Requests, Night Supervisor's Report of Evening Activities, 238
- Guest supplies, described, 135
- Guestroom attendant (GRA):  
conceptual planning, 39  
GRA's Daily Report:  
discrepancies and rechecks, 238  
opening the house procedure, 182-184, 185, 186  
shift overlap, 231-232, 234  
job description, 402-403  
scheduling, 50-60. *See also* Scheduling  
Table of Personnel Requirements, 45-47
- Guestroom booklet, "What if," 423-431
- Guestroom cleaning, 211-223  
bathroom, 218-223  
bedroom, 214-218  
entry, 211-213  
housekeeping subroutines, 252-253, 255
- Guestroom furniture and fixtures. *See* Furniture, fixtures, and equipment (FFE)
- Guestroom inspection, operational controls, 257-261
- Guestroom safes, administration of, 77-78
- Guestroom security, 344-345
- Guestroom supplies, purchasing, 266, 269
- Hand soaps, housekeeping chemicals, 115
- Harper, Timothy, 348
- HazComm. *See* Occupational Safety and Health Administration (OSHA)
- Heat, environmental services, nonchemical agents, 278
- Heavy metals, 187
- Hepatitis, 113, 303, 310
- Hersey, Paul, 7
- Herzberg, Frederik, 6-7
- Hillyard Industries, 121
- Hiring, *See also* Staffing  
employee requisition, 153  
employee selection, 153-155  
employee theft prevention, 338  
housekeeping employees, 12
- HIV infection, environmental services, 303
- H.O.M.E.S. Manual, suite hotel cleaning, 227
- Hospital Employee Handbook, orientation, 160-161
- Hospital Environmental Services  
Department, job descriptions, 48
- Hospitality, origins of, 3-4
- Hospitality skills competition, 18
- Hospitals. *See also* Environmental Services  
nosocomial infection, housekeeping chemicals, 115  
standard operating procedures, examples of, 189-191
- Hotel Employee Handbook:  
example of, 405-413  
orientation, 160-161  
training, 162
- House Breakout Plan, conceptual planning, 37
- House divisions, conceptual planning, 39
- Housekeeper's cart, cleaning equipment, 126
- Housekeeper's Report, 231-234
- Housekeeper's vacuum, cleaning equipment, 126-127
- Housekeeping administration, management theory and, 20
- Housekeeping chemicals, 110-121  
all-purpose chemicals, 113-115  
carpet cleaners, 117  
dwell time for disinfectants, 112  
environmental services, 306-308  
E.P.A. registered sanitizers, 112  
floor care products, 118-119  
'green' cleaning chemicals, 111-112, 121  
handling and storage of, 119  
hazardous chemicals, 316  
jetted hot tub cleaners, 116-117  
OSHA Hazard Communication Standard, 121  
packaging of, 119-121  
pesticides, 119  
pool chemicals, 297-298  
safety in the restroom, 476-478  
selection of, 113  
single-purpose cleaners, 115-117  
terminology, 111-113  
toilet bowl cleaners, 116, 315
- Housekeeping department:  
organization of, conceptual planning, 36-37  
rules and regulations of, example of, 414-419
- Housekeeping employees. *See also* Staffing  
characteristics of, 11  
development of, 384-385  
job descriptions, 397-404  
long-range planning, 278-287  
motivation of, 11-13  
personnel administration, 272-277  
personnel utilization, 263, 265-266  
problem solving, management and, 378-383  
renaming and empowering of, 25  
scheduling, 50-60. *See also* Scheduling  
selection of, 12  
theft by, 337-343  
training of, 12-13
- Housekeeping manager, role of, conceptual planning, 33
- Housekeeping Standing Schedule Form, 53-54
- Housekeeping subroutines, 247-288  
cleaning and maintenance, 248-257  
communications and training, 277-278  
long-range planning, 278-287  
operational controls, 257-266  
inventories, 263  
personnel utilization, 263-266  
room inspections, 257-261  
statement critiques, 266  
total property inspection, 261  
overview, 247-248  
personnel administration, 272-277  
payroll administration, 274  
performance appraisals, 274-276  
special appraisals, 277  
time card control, 272-274  
purchasing, 266-272  
cleaning and guest supplies, 266, 269  
linens, 269-272
- Hydrochloric acid, 116
- Hydrogen peroxide, 308, 475
- Hygiene, of employee, management problem solving, 381
- Hypochlorite (bleach), housekeeping chemicals, 112, 297, 317, 476-477
- Idophors, housekeeping chemicals, 112
- Indiana Relative Chemical Hazard Score, 112, 477-478
- Individual Development (ID) Program, 385
- Indoor air quality (IAQ):  
burnishers, 132  
chemical mismanagement and IAQ, 473  
mold and IAQ, 470-471  
monitoring products to improve IAQ, 472  
vacuums, 462  
water softening and IAQ, 474
- Initiative restrictions, standard operating procedures and, 191
- In-room refreshment center, administration of, 78
- In-room movies, 79
- Inputs, leadership and, 17
- Inspections:  
of guestroom, operational controls, 257-261  
maintenance, housekeeping subroutines, 257, 262  
total property inspection, operational controls, 261
- Insubordination, motivation and, 11
- Intangibles, leadership and, 17
- InterContinental Hotels Group Loss Prevention Manual, 350, 432-442
- International Executive Housekeeper's Association (IEHA), 302, 386-387
- Interview:  
motivation and, 12  
prescreening interview, of applicants, employee selection, 155  
staffing, 155-158
- Inventory:  
administration of equipment and supplies, 68  
employee theft prevention, 341

- linens, purchasing, 270-271
- operational controls, 263
- Inventory Record Log, operational controls, 263
- Ipax Cleanogel, Inc., 121
- Isolation Unit, environmental services, 309
- Jetted hot tub cleaners, 116-117. *See also* Housekeeping chemicals
- Job descriptions:
  - of executive housekeepers, 398-399
  - hourly worker, 400
  - section housekeeper-guestroom attendant, 402-403
  - section housekeeping aide, 404
  - senior housekeeper (supervisor), 401
  - staffing, 45, 48
- Job interview. *See* Interview
- Job specifications, staffing, 153
- John Downey Company, 132-133
- Johnson, Clarence R., 257
- Joint Commission on Accreditation of Health Care Organizations (JCAHO), 302, 314-315
- Jute, carpets, 98
- Kai Vac:
  - 'green tip,' 315
  - Kai Motion SUV, 123
  - "no touch" cleaning system, 84
- Key Control:
  - employee theft prevention, 340
  - loss prevention programs, 435-437
  - standard operating procedures (SOP), 189
- Kirwin, Paul, 19
- Kitchen:
  - Division of Work Document, 35
  - suite hotel cleaning, 224-225
- Kurth, Janice M., 302
- Labor costs, operating budget, 68
- Labor relations. *See also* Housekeeping employees; Staffing
  - management problem solving, 378-383
  - motivation and, 11
  - scheduling and, 60, 64
- Language, housekeeping employees, 11
- Laundry, JCAHO, environmental services, 315
- Laundry chemicals, housekeeping chemicals, 116
- Laundry manager, role of, conceptual planning, 33
- Laundry operations, 352-376
  - advantages of, 352-353
  - disadvantages of, 353
  - equipment, 364-369
    - dryers, 364
    - flatwork finishers, 369-372
    - miscellaneous, 364, 366, 369
    - washers, 364
  - floor plan layout, 373
  - floor problems, 374
  - knowledge required, 363-364
  - linen supply, 372-373
  - lint removal, 376
- mechanical engineering requirements, 374-375
- planning and pre-engineering, 355, 362-363
- staffing, 373-374
- ventilation requirements, 375
- water softening, 474
- Leadership, management and, 17-18, 384
- Leaves of absence (LOA), payroll administration, 274
- Lectures, training, 164
- Legionnaires' disease (Legionella), 113
- Level loop carpet, construction of, 99
- Liabilities, material classification, 69
- Lie detector, employee theft prevention, 338
- Life expectancy, material classification, 68
- Lifeguards, swimming pool operations, 299
- Light, environmental services, nonchemical agents, 308
- Lighting:
  - administration of, 76-77
  - windows and window treatments, 107-108
- Likert, Rensis, 7
- Linens:
  - administration of equipment and supplies, 66
    - bath, material planning, 144-145
    - JCAHO, environmental services, 315
    - purchasing, 271-272
    - table, material planning, 145-146
  - Lint removal, laundry operations, 376
  - Living area, suite hotel cleaning, 224
  - Locker inspections, employee theft prevention, 341
  - Long-range planning, housekeeping subroutines, 278-287
  - Loss prevention programs:
    - cleaning of guestrooms, 433-434
    - emergency response and the management plan, 438-442
    - key control, 435-437
    - security, 350
  - Lost-and-found operations:
    - guestroom cleaning, 214
    - standard operating procedures (SOP), 187-188
- MacKenzie, Ken, 20
- Mackenzie, R. Alec, 8-10
- Maintenance, housekeeping subroutines, 256-257, 262
- Maintenance Checklist, housekeeping subroutines, 257
- Maintenance inspection, housekeeping subroutines, 262
- Maintenance shop, Division of Work Document, 35
- Maintenance Work-Request programs, housekeeping subroutines, 256-257
- Management. *See also* Executive housekeeper
  - delegation and, 13-17
  - development of others, 384-385
  - future trends, 20, 387
  - leadership and, 17-18, 384
  - origins of, 4-5
  - personal development, 385-387
  - principles of, 8-10
  - problem solving, 378-383
  - rewards and motivation, 18-20
  - styles of, 383-385
  - theory of:
    - described, 4-8
    - executive housekeeper and, 10-11
    - housekeeping administration and, 20
- Management science, theory of, 6
  - drives new cleaning gains, 453-454
- Manager:
  - delegation and, 13-17
  - role of, 7-8
- Managerial grid, management theory, 7
- Managerial temperament, described, 382-383
- Manager's Teamwork Checklist, team staffing, 51
- Man-hour justification, long-range planning, housekeeping subroutines, 279
- Marletto, Janet, 192-196
- Material classification:
  - accounting principles, 68-69
  - move-in day, 71
  - ongoing operations, 69
  - preopening operations, 69, 71
  - spare components disposition, 71
- Material planning:
  - administration of equipment and supplies, 66-81. *See also* Administration of equipment and supplies
  - bath linens, 144-145
  - bedding, 140-144
  - ceiling and wall coverings, 105-107
  - floors, 84-105
  - supplies and equipment, 110-139. *See also* Equipment and supplies
  - table linens, 145-146
  - uniforms, 146, 150
  - windows and window treatments, 107-108
- Material safety data sheet (MSDS), 121, 316
- Mattress, administration of, 71-73
- Mattress cover, materials planning, 144
- Mayo, Elton, 6
- McFadden, Roger, 114
- McGregor, Douglas, 6
- Meeting rooms, Division of Work Document, 35
- Meetings, orientation, 162
- Mercerizing, sheets and pillow cases, 141
- Merkt, Robert, 382-383
- Metal cleaners and polishers, housekeeping chemicals, 116
- Meth labs, 349-350
- Microbiology, environmental services, 303-306
- Microfiber:
  - alternative floor maintenance systems, 449-451
  - caring for, 448
  - cleaning with, 447-448
  - cloths, 124-125
  - dust mops, 124-125
  - flat mops, 123-124
- Mintzberg, Henry, 7-8
- Mirrors, administration of, 76
- Mission Industries, 353-362

- Model hotel, description of, conceptual planning, 32-33
- Molecule, cleaning chemistry, 306
- Mop buckets, cleaning supplies, 123
- Mop handles, cleaning supplies, 124
- Morgan, Larry, 61-64
- Morning activities, daily routine, 200
- Morning room check, morning activities, 204
- Motivation:
  - housekeeping employees, 12
  - job descriptions, 45, 48
  - rewards and management, 18-20
- Motivators. *See* Satisfiers
- Move-in day, material classification, 64
- Multi-level loop carpet, construction of, 99
- Muslin sheets and pillow cases, 141
- National Trade Publications, Inc., 208, 469
- Natural disasters, safety, 350
- Needles, disposition of, environmental services, 311
- Newport Marketing Group, Inc., 123-125
- Night Clerk Report:
  - computer and, 242
  - opening the house procedures, 175
- Night Supervisor's Report of Evening Activities, daily routine, 234, 237-239
- Nonresilient floors:
  - care of, 91-94
- Norovirus, 306
- Nosocomial infection, housekeeping chemicals, 115
- Nursing homes. *See* Environmental services; Hospital
- Occupancy:
  - forecast of, personnel utilization, operational controls, 263
  - laundry operations, 364
  - opening the house procedures, 175
  - Table of Personnel Requirements, 45
- Occupational Safety and Health Administration (OSHA):
  - HazComm requirements, 214
  - housekeeping chemicals, 121
  - other venues, 303
- Occupied, opening the house procedures, 175
- Odor control at the source, 475
- Odor neutralization, deodorizers, 115
- Offices, Division of Work Document, 35
- Ongoing operations, material classification, 69
- Ongoing training, 163-164
- On-scene commander, bomb threats, safety, 350
- On-the-job training, 164
- Open sections, opening the house procedures, 175
- Opening the house procedures, 175
  - arrival of employees, 183-184
  - daily routine, 199-200
  - GRA's Daily Report, 182-186
  - Night Clerk's Report, 175-177
  - Supervisor's Daily Work Report, 177-181
- Operating budget:
  - administration of equipment and supplies, 67-68
  - long-range planning, housekeeping subroutines, 278-287
- Operating engineer, swimming pool operations, 291
- Operational controls, 257-266
  - inventories, 263
  - personnel utilization, 263-266
  - room inspections, 257-261
  - statement critiques, 266
  - total property inspection, 261
- Operational planning, 174-196
  - opening the house procedures, 175-184
    - arrival of employees, 183-184
    - GRA's Daily Report, 182-184
    - Night Clerk Report, 175-177
    - Supervisor's Daily Work Report, 177-181
  - overview, 174-175
  - standard operating procedures, 184-191
    - examples of, 187-191
    - initiative restrictions and, 191
    - suitable subjects for, 186-187
  - structured versus unstructured operations, 186
- Organizational chart, conceptual planning, 33
- Organizational position, of executive housekeeper, 32
- Orientation, staffing, 158-162
- Out-of-order rooms, opening the house procedures, 176
- Outputs, leadership and, 17
- Outsourcing, 172
- Owen, Robert, 6
- Oxides, environmental pollution, 316
- Oxy Company, Ltd., 121
- Ozone:
  - depletion, environmental services, 317
  - in the laundry, 420-422
- Padding, carpets, 98
- Paintings, administration of, 76
- Paper towels, 379
- Parking, employee, theft prevention, 341
- Participative management, 7, 383-384
- Pathogenic organisms, housekeeping chemicals, 110
- Payroll administration, personnel administration, 274
- Percale sheets and pillow cases, 141
- Perchlorates, 119
- Performance analysis, training, 164
- Performance appraisals, personnel administration, 274-276
- Period Linen Inventory Count Record, 270-271
- Period statements, operational controls, 266
- Personal plan:
  - example of, 443-445
  - personal development, 387
- Personnel Action Form (PAF):
  - orientation, 159-160
  - performance appraisals, 276-277
- Personnel administration, 272-277
  - payroll administration, 274
  - performance appraisals, 274-276
    - special appraisals, 277
    - time card control, 272-274
- Personnel utilization, operational controls, 263-266
- Pest control, environmental services, 312-314
- Pesticides:
  - environmental services, 312-314
  - housekeeping chemicals, 119
- Petroleum naphtha solvents, housekeeping chemicals, 116
- pH, swimming pool operations, 297-298
- Phenolic compounds:
  - environmental services, 307-308
  - housekeeping chemicals, 112
- Pickup rooms, opening the house procedures, 175, 180-181
- Pictures, administration of, 76
- Pile, carpets, 98
- Pile warp, bath linens, 144
- Pillow, materials planning, 143
- Pillow cases. *See* Sheets and pillow cases
- Planning. *See* Conceptual planning; Laundry operations; Long-range planning; Operational planning
- Plush carpet, construction of, 99
- P.M. Report, opening the house procedures, 182
- Pollution, 119, 316-317
  - global warming, 317
  - greenhouse gases, 317
  - photochemical reaction, 317
- Polygraph, employee theft prevention, 338
- Polypropylene, carpets, 98
- Polyurethane, wood floor care, 97
- Pool attendants, swimming pool operations, 299
- Pool test kit, swimming pool operations, 298
- Poor performance, of employee,
  - management problem solving, 382
- Premeasured chemicals, packaging of, 120
- Preopening budget, administration of
  - equipment and supplies, 68
- Preopening operations, material classifications, 69, 71
- Prescreening interview, of applicants,
  - employee selection, 155
- Privacy, do-not-disturb sign, security and, 346-347
- Probationary period:
  - employee theft prevention, 339
  - evaluation and performance appraisal, 165-167, 172
- Product manufacturer, environmental services, 308
- Product testing, cleaning chemistry, 308
- Productivity, motivation and, 11
- Pro forma expenses, preopening budget, 68
- Projects, housekeeping subroutines, 255-256
- Property inspection program, operational controls, 261
- Pro-Team, Inc., 255, 452-468
- Pseudomonas, 117
- Public areas:
  - cleaning, housekeeping subroutines, 248-252

- department, 248
- Director of, 248
- Division of Work Document, 35
- Purchasing:
  - cleaning and guest supplies, 266, 269
  - linens, 269-272
- Purify room rack, Night Supervisor's Report of Evening Activities, 238
- Quality circle (focus group):
  - future trends, 20
  - managerial grid, 7
- Quaternary ammonium compounds:
  - environmental services, 307-308
  - housekeeping chemicals, 112
- Radisson Hotel (at Star Plaza), model hotel
  - description, 32-33
- Rajski, Marilyn, 329-332
- Random shear carpet, construction of, 99
- Ready rooms, opening the house
  - procedures, 176
- Rechecks, daily routine, 238
- Records and reports:
  - daily routine, 228-231
  - employee theft prevention, 341
  - morning room check, 204
  - staffing, 165
  - swimming pool operations, 298
  - weekly maintenance inspection,
    - operational controls, 262-263
- Recreation areas, Division of Work Document, 35
- Red tag system, employee theft prevention, 340-341
- Regular employees, staffing, 42
- Renaming of, housekeeping employees, 25
- Resilient floors:
  - care of, 94-98
- Restaurants, Division of Work Document, 35
- Resupply activities, daily routine, 231
- Revenue, operating budget, 68
- Rewards, motivation and management, 18-20
- Richie, Don, 302
- Riots, safety, 350
- Risinger, Beth B., 41, 113
- Rochester Midland Corporation, 121
- Roll-away beds, administration of, 73
- Room check, morning activities, 204
- Room inspections, operational controls, 257-261
- Room sections, conceptual planning, 39
- Room status operator, report to, daily routine, 213
- Rooms Department, Division of Work Document, 35
- Rounds, cleaning, housekeeping subroutines, 248
- Rubber floor, care of, 95
- Rugs. *See* Carpets and rugs
- Safes, administration of, 77-78
- Safety. *See also* Security
  - bomb threats, 350
  - emergencies, 347
  - fire protection, 348-349
  - loss prevention programs, 350
  - methamphetamine laboratories, 349
  - natural disasters, 350
  - security compared, 336
  - swimming pool operations, 299
- Sales per man-hour, long-range
  - planning, 280
- Sanforizing, sheets and pillow cases, 141
- Sanitizer, housekeeping chemicals, 113
- Satisfiers:
  - job description, 45
  - management theory, 7
- Scheduling, 50-65
  - conventional methods, 50
  - standing rotational system, 52-57
  - team staffing, 51
  - tight scheduling, 52, 58-60
  - union contracts and, 60, 64
- Scherer, William T., 380
- Scherkman, Michael, 348
- Schools and college cleaning, 327
- Scientific management, classical school, 5
- Scott, Jack E., 352
- Sealers, housekeeping chemicals, 118
- Seconds, sheets and pillow cases, 142
- Section housekeeping aide:
  - job descriptions, 404
  - resupply activities, 231
  - staffing, 42
- Security. *See also* Safety
  - asset safeguarding concept, 336-337
  - do-not-disturb sign, 346-347
  - of guestroom, 344-345
  - loss prevention programs, 350
  - overview, 335
  - safety compared, 336
  - theft from housekeeping department:
    - by employee, 337-343
    - by guests, 343-344
- Senior housekeeper (supervisor), job description, 401
- Severe Acute Respiratory Syndrome (SARS), 113
- Sewing machine, cleaning equipment, 135
- Sharps, disposition of, environmental services, 311
- Sheets and pillow cases:
  - material planning, 140-142
  - purchasing, 271-272
- Shift overlap, daily routine, 231-232, 234
- Shindeler, Larry, 255
- Shock treatment, swimming pool, operations, 298
- Simulation training, 164
- Single-disc floor machine, cleaning equipment, 131
- Single-purpose cleaners, housekeeping chemicals, 115-117
- Sisk, Henry, 5
- Situational leadership (contingency approach), management theory, 7
- Smog, environmental services, 317
- Snoops, employee theft prevention, 342
- Soaps, housekeeping chemicals, 115
- Socioeconomic class, housekeeping employees, 11
- Software items, administration of equipment and supplies, 66
- Soil types, environmental services, 306
- Solid waste, environmental services, 317-318
  - integrated waste management, 317
  - landfills, 317
  - reuse, 318
  - transformation, 318
- Solvent cleaners, housekeeping chemicals, 116
- Soy Technologies, Inc., 115
- Space vacuum, cleaning equipment, 129
- Spare components disposition, material classification, 71
- Spas, swimming pool operations, 297
- Special appraisals, personnel administration, 277
- Special projects, housekeeping subroutines, 255-256
- Specified dilution ratios, resupply activities, 214
- Spot cleaning, carpets, 105
- Spray buffing, floor care, 90
- Squeegees, cleaning supplies, 125
- Staffing. *See also* Hiring; Housekeeping employees
  - conceptual planning, job descriptions, 45, 48
  - department organization, 43
  - Department Staffing Guide, 43
  - employee requisition, 153
  - employee selection, 153-155
  - employee theft prevention, 337-343
  - evaluation and performance appraisal, 165-167, 172
  - interview, 155
  - job specifications, 153
  - laundry operations, 373-374
  - orientation, 158
  - preparation for, 152
  - records and reports, 165
  - swimming pool operations, 299
  - swing teams, 42
  - Table of Personnel Requirements, 45
  - team concept in, 42
  - training, 162-165
- Staffing Guide, described, 43-44
- Stafford, Bob, 337
- Standard operating procedures (SOP):
  - delegation and, 14
  - environmental services, 302
  - housekeeping subroutines, 247
  - operational planning, 175
  - examples of, 187-191
  - forms for, 161-162
  - initiative restrictions and, 191
  - suitable subjects for, 186-187
- Standards, training, 163
- Standing rotational system, scheduling, 52-57
- Statement critiques, operational controls, 266
- Steady extra employees:
  - scheduling, 60
  - staffing, 42

- Stewards department, 248
- Stock-outs, housekeeping chemicals, 113
- Stone floor, care of, 93
- Stripping, floor care, 87
- Structured operations, unstructured
  - operations versus, operational planning, 186
- Subroutines. *See* Housekeeping subroutines
- Suite hotel cleaning, 223-227
  - bathrooms, 224
  - beds, 224
  - entrance area and closets, 224
  - final activities, 226
  - H.O.M.E.S. Manual, 227
  - kitchen, 224-225
  - living area, 224
  - suite area, 223-224
- Supervisor (senior housekeeper), job description, 401
- Supervisor's Daily Work Report:
  - morning room check, 204, 207, 210
  - opening the house procedures, 177-180
- Supervisory training, 165
- Supplies. *See* Equipment and supplies
- Surgical suite, disinfecting of, environmental services, 309
- Surveys, motivation and, 12
- Sweepers, 129
- Swimming pool operations,
  - algae, 298-299
  - backwashing cycle, 296
  - chemicals for, 297-298
  - chloramines, 299
  - diving boards, 299
  - equipment, 299
  - filter systems, 295-296
  - pool size and shape, 294-295
  - responsibility, 291-292
  - spas, 297
  - staffing, 299
  - system components, 292-294
  - water chemistry, 297
  - water clarity, 295
- Swing teams:
  - scheduling, 52
  - staffing, 42
- Syringes, disposition of, environmental services, 311
  
- Table linens, material planning, 145-146
- Table of Personal Requirements, conceptual planning, 45
- Tangibles, leadership and, 17
- Taylor, Frederick W., 5-6
- Team cleaning, 129, 465-466
- Team staffing:
  - concept of, 42
  - scheduling, 51-52
- Television, theft prevention, 343-344
- Temperament:
  - managerial, 6
  - managerial problem solving, 382-383
- Temperature, environmental services, nonchemical agents, 308
- Tempur-Pedic mattress, 72
- Tensile strength, sheets and pillow cases, 141
- Terminal cleaning, environmental services, 309
- Terra cotta floor, care of, 91
- Terrazzo floor, care of, 93
- Theft from housekeeping department:
  - by employees, 337-343
  - by guests, 343-344
- Theory X, managerial temperament, 6
- Theory Y, managerial temperament, 6
- Theory Z:
  - future trends, 20
  - participative management, 7
- Thread count, sheets and pillow cases, 141
- Three (3) M (Minnesota Mining and Manufacturing), 121
- Tight scheduling, described, 52, 58-60
- Tile floor, care of, 91
- Time card control, personnel administration, 272-274
- Time in the hole, payroll administration, 274
- Timesheets, payroll administration, 274
- Torn sheet, sheets and pillow cases, 142
- Total property inspection, operational controls, 261
- Total Quality Management (TQM), 25
- Tours, orientation, 161-162
- Towels:
  - bath linens, material planning, 144-145
  - purchasing, 269-272
- Training:
  - communication and, housekeeping subroutines, 277
  - of housekeeping employees, 12-13
  - staffing, 162-165
  - of supervisors and managers, 385
- Training aids, 164
- Trash-handling, cleaning equipment, 134-135
- Truck Mount, 322
- Tung oil, wood floor care, 97
- Turnover:
  - motivation and, 11
  - prevention of, 380-381
- Tyler, Humphrey S., 207-208
  
- Ultraviolet (UV):
  - floor finishes, 187
  - lamps, 125-126
  - radiation, environmental pollution, 316
- Unfairness issues, management problem solving, 381-382
- Uniforms, material planning, 146, 150
- Union contracts, scheduling and, 60
- Unstructured operations, structured operations versus, operational planning, 186
- Upholstery fabrics, administration of, 75-76
  
- Vacuum:
  - applying the Pareto principle, 102-103
  - backpack, cleaning equipment, 130, 460-461
  - corridor, cleaning equipment, 129
  - cubic feet per minute (c.f.m.), 103
  - effectiveness, 457-459
  - ergonomics and backpacks, 460-461
  - filtration, 462-463
    - h.e.p.a. filters, 463
  - housekeeper's, 126-129
  - improvement in soil removal, 467-468
  - interim cleaning methods, 101
  - science of suction, 464
  - space, cleaning equipment, 129
  - static or water lift, 127
  - wet, cleaning equipment, 130
- Ventilation, laundry operations, 375
- Vinyl floor, care of, 95-96
- Visco elastic memory foam, 72
- Volatile Organic Compounds (VOC), 116
- Vroom, Victor, 7
  
- Wage classification, long-range planning, 278
- Wage dollar-hours, swimming pool operations, 291
- Wages, long-range planning, 278
- Walker, John, 366
- Wall coverings, material planning, 105-107
- Wardrobe department, daily routine, 200
- Warp, sheets and pillow cases, 141
- Washington, Mary Ann, 147-150
- Water chemistry, swimming pool operations, 297-299
- Water clarity, swimming pool operations, 295
- Water extraction cleaning, 103
- Water pollution, environmental services, 317
- Weekly maintenance inspection, operational controls, 262-263
- Weekly Wage Forecast, personnel utilization, 263
- Weft, sheets and pillow cases, 141
- Weirick, Kay, 388-389
- Weisz, Stephen, 25
- Wet-extraction system, cleaning equipment, 132-133
- Wet mops, cleaning supplies, 123
- Wet shampooing, carpet maintenance, 104
- Wet vacuum, cleaning equipment, 130
- "What If" guestroom booklet, 423-431
- Windows and window treatments, material planning, 107-108
- Wood floor, care of, 97-98
- Wood tick, environmental services, 312
- Work calendar, scheduling, 53
- Worker scheduling. *See* Scheduling
- Working and control documents, opening the house procedures, 175
- Workload criteria:
  - conceptual planning, 37-39
  - eighteen-room workload, opening the house procedures, 175
  - using points to establish, 38
- Wringers, cleaning supplies, 123
  
- Zero-based budgeting, housekeeping department, 37
- Zone inspection, operational controls, 262