

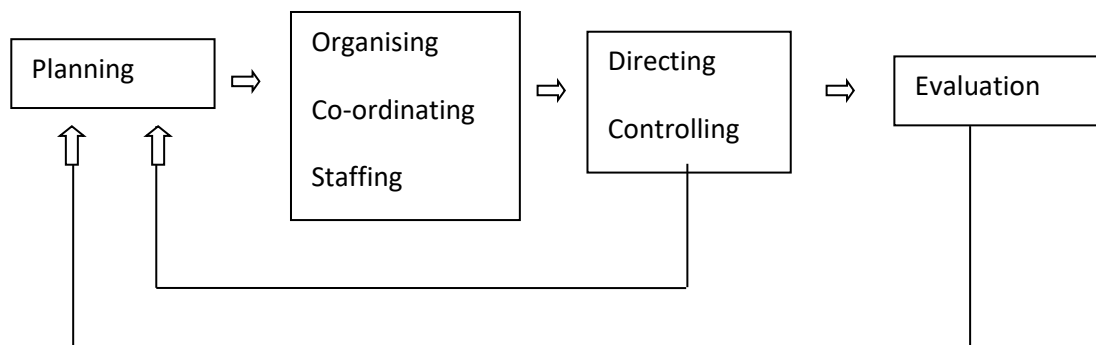
### **Planning and organising HK department-**

- ❖ EXECUTIVE HOUSEKEEPER. use all available resource to attain the objective set by the top management
- ❖ Resources include people, money, time, work method, material, energy and equipments.
- ❖ As resources are limited, so an important part of the planning is how to use these limited sources to attain the hotel's objectives.
- ❖ The EHK uses objectives set by the GM as a guide, to make planning more specific.
- ❖ First planning activity of EHK is to clarify the dept. cleaning responsibility and plan out the strategies for carrying out these responsibilities effectively.
- ❖ Strategies will identify the types of cleaning task and their frequently schedule.
- ❖ Most HK dept are responsible for cleaning the following areas-
  - Guest room
  - Storage areas
  - Corridors
  - Linen & sewing room
  - Pool areas
  - Laundry rooms
  - Management offices
  - Public area-lobby, restrooms
  - Back of the house area like employee locker, restrooms etc.
- ❖ HKD is generally responsible for additional areas such as:
  - Meeting rooms
  - Hotel operated shops
  - Dining rooms
  - Game rooms
  - Banquets
  - Exercise rooms

- Convention halls

### OVERVIEW OF MANAGEMENT PROCESS

1. Initial activities
2. Pre-operating activities
3. Operating activities
4. Appraisal activities



IHM NOTES

#### PLANNING-

- Planning is probably the EHK's most imp management function.
- Without competent planning , everyday may present one crisis after another and these will lower morale ,decrease productivity and increase expense in the department,
- Also without the direction and focus that planning provides, the EHK can easily become side tracked by tasks which are imp or unrelated accomplishing the hotel's objectives.

### BASIC PLANNING ACTIVITIES

#### INITIAL PLANNING

#### RESULTING

#### QUESTIONS

#### DOCUMENTS

- 1) What items within this area must be cleaned or maintained?

AREA INVENTORY LIST

- 2) How often must the items within this area be Cleaned or maintained? FREQUENCY  
SCHEDULE
- 3) What must be done in order to maintain or clean the major items within this area? PERFORMANCE  
STANDARDS
- 4) How long should it take an employee to perform an assigned task according to dept. performance Standards? PRODUCTIVITY  
STANDARDS
- 5) What equipments and supplies will be needed in order for the housekeeping staff to meet performance and productivity standards? INVENTORY  
LEVELS

• Without a systematic step by step approach , the EHK can easily miss number of important details that must be addressed in order to ensure the smooth functioning of the dept.

• The following section examine each step in planning process:

#### AREA INVENTORY LIST

- ✓ Enlists all items within each area that will need the housekeeping 's attention.
- ✓ Inventory lists are bound to be long and extremely detailed for efficient cleaning.
- ✓ Separate inventory list is to be prepared for different type of rooms.
- ✓ While preparing area inventory list it is also advisable to use he same sequence which the room attendants will use while

performing a task as it can be used further for developing cleaning procedures, training plans and inspection checklists.

- ✓ Also helps in supervision

### ROOM INVENTORY LIST

- ❖ BEHIND THE DOOR: fire exit plans, door knob cards (i.e. DND cards, clean my room card, collect my laundry card etc.)

- ❖ WARDROBE:

Electronic safe

Laundry bag

2 shirt hangers

Laundry list

4 coat hangers

Shopping bag

2 padded hangers

Shoe shiner basket (i.e. shoe mitts, shoe horns, & lining paper)

- ❖ MINIBAR:

- ✓ 2 mineral water bottles
- ✓ 2 bar bottles
- ✓ 3 can of cold drinks(all different)
- ✓ 1 can aerated water
- ✓ Chocolate etc

- ❖ BED-SIDE TABLE:

- ✓ Bed side lamp
- ✓ Glass
- ✓ Telephone
- ✓ Scribbing pad
- ✓ Water bottle
- ✓ Pen etc.

- ❖ COFFEE TABLE:

- ✓ Tent cards
- ✓ News paper
- ✓ Magazines



IHM NOTES

DOCUMENT CENTER

- ✓ Ash-tray etc.
- ❖ WRITING TABLE & TV CABINET
- ❖ LUGGAGE RACK , BEDS, & SOFAS.

<b>Room Inventory List</b>		
<b>Items</b>	<b>No.</b>	
<b>BEHIND THE DOOR</b>		
fire exit plans		
door knob cards		
<b>WARDROBE:</b>		
Electronic safe		
Laundry bag		
2 shirt hangers		
Laundry list		
4 coat hangers		
Shopping bag		
2 padded hangers		
Shoe shiner basket		
<b><u>MINIBAR:</u></b>		
2 mineral water bottles		
2 bar bottles		
3 can of cold drinks(all different)		

1 can aerated water		
Chocolate		
<b><u>BED-SIDE TABLE:</u></b>		
Bed side lamp		
Glass		
Telephone		
Scribbling pad		
Water bottle		
Pen		
<b><u>COFFEE TABLE</u></b>		
Tent cards		
News paper		
Magazines		
Ash-tray		
<b><u>WRITING TABLE &amp; TV CABINET</u></b>		
<b><u>LUGGAGE RACK, BEDS, &amp; SOFAS.</u></b>		

## Inspection checklists

Inspection of the cleaned areas forms a major part of a supervisor's work. In this taut inspection checklists are vital tools for a supervisor. Checklists should be developed for all the areas that the housekeeping department is responsible for cleaning and maintaining. The ideal checklist itemizes all surfaces and articles, lays down the standards of cleanliness to be achieved, and allows space for supervisors to indicate checks and red any observation. The more detailed the checklists, the more thorough is the inspection and the more in conformance to set standards is the cleaning. Whatever anomalies the inspection brings to light should be rectified promptly, else the purpose of inspection is defeated. A sample of a guestroom inspection checklist is given in Exhibit 13.1.

Exhibit 13.1 Sample Supervisor's inspection checklist for guestrooms

Hotel Name							
SUPERVISOR'S INSPECTION CHECKLIST FOR TWIN GUESTROOMS							
Date.....		Area:.....		Time.....		Shift.....	
Sl No	Room Nos.	101	102	103	104	105	REMARKS
	Particulars						
<b>Entrance &amp; Vestibule Area</b>							
1	Main door Uncial's&						
2	Door lock/knob						
3	Double lock						
4	Number plate						
5	Door stopper/ closer						
6	Door hinges						
7	Safety latch						
8	Peep hole						
9	Door bell.						
<b>Windows</b>							
10	Knob cards (behind the						
A	DND						
B	Please Clean My Room						
C	Collect Collect My						
D	Polish My Shoe						

E	Breakfast knob card						
11	Fire exit map (behind the						
12	Switchboard						
<b>Bedroom</b>							
13	Writing table						
14	Drawers						
15	Drawer knobs						
16	Table						
17	Calendar						
18	Table lamp						
19	Flower vase						
20	Candle						
21	Candle stand						
22	Ashtray (only in smoking						
23	Match box						
24	Stationery folder/						
A	Letter heads						
B	Scribbling pad						
C	Pencil						
D	Eraser						
E	Sharpener						
F	Business kit						
G	Ruler						
H	Message slip						
I	Picture post card						
J	Highlighter/marker						
K	Envelopes						
L	Mini stapler						
M	Guest feedback form						
25	Dust bin and liner						
26	Adaptor						
27	chair						
28	Panels						
29	Frame						
30	Sill						
31	Traverse rod						
32	Sheer curtains						
33	Draperies						
34	Hooks						
<b>Living Room</b>							
35	Air conditioner						
36	AC thermostat/Remote						
37	Artwork						
38	Television						
39	TV Remote						
40	Sofa and Cushion						



41	Coffee Table						
42	Pot pourri in bowl						
Bedside Table							
43	Drawers						
44	Bible / Gita0						
45	Service Directory						
46	Telephone						
47	Mosquito repellent						
48	Tent Card						
49	Time Piece						
50	Mineral Water bottles (500						
51	Scribbling pad and pencil						
Bed							
52	Twin Cost						
53	Bed Skirting						
54	Mattresses						
55	Mattress Protectors						
56	Sheet						
57	Pillow						
58	Pillow Protector						
59	Pillow Cover						
60	Duvets						
61	Duvet covers						
62	Shams						
63	Decorative foot runner						
64	Headboard						
Wardrobe							
65	Wardrobe shutter doors						
66	Handle						
67	Racks						
68	safe						
69	Hangers						
70	Tie rod						
71	Laundry bags - 2						
72	Laundry lists - 2						
73	Sewing kit						
74	Shopping/utility bag 1						

75	Torch						
76	Iron and iron board						
77	Disposable slippers						
78	Shoe mitts						
79	Shoe horn						
80	Minibar						
81	Minibar list						
82	Minibar shelf						
A	Water glasses						
B	Coasters						
C	Ice bucket and tongs						
D	Mineral water bottles						
E	Cups and Saucers						
F	Teaspoons						
G	Coffee/tea/milk/sugar						
H	Coffee maker						
83	Luggage rack						
84	Waste bin						
85	Wall picture frame						
86	Lighting Fixture						
87	Walls						
88	Floors						
Bathroom							
89	Door (Including Frame)						
90	Door Handle						
91	Bathrobe hook with						
92	Vanitory Unit						
A	Soap						
B	Amenity tray with liner						
C	Dental Kit						
D	Shaving Kit						
E	For Your care kit						
F	Tooth Glasses and						
G	Shampoo						
H	Conditioner						
I	Loofah Pad						

J	Body Lotion						
K	Shower Gel						
L	Hair Oil						
M	Cotton Swabs						
N	Shower Cap						
O	Sanitary Bag						
P	Tissue Box						
Q	Comb						
R	Save our Planet Card						
S	Mini Plater with plant						
93	Vanitory unit Mirror						
94	Soap Dish						
95	Hair Dryer						
96	Towel Rack						
A	Bath Towel						
B	Face Towel						
C	Hand Towel						
97	Bath mat						
98	Bath Tub						
99	Grab Bar						
100	Bath tub faucets						
101	Soap						
102	Bath salts						
103	Shower cubicle						
104	Shower fittings						
105	Shower socket						
106	Faucets						
107	Clothes line						
108	WC unit						
109	Weighing scale						
110	Toilet roll						
111	Toilet roll holder						
112	Drain						
113	Sani-bin						
114	Floor						
115	Wall tiles						
116	Light fittings						

117	Exhaust fan						
Balcony							
118	Balcony ledges						
119	Balcony shutters and						
120	Planter with plant						

### **FREQUENCY SCHEDULES**

- It indicates how often items on inventory lists are to be cleaned or maintained.
- Following factors will affect the frequency of the task to be performed:
  - ✓ Type of area and condition of surface.
  - ✓ User density, function of area and activities taking place .
  - ✓ The quality standard required.
  - ✓ Type of soil present & how far the soil been transported.
  - ✓ Degree of infection risk.
- ROUTINE CLEANING CYCLE: it includes items that must be cleaned on daily or weekly basis. These are incorporated into standard work procedures.
- DEEP CLEANING PROCEDURES: it includes items that must be cleaned or maintained bi-weekly, monthly, bi-monthly, or according to some other periodic cycle & they are scheduled as special cleaning projects.
- The days marked for guest rooms general cleaning should coincide with low occupancy periods & these programs should be flexible.
- Deep cleaning and special projects should be scheduled for periods of low occupancy.

**SAMPLE OF FREQUENCY LIST**

**NIGHT CLEANING PROJECT**

SPECIAL PROJECT	FREQUENCY	
	WEEKLY	MONTHLY
1. Wash down the walls in the rest rooms.	1	
2. Shampoo the following area- <ul style="list-style-type: none"> <li>✓ Registration area</li> <li>✓ Stairs</li> <li>✓ Rest rooms</li> <li>✓ All dining areas</li> <li>✓ All lounges</li> <li>✓ Coffee shop</li> <li>✓ Meeting rooms</li> <li>✓ Guest elevator</li> <li>✓ Employee cafeteria</li> </ul>		1 1 1 2 1 1 1 1 2
3. spot shampoo the following: <ul style="list-style-type: none"> <li>✓ Front entrance</li> <li>✓ Side entrance</li> <li>✓ Front desk area</li> </ul>		2 2 2
4. wash windows in pool area.		1
5. clean guest and service elevators tracks.	1	

## **PERFORMANCE STANDARDS**

- Performance standards describe how and to what standards the work is to be done i.e. they lay down the required quality level for employee's performance.
- These should be prepared in consultation with the staff who actually perform the task.
- Performance standards not only state, what must be done they also describe in detail how the job must be done.
- These standards are achieved when:

### **How to maintain Performance Standards:**

- ✓ Cleaning methods are correctly selected & systematically followed.
- ✓ Ideal cleaning agents are used on the various surfaces involved.
- ✓ Correct equipment's are to be used.
- ✓ All employees carry out their cleaning tasks in a consistent manner.
- ✓ Cleaning tasks are carried out at required frequencies.
- ✓ Time and motion studies are periodically carried out in the dept. to obtain best practices in housekeeping dept.
- ✓ Once performance standards are set the EHK should ensure that these are communicated through proper training programme to each and every employee of the dept. & that there is 100% conformity of the standards.
- ✓ Improper development of the standards or ineffective communication of these standards will decrease the productivity of the HK dept., as employees will not perform their task in most efficient and effective manner.
- ✓ Proper supervision, inspection, and evaluation are key process ensuring conformity to standards.

- ✓ EHK must be constantly on alert for new, most efficient and most cost effective methods.
- ✓ The performance standards should be revised at least once a year and make appropriate revision as new work methods are implemented.

### **PRODUCTIVITY STANDARDS**

- They determine the acceptable quantity of the work done by the dept. employees in accordance to the dept. performance standards.
- Housekeeping managers must know how long should it take for a housekeeping employee to perform an assigned task according to the departments performance standards.
- It is impossible to identify fixed productivity standards that would apply across the board to every HK dept. since the duties of room attendants vary widely among economy/limited/executive service hotels.
- They must be determined in order to properly staff the dept., within the limitations established by the hotel operating budget plan.
- HK managers must aware about the time needed for a particular task-such as guest room cleaning. Once this information is known productivity standards can be developed by the management.
- If performance standards are set too low, the quantity of work that can be done will be unexpectedly high which may lead to unsatisfied guest and non-repetition of guest.

### **SAMPLE FOR PRODUCTIVITY STANDARD WORKSHEET**

#### **STEP 1**

- Determine how long should it take to clean one guestroom according to the dept. performance standards.

⇒ Approximately 27 **minutes**.

### **STEP 2**

- Determine the total shift time(in minutes)  
8 hours\*60 minutes = **480 minutes**.

### **STEP 3**

- Determine the time available for guest room cleaning.

TOTAL SHIFT TIME = **480 minutes**

LESS

BEGINNING OF SHIFT DUTIES = **20 MINUTES**

MORNING BREAK = **15 MINUTES**

AFTERNOON BREAK = **15 MINUTES**

END OF SHIFT DUTIES = **20 MINUTES**

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TIME AVAILABLE FOR GUEST ROOM CLEANING = **410**

**MINUTES**

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### **STEP 4.**

- Determine the productivity standard by dividing the result of step 3 by result of step 1.

410 minutes = **15.2 guest rooms per 8 hour shift**

27 minutes

NOTE : THIS FIGURE IS USED TO ILLUSTRATE PURPOSE ONLY AND NOT A SUGGESTED TIME FIGURE FOR CLEANING GUEST ROOMS.



### INVENTORY LEVEL FOR NON – RECYCLED ITEMS

- Cleaning supplies and some guest supplies are part of the non-recycled inventories in the H.K department
- The minimum quantity refers to the fewest no. of purchase units that should be in stock at any given time. This minimum level is also referred to as the safety stock level
- Re-order levels are determined by adding the lead time quantity to the safety stock level.
- Lead time quantity is the no. of purchase units that are used up between the time that a supply order is placed and the time that the order is actually received.

IT E M	SUPP LIER	UNIT [PURC HSE UNIT]	CO ST PE R UN IT	Begin ning inven tory	ITE M REC .[for that time perio d]	No . of ite ms us ed	Ite m in sto ck	Lea d time qua ntit y	Min. inven tory level	Max. inven tory level	Pa r le ve l

\*par refers to the standard quantity of work of each inventoried item that must be on hand to support daily routine H.K. operations

Minimum inventory level = lead time quantity + safety stock level

- Lead time quantity is depending on the daily consumption and lead time
- It is being prepared by the supervisor [store] and being authorised by deputy or executive housekeeper.

Maximum Quantity= No. of days within orders/No. of days it takes to use 1 purchase

limit and then

adding minimum

quantity

The maximum inventory quantity refers to the greatest number of purchased units that should be in stock at any given point of time.

#### MASTER INVENTORY CONTROL SHEET

The master inventory control sheet (see Exhibit 17.9) helps the executive housekeeper analyze the results of the physical inventory. By subtracting the counted total for each linen article (item 15 in Exhibit 17.9) from the expected quantity corresponding (item 6,)

The executive housekeeper can accurately determine the number lost. This figure is recorded (item 16). Linen loss is the difference from the total obtained during the previous inventory. While physical inventories reveal the losses for linen items, they do not show why these losses occur. If the difference between the expected and actual quantities is high, further investigation is needed.

After each physical inventory, the executive housekeeper should make sure that the par levels are brought back to the level originally established for each linen item. The par numbers for each linen type are recorded (item 17). These figures represent the standard numbers for each linen type that should always be maintained in inventory. By subtract. log the actual quantities for each linen type on hand (item 15) from the corresponding par levels (item 17), the executive housekeeper can determine the quantifies of each linen type that are needed to bring inventories back to par. These amounts are recorded (item 18).

By subtracting the quantities of linen that are 'on order' but not yet received (item 19), the executive housekeeper knows precisely how many of each linen type still needs to be ordered to replenish the par stock. This figure is recorded (item 20). As

a result of the physical inventory, the executive housekeeper can determine the amount of linen needed to replace lost stock and maintain the established par levels.

The completed master inventory control sheet should be submitted along with the linen discard record (see Exhibit 17.10(a) and (b)) to the general manager. The general manager will then verify and initial the report before transferring it to the accounts department. The accounts department will provide the executive housekeeper with valuable cost information related to usage, loss, and expense per occupied room. This information is useful in determining and monitoring the housekeeping department's budget.

Physical inventories of table linen used by the F&B department should be handled much in the same way as room linen. The same general rules and procedures should be followed and the same general form used. Inventory lists should be prepared for each F&B outlet, including banquet facilities that itemize all types, sizes, and colours of table linen that the hotel uses. The inventory should be taken when the movement of table linen to and from the laundry can be halted and each F&B outlet is fully stocked to its established par levels. By following the same procedure as used for room linen, the total inventory of table linen can be calculated and the executive housekeeper can determine the need for replacement stock

Master Inventory control sheet								
Locations Name ..... Inventory Date..... prepared by.....								
Signature of Executive Housekeeper .....								
Signature of General manager.....								
Part 1								
1	Linen item							
2	Last inventory data							
3	New received							

4	Subtotal (2 + 3)							
5	Recorded Discard							
6	Total (4-5)							
Part 2								
7	Storage room							
8	Storage room							
9	Storage room							
10	linen room							
11	laundry							
12	On carts							
13	In rooms							
14	On rollaway, cribs, etc.							
15	Subtotal (7 + 8+9+10 + 11 + 12 + 13 + 14)							
Part -3								
16	Losses (6-15)							
17	Par stock							
18	Amount needed (17-15)							
19	Order							
20	Need to Order (18_19)							

## **TIME AND MOTION STUDY IN HOUSKEEPING OPERATIONS**

Extensive research in the form of time and motion studies to analyse work methods has helped the industry to find better and easier ways to carry out tasks and save time and energy. The time and motion studies for a task calculate how long it takes, on an average, to perform a certain task. This helps in calculating staffing levels. To do time and motion study, several staff members perform the same task (say bed making), one by one. Their movements are studied and clocked. The results are compared and an analysis is done as to how long it takes on average to perform the task. The best practices derived from this study are then used by everyone, so that the resulting performance will be more standardized and more predictable.

### **Techniques involved in Time & Motion study:**

Time & motion studies may be carried out using any of the techniques discussed in this section:

- **Pathway Chart:** This technique involves the study of the path covered by the worker in the undertaking and completion of a task. A floor plan of the work area is drawn to scale and fixed to a board on the wall. A long thread is pinned down at the starting point on the plan. The line of motion is marked using this thread----- whenever the worker turns, that point is marked with a pin and the thread wound around it. The length of the thread gives an idea of the distance traversed in the completion of the task. The time taken is also noted down. Various pathways are tried out to find the simplest and smallest route to finishing the task successfully. This is done to achieve the least exertion and minimal loss of energy and time. This technique helps pinpoint all movements that can be reduced or eliminated.
- **Process Chart:** All tasks, in order to be completed, require a specific process or activity. In this technique, a close study of the process adopted is carried out and the flow of activity is closely studied. A record of the time taken to finish the task is kept. All unnecessary movements and steps are then listed down, so as to be avoided in the final process adopted.
- **Operation Chart:** This technique helps one track down all wasteful expenditure of time and energy in all activities. The technique requires a

detailed study of all the smaller activities making up a work process. The movements of the two hands are studied in great detail and a fine analysis shows where in the job delays are occurring.

- **Micro-motion film analysis:** Using a timing device, every activity is filmed. Then a detailed study, especially of the finer movements of the hands and other parts of the body, helps analyse the areas where changes need to be or can be made to carry out the task with the least expenditure of time and energy.
- **Cyclography:** This is also a technique that uses filming. Here, a bulb is attached to the worker's body. As the body or the body part so highlighted moves during the work, the path taken is lighted by the electric bulb and hence easily captured by slow photography. The analysis of the complete film or the record of movement helps reveal how smooth and rhythmic the movements of the activity are. Thus, the worker can be guided to make the necessary changes.
- **Chronocyclography:** In this technique, a film of the activity is made with small lights attached to the middle finger. The pattern of movement is filmed and finally analysed to find out which movements were unnecessary or arrhythmic and can be eliminated or improved upon.

## **WORK STUDY**

Work study may be defined as one of the management techniques, which can be applied to achieve the optimum use of the resources available to an establishment for the accomplishment of the work, it is engaged in.

### **Work study comprises of 2 aspects:**

- a) Method Study (to improve ways of doing tasks)
- b) Work Measurement (to establish the time required for the task)

### **The aim of work study is:**

1. Improved working conditions for the workers
  - Work place layout improved

- Working environment improved.
- 2. Most economical and effective use of plant machinery and stores
  - Equipment design improves
- 3. Effective use of human work
  - Posting right person in right place.
  - Planning and control improved
  - Better control data made available.
- 4. Evaluation of human work
  - Healthy and safety of visitors, staff, residents, etc improved

These will result in:

- Reduction in fatigue
- More cost effective use of man power, materials and equipments

### **METHOD STUDY**

This is a detailed analysis of the present or the proposed method of carrying out a task as a basis for improvement. It concern finding or evolving better ways of doing the work, and contributes to improved efficiency and morale.

#### **Method study aims of the Improvement of the following:**

- I. Work conditions (Improved layout of the work place)
- II. Layout and Installation of plant and workplace
- III. Working procedure (improve process and methods)
- IV. Improve the use of resources (use of material, plant, equipment and manpower)
- V. Design of plant or equipment or the end product
- VI. Improve the working environment
- VII. Reduce unnecessary fatigue by reducing human effort

## **METHOD1 STUDY**

To improve ways of doing work



Panel of considerations



HUMAN

ECONOMIC

TECHNICAL

REASON



Desirability established



SELECT - The job to be studied RECORD - All available data

EXAMIN - Each fact critically (for purpose place)


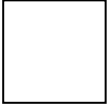
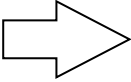

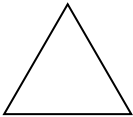
DEVELOP -The best available method

INSTAL - The development method

MAINTAIN - The installed method

COMMONLY USED SYMBOLS FOR METHOD STUDY



SYMBOLS	NAME	DEFINITION
	Operation	The main stages in a method or procedure, -1
	Inspection	A check or inspection for quality and /or quantity. The material or product is not changed.
	Transport	The movement of operative, materials, goods or equipment. This symbol represents movement from place to place, but not those movements which naturally occur within an operation or inspection
	Delay or temporary storage	A delay in the sequence of events or the temporary setting aside of an object without record until required e.g. letter waiting to be signed
	Permanent storage	Materials are issued or received into storage some form of authorization, e.g. requisition

### **METHOD STUDY CHART:**

The **outline process chart** gives an overall picture by recording only the main operations and inspections. Therefore the only symbols used are u and o. A brief note is made of each step in the sequence alongside each symbol. If the time taken to accomplish each step is known, it is also recorded.

The flow process chart: Uses all the five symbols and records the sequence of the flow of the procedure and product.

**The multiple activity chart** is a chart upon which the activities of more than one subject, i.e. operative, machine or equipment, are recorded on a common time scale and is used to show their relationship. The chart is drawn up using a vertical column or bar to represent the activities of each subject, alongside a timescale, so that periods of idleness can be clearly seen. The study of a well constructed chart may show ways in which activities can be rearranged so that ineffective time can be reduced. It is extremely useful when organizing team work or maintenance work and when determining the number of machines or processes one employee can look after.

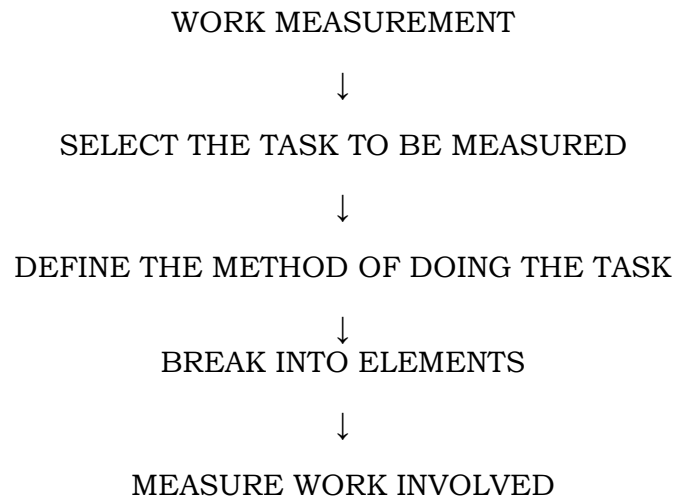
Once the improved method has been developed, approval should be obtained for its installation. A concise report should be prepared comparing the existing and the proposed new method. It should include the expected savings in labour, materials and overheads, the cost of implementation of the new method and management action necessary for the implementation of the new method.

### **WORK MEASUREMENT:**

Work measurement is the assessment of the work content of a job by measuring the time taken to carry it out. The work study must be carried out at a specified standard of performance, done by a person qualified for the job.

Work measurement involves the measurement of human effort, and is concerned with the investigation, reduction and elimination of ineffective time, i.e. time during which no useful work is being carried out. As its name implies, work measurement deals with measuring the time taken to complete tasks or sections of tasks so that ineffective and effective time may be separated.

The stages involved in work measurement are:



### **TIME STUDY:**

This is the fundamental technique in work measurement. The first step is to select the task, with its performance method clearly defined. This method is evaluated practically many times by performing it. The whole work is repeated several times and the timing recorded each time, in order to arrive at an average figure. The time you get for a particular element is called the **BASIC TIME**. The time is likely to vary between a fast and slow worker. Therefore, the time is established of an average worker. Hence the term **RATING** is used. Rating is the ratio of the rate of working of the individual worker under study to the observer's concept of the standard average rate.

After assessing the rate of the worker, the **BASIC TIME** is converted to the **NORMAL TIME**. The time arrived at after allowing rest allowance is called the **STANDARD TIME**. Because of the peculiarity of a task, or due to Company policies, certain contingent allowances may be made. When this is authorized, it is added to the **STANDARD TIME** to give the **ALLOWED TIME** for the specific task.

## **STANDARD PROCEDURE MANUAL/JOB PROCEDURE**

- ❖ It is defined as a written document in which we are having a scheduled no. Of activities which we have to perform for completion of a certain task.
- ❖ A procedure manual is totally different from a job description.
- ❖ An individualised manual is required for each position in the dept.

### **FEATURES OF A PROCEDURE MANUAL:-**

- ✓ Language that will be clearly understood.
- ✓ Should be ideally illustrated with photo/drawing/examples.
- ✓ Describe the ideal routine to be followed by staff.
- ✓ Serves as a control measure for the manger.
- ✓ It has to be flexible in nature. So that changes can be made as and when required.
- ✓ Always provide a copy to the new employee, but it is not enough.
- ✓ It has to be easily available in the dept. Copy of this, has to be in each section of the dept.

### **MASTER MANUAL**

- A master manual is comprised of all the procedure manuals for the entire dept. plus all the job description, including that for the EHK.
- Master manual always act as a guide for each staff member of the dept.
- A master manual having no. Of advantages like:
  - ✓ When housekeeper assigned to a new property who must recruit, train and break in a completely new dept.
  - ✓ It is also valuable for a new housekeeper when the previous one retires or is promoted out of the dept.
  - ✓ These are most effective for every complicated job, and where employees are scheduled to work in different areas.
  - ✓ It will eliminate the worker having to seek out his supervisor to refresh his memory on

- ✓ It will save the extra time & expense involved in training.
- ✓ Individual procedure manual are really indispensable in small lodging facility. Without such a document an employee will probably perform job in a slightly diff. Way on daily basis or on some day staff member may omit the certain job function, which decreases the standard & efficiency.

#### CONTINUAL REVISION OF MASTER MANUAL

- When writing a manual its imp to keep in mind that it is never final. New supplies & techniques are always been discovered and the employer will often suggest better way of performing certain task.
- It has become highly advisable to revise the manual according to the equipment's.
- It is recommended that the manual should be prepared in a reasonable inexpensive form.
- It is advised that final revision should be given by a professional before finalising.
- Where English is a second language for many employees it's advisable to publish the manual in the deptt. Principal native tongue.
- Each manual should be having the date of its latest revision.

#### CONTENT OF A TRAINEE'S MANUAL-

- ✓ Employee handbook
- ✓ Hotel history
- ✓ Mission statement
- ✓ Hotel information
- ✓ Rules of the house
- ✓ Your deptt, work area
- ✓ Employee responsibilities
- ✓ A welcome note
- ✓ Hotel organisation hierarchy

- ✓ Name, logo & significance
- ✓ Employee benefit and schemes
- ✓ Safety norms
- ✓ Job description and level of authority

### **JOB ALLOCATION**

- Job allocation is simply defined as “given right work to the right staff member”. it is simply to deploy someone in a specific area for a specific task and also mentioning the time allotted for the same.
- It involves scheduling of work to be allocated to staff and ensuring that all the work is covered as and when required.
- Staff may be allocated either on a permanent basis or on rotation to a section.
- Establishments have traditionally recognised grades of staff, with well-defined duties & responsibilities, so thought must be given to which grade of staff are required to perform which task.
- Techniques which can be used for job allocation are :

- ✓ Different grades of staff
  - Managerial
  - Supervisory
  - Skilled/unskilled
- ✓ Knowledge & consideration of staff
  - Skill
  - Ability
  - Aptitude
- ✓ Competent at practical skill
- ✓ Punctual
- ✓ Tactful
- ✓ Trustworthy
- ✓ Adaptable
- ✓ Reliable
- ✓ Observant etc.

Main methods of allocation:

1. Traditional Method (unit method) : Each area of the building is allocated a member/members of staff who always work on that area and carry out all the work. For example, in a residential establishment a cleaner may be allocated 15 rooms to service within a particular area of establishment. The staff is therefore multi skilled. This method makes staff more flexible.
2. Team Method (function method) : The workforce is divided into no. of teams, each team has a specialisation in one type of cleaning work. E.g. floor maintenance, bathroom cleaning and general cleaning.

### **WORK SCHEDULES**

- ❖ A work schedule can be defined as a list of tasks to be undertaken by each individual within a certain period or during a shift which includes meal break, time for cleaning away, tidying equipment etc.
- ❖ No. Of schedules indicate no. Of frequency to clean one area.
- ❖ While preparing it one should ensure that an individual member of staff knows exactly what to do , where and when , thus avoiding confusion and fatigue.
- ❖ Work schedule will ensure that all task whether daily, weekly, or possibly periodic are covered with none missed out or duplicated.
- ❖ One should ensure that each member of staff should have been given a fair and even distribution of work within the no. Of hours worked with no overlapping duties.
- ❖ Consideration must also be given to allotment of adjoining areas to avoid non productive time walking from one area to another.

### **WORK SCHEDULE FOR DOMESTIC ASSISTANT WARD**

TIME	AREA	TASK
7:00	Waiting room	Static mop floor Damp dust floor
7:30	clinical room	Static mop Damp mop Spray clean(twice weekly)
8:00	Sister's room	As above
8:30	Kitchen	Wash pots (when available) Clean pot machine Wipe down work surface
9:10	Play room	large stem of debris food spoilage spray clean(twice weekly)
9:30	Ward area	Static mop Disposal mop
9:45	BREAK	
10:00	Ward area Clinical room Patients bathroom Waiting room Staff toilets Landing area	As above
12:00	kitchen	As above
13:00	BREAK	
13:30	Ward area & other	As above
15:00	OFF DUTY	

WEEKLY:- high dusting

Radiators

Paint work

Defrost fridge

FRIDAY:-some other task like cupboard & tile wash etc.



### CALCULATING STAFF STRENGTH

Thumb rules for determining staff strength: when calculating staff strength, it must be remembered that each property will have its individual requirements

1. Executive housekeeper	01 per hotel
2. Deputy/assistant exe. Housekeeper	01 per shift-morning & afternoon
3. Floor supervisor	01 per 45-60 rooms in morning 01 per 90 rooms in afternoon
4. Public area supervisors	01 per shift (morning. Afternoon and night)
5. Linen / uniform room supervisor	01 per shift (M & A)
6. Linen / uniform room helper	01 per shift (M, A & N)
7. Room attendant ( depends on floor layout & location of rooms)	01 per 12-16 rooms in morning (approx 14) 01 per 40-60 rooms in afternoon (approx 45) 01 per 100 rooms in night
8. Line attendant	01 per shift – ( M, A & N)
9. Houseman	01 per 60 rooms in morning 01 per 100 rooms in afternoon 01 in night
10. desk attendant	01 per shift – ( M, A & N)
11. tailor	01 in general shift ( extra help can be given)
12. upholster	01
13. horticulturist	01 per shift ( M& A)

14. head gardeners	01 per 20 gardeners
15. gardeners	01 per 4500 sq. Ft of landscaped area

Factors to be considered while determining staff strength:-

- The type of hotel it is
- The location of the hotel
- Traditions and customs of the locality
- The size of the hotel
- The occupancy rate of the hotel
- Management needs
- Company policies
- The quantity of work to be done
- The quality of work expected, i.e the standards to be met
- The time needed to do the work
- The frequency with which the work needs to be done
- The time when the work area is available
- The amount of traffic in the area

#### NUMERICAL

Q. calculate the no. Of staff required for HK dept of a 520 rooms property ? the forecasted occupancy %age for the particular day is 75% & the total landscaped area of the hotel is 35000 sq ft.

Total no of rooms = 520

Occupancy %age = 75%

No of rooms used =  $520 * 75/100$

= 390 rooms

**STAFF STRENGTH :**

	MORNING	AFTERNOON	NIGHT
1. Exe. Housekeeper	01	-	-
2. Ass EHK	01	01	-
3. Floor supervisor	08 (=50:1)	05 (=90:1)	-
4. Public area supervisor	01	01	01
5. Linen/ uniform room supervisor	01	01	-
6. Linen/ uniform room helper	01	01	01
7. Room attendant	26 (=15:1)	08 (=50:1)	04 (=100:1)
8. Linen attendant	01	01	01
9. Houseman	07 (=60:1)	04 (=100:1)	01
10. Desk attendant	01	01	01
11. Tailor	01	-	-
12. Upholster	01	-	-
13. Horticulturist	01	01	-
14. Head gardener	01	-	-
15. Gardener	04	04	-
TOTAL	56	28	09

TOTAL STAFF STRENGTH FOR A DAY IS = 56+28+09  
=93 (approx.)

Ergonomics – study of relation of workers to the environment, tools & equipment's so as to avoid undue stress, thereby making the best use of human resources .its main aim is to make the job & its environment suitable to the staff rather than forcing them to adopt those working condition.

## **DUTY ROASTERS-**

- ❖ Duty roaster is defined as a manpower planning, which deciding how many staff and what sort of staff an establishment required at any given time so as to maintain the work schedule, from the available manpower of deptt.
- ❖ A duty roaster control the hours of work and should be drawn up well in advance.
- ❖ The roaster should show an equal distribution of work weekly off, early and late duty turns and split shifts.

### CONSIDERATION FOR PLANNING A DUTY ROASTER:

- ✓ Coverage hours i.e. operational hours of the dept.
- ✓ No. Of full time & part time staff.
- ✓ Casual or agency staff availability.
- ✓ No. Of hours worked per day per week per person.
- ✓ Meal & break time.
- ✓ Expected productivity rate per working period.
- ✓ Staff request such as special day off or holiday periods.
- ✓ Provision for last minute sickness or absence.
- ✓ Quantity of expected work load per day.
- ✓ Special operational factors eg. Spring cleaning.

Steps in making a roaster:

STEP 1: Ascertain occupancy levels and events expected in a hotel in a daily and weekly basis, more specific reports of occupancy are available through coordination with FO dept. The overall forecast of occupancy must be considered before scheduling the employee's annual leave

STEP 2: Ascertain the speed of duty hours to be scheduled in the duty roaster, whether 12 hours, 16 hours. Decide whether the position will work for how many days a weak

STEP 3: Ascertain the type of shift - straight shift, break shift, rotating shift

STEP 4: Ascertain the no of full time and part time staff on the payroll

STEP 5: Ascertain the no of labour hours per day and per week required for various positions.

STEP 6: Incorporate tea/coffee breaks and mealtime allowances in the roaster

STEP7: Ascertain that each employee gets a weekly off day after 6 working days. Provide for compensatory offs. Schedule one reliever per 6 employees

STEP 8: Ascertain closed days and restricted holidays and any contingency planning that may be needed.

#### ADVANTAGE OF DUTY ROASTER:

- ❖ Help to ensure that there are sufficient staff on duty at any given period in order that work may be covered.
- ❖ To ensure that staff work the correct no. Of hours as prescribed.
- ❖ Helps in planning days off for staff in a fair manner.
- ❖ To fix the staff day off regular so as to give them adequate rest.
- ❖ To aid preparation of attendance and payroll reports.
- ❖ To know who is on the premises in case of emergency.
- ❖ Help in building group for any particular task.

#### TYPE OF SHIFTS

- ✓ STRAIGHT SHIFT=9 hrs shift with 1 hour break
- ✓ SPLIT SHIFT/ BREAK SHIFT =split into 2 sessions which make at a 9-10 hrs shift with 3-6 hrs of break
- ✓ ROTATING SHIFT=rotation of shift ensures that all employees get to have a fair share of all shifts
- ✓ ALTERNATING SHIFT OR SPECIFIC SHIFT

FORMAT FOR DUTY ROASTER

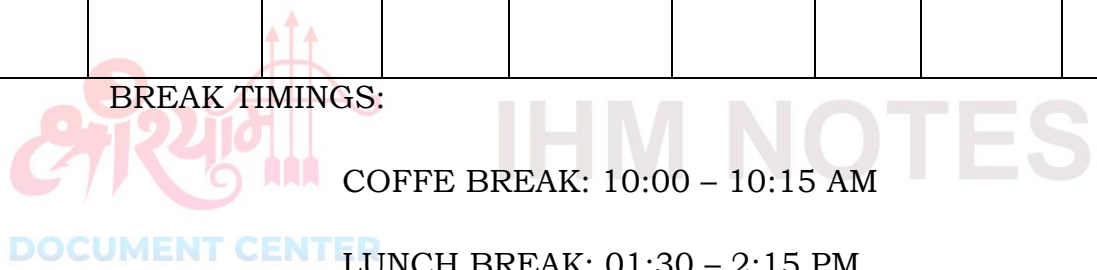
WEEK 1								
NAME OF EMPLOYEE	DESIGNATION	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
WEEK 2								
NAME OF EMPLOYEE	DESIGNATION	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY

BREAK TIMINGS:

COFFEE BREAK: 10:00 – 10:15 AM

LUNCH BREAK: 01:30 – 2:15 PM

DINNER BREAK: 7:00 – 7:30 PM



## **TEAMWORK & LEADERSHIP IN HOUSEKEEPING:**

The current trend in housekeeping operations is to form teams to accomplish tasks rather than scheduling employees on an individual basis. The three important determinants of teamwork are leadership, the building of the right kind of groups or team for better productivity, and membership. A housekeeping team may consist of one supervisor, several (2-5) GRAs, and one houseman. This team under the supervisor becomes totally responsible for a particular section of guestrooms in the hotel. Cleaning performance is measured on a team basis rather than on individual basis.

### **TEAM CLEANING-----AN EXAMPLE OF TEAMWORK**

In team cleaning, two or more GRAs together clean one guestroom at a time. Usually teams of two GRAs each are assigned to 30-35 rooms. Team members rotate duties of bedroom and bathroom cleaning. Promoting teamwork within each team requires special effort. A teamwork checklist should be followed by housekeepers as follows:

- Reward teamwork by praising the team and giving them choice assignments, raises and promotions.
- Include teamwork as a criterion during the employee's performance appraisals.
- Rotate special assignments, allowing everyone an opportunity to shine as an individual.
- Consider ideas generated jointly by the team as well as individual ideas.
- Share information and give the team a say in decision — making.
- Give credits to the team for jobs well done.
- Set an example of cooperation with others yourself.

### **ADVANTAGES OF TEAMWORK:**

- Manager is being able to schedule a group of people as though they were one entity.
- Cooperation and worker's morale will be higher when they are part of a small unit.

- Team spirit will cause the entire group to excel in operations. GRAs that excel in room cleaning help the poorer performers on the team to improve.
- Absenteeism and tardiness get better resolved at the team level because one member being absent or late could have a negative effect on the entire team's reputation.
- With increasing concern for safety and security, assigning two or more GRAs to clean a room could save expenses on liabilities and lawsuits.
- Mundane cleaning tasks may become fun when performed as a team.
- Fewer tools are needed as people will share equipment.
- Some heavier cleaning tasks are accomplished more easily and faster with two people.
- Bringing new employees up to the required standards becomes easier since they have buddies to coach them along the way.
- There is saving on labour costs since team workers complete work faster, have better attendance, meet with fewer accidents.

### **LEADERSHIP**

For teamwork in housekeeping to be successful, the department leader i.e. the Executive Housekeeper needs to be an inspiring role model as a team player as well as an effective leader. The leader of any group can help to build its members into a well knit team by sharing visions, goals, and strategies with them.

Leadership is the capacity to frame plans that will succeed and the faculty to persuade others to carry them out in the face of difficulties. An Executive Housekeeper who is a good leader will ensure the following activities:

- Draft a compelling vision.
- Communicate passionately.
- Inspire and pull employees towards goals.
- Provide direction and momentum
- Be assertive if necessary.
- Learn from other leaders.
- Make decisions in line with the vision.
- Get feedback.
- Command and not demand respect and loyalty.



- Do some self evaluation as well.

### **STYLES OF LEADERSHIP**

<b>LEADERSHIP STYLE</b>	<b>CHARACTERISTICS</b>
AUTOCRATIC	Impose own decision with/without explanation to subordinates
PARTICIPATIVE	Decision made after prior consultation with subordinates
DEMOCRATIC	Joint decision arrived at
LAISSEZ FAIRE	Decisions taken by delegation

An Executive housekeeper who is an effective leader uses all these styles to different extents, according to the nature of the decisions to be made and as situation demands. Most often, Executive Housekeepers tends to use the participative style and depend more on communication, adopting a supportive attitude and sharing needs, values, goals and expectations with their staff.

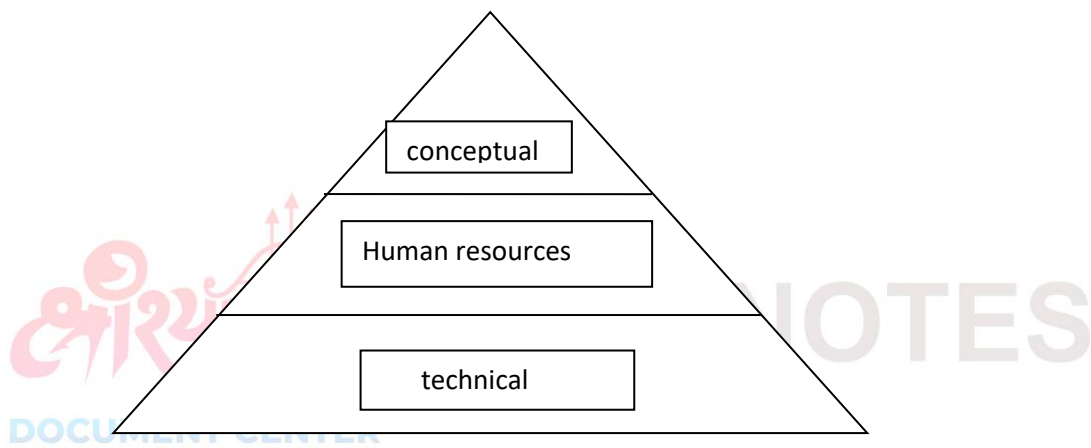
## TRAINING

- ❖ Training is development of human ability and behavior in order to achieve individual and organizational growth. It can be decided according to the requirement of the dept and its staff.
- ❖ Training process should aim to develop good working methods, habits and skills together with a better understanding of the purpose of the job, the objective of the various tasks and the expected result or performance level.
- ❖ Training increases confidence and job satisfaction besides eliminating confusion, stress, and fatigue.
- ❖ It helps to increase their skills and professional knowledge, to enable them to carry out their day to day tasks.
- ❖ Helps in coping with modern technology and improve promotion prospects.
- ❖ Before implement any training programme, the trainer must assess the cost of training, the benefits of training and the most effective way of training.

### CALCULATING THE COST OF TRAINING:

- It is often difficult to establish where training commences and finishes and as many of the costs involved are intangible.
- It is somewhat difficult to calculate the cost of training  
However, the following must be considered: -
- ✓ LABOUR COSTS:
  - trainer's salary
  - Wages of staff while training
  - Outside speaker's fee & expenses
  - Preparation time
  - Technician help
- ✓ EQUIPMENT COSTS: audio-visual equipment
- ✓ ACCOMMODATION COSTS:
  - Training room

- Hiring of accommodation
- Overnight costs
- Loss of revenue if area is taken out of commission
- ✓ ADMINISTRATIVE COSTS :
  - duplicating/printing
  - Stationary
- ✓ SUBSISTENCE: (any other expenses apart from the above mentioned heads)
  - food & beverage cost etc.



#### LEVELS OF TRAINING:

- |   |                |
|---|----------------|
| A | EXECUTIVE H.K. |
| B | SUPERVISOR     |
| C | ROOM ATTENDANT |

LEVEL A :- skills for H.K.

LEVEL B :- skills for supervisory staff

LEVEL C :- skills for technical staff

### BENEFITS FOR TRAINING

#### **TO THE EMPLOYER: -**

- Financial saving – more effective use of resources
- Improve productivity
- Improve standard and quality of work
- Higher standard of efficiency of work
- Reduced accident rates
- Reduced labour turnover
- Improved labour relations
- Less machine maintenance
- Increased customer satisfaction
- Greater labour flexibility
- Better talent identification
- Reduced damage and wastage.

#### **TO THE EMPLOYEE: -**

- Enhance needs of pay
- Improved job satisfaction and higher morale
- Improved status and job security
- Better promotion prospects
- Better equipment & materials to carry out tasks
- More confidence in management
- Safer working condition.

### **TRAINING POLICY**

While planning the training policy, for an establishment it is essential that the following factors should be considered:-

- What is the present level of knowledge & skill of employee?
- What are the skills and knowledge required for a task?

- What resources are available eg.- staff , time, money?
- Who requires training in what areas and to what level?
- The individual’s abilities and limitations.
- Need of flexible or multi-skilled staff/
- Type of training i.e.- “on the job” or “off the job”, initial, remedial, or refresher training.
- Who is responsible for organising the training?
- Who will carry out the training and at what frequency?
- What are the benefits of training to the establishment, to the employer and to the employee?

#### Types of training

INDUCTION/INITIAL	REFRESHER	REMEDI AL
<ul style="list-style-type: none"> <li>• At the starting of the job, it involves day to day operations of the department</li> <li>• Provide skills &amp; ledge to staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Done to update staff with change in working method and equipment.</li> <li>• Also perform to assess the progress of the worker and his suitability &amp; promotion.</li> </ul>	<ul style="list-style-type: none"> <li>• Performed to supplement the initial training</li> <li>• Done to increase the efficiency of staff specially when they are not performing even after the training.</li> </ul>

#### **CROSS TRAINING:-**

It means teaching an employee job function other than those he was specially hired to do. It has advantage for both the employer and to the employee as it increases flexibility in staff scheduling and also helpful for the staff to be multi skilled professionals who can be promoted quickly in their future.

#### **METHOD OF TRAINING**

### 1.ON THE JOB-

- given by a trainer in the normal working situation with the trainee using the actual tools, equipment's, material or document that will be used when fullt trained
- A buddy system means, where a member of peer group will train a new employee . this is used when there is a staff shortage.

### 2.OFF THE JOB-

- it may take the place away from the normal work situation in a specially designated training room, within the establishment.
- Trainee, in this system is not regarded as a productive worker during the training process.
- special training of higher quality is also provided

### 3.TRAINING PACKAGE

#### 4 STEP TRAINING METHOD

##### 1.Prepare to train-

- ✓ write training objectives
- ✓ develop lesson plan
- ✓ decide on training methods
- ✓ establish a time table
- ✓ select training location
- ✓ assemble trainees
- ✓ set up work stations

##### 2.CONDUCT THE TRAINING-

- ✓ inform the trainees about the schedule
- ✓ begin the training session
- ✓ demonstrate the procedure

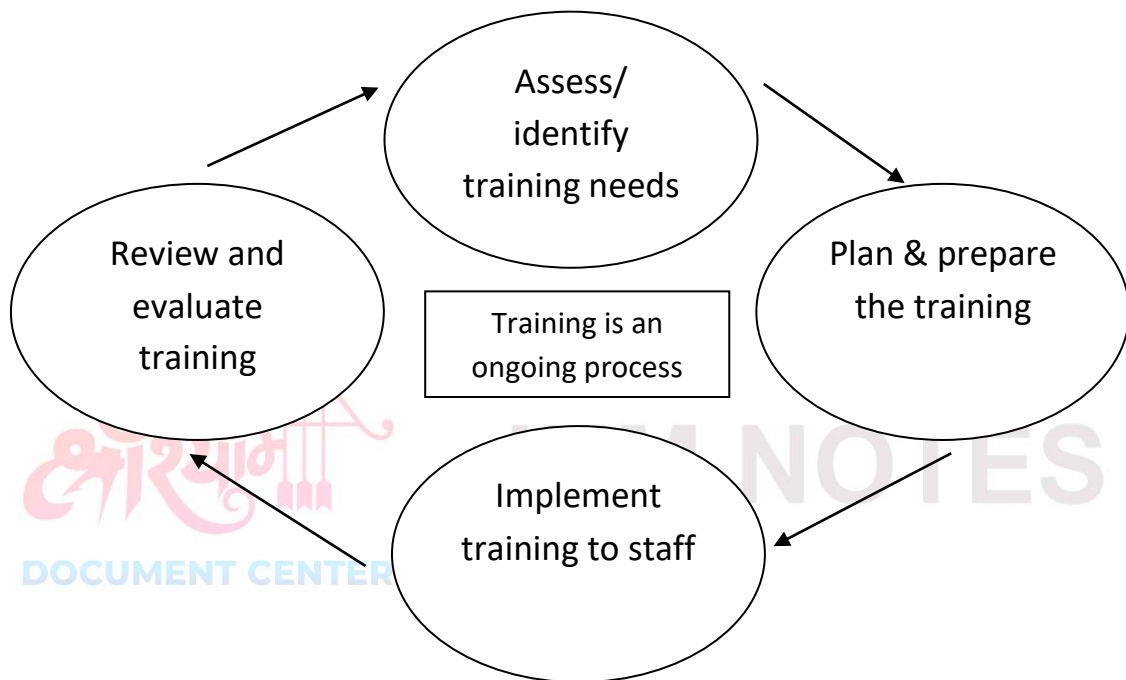
3.COACH TRAIL PERFORMANCE- make sure that the trainee understands and can explain not only how to perform each step but also the purpose of each step.

4. FOLLOW THROUGH-includes reinforcement, feedback, and evaluation.

### **TRAINING STRUCTURE**

A systematic approach to training can ensure that it is carefully planned and supervised.

- JOB LIST- list of tasks which must be performed for a H.k. process.



JOB BREAKDOWN- specifics how to perform each task.

### **TRAINING MODULE**

- Initial training module
- Remedial training module
- Refresher's training module
- 

### **BUDGETS**

- A budget is a statement of independent expenditure for a upcoming period.

- It projects both the revenue that hotel anticipates during the period covered by the budget and the expenses required to generate the anticipated revenues.
- Executive housekeeper has to inform the room division manager and G.M about the expenses that H.K department will incur in the light of forecasted room sale
- Financial controller plays a crucial role while prepare the budget of any department
- Prime role of Executive housekeeper is to prepare the budget prior to every financial year
- It is clear that rigidity is essential in budget but in case of unforeseen circumstances or market change etc. , the budget can be changed
- Budgeting is the process by which, based on the actual performance of the establishment in the past estimates of expenditure and receipts are made and adjusted for forecasting future
- It is a plan by which resources required to generate revenue are allocated

#### **IMPORTANCE OF BUDGETING:**

- It sets out the parameters of how much expenditure is permitted for various items of cost.
- The efficiency of the department is reflected in the extent to which it stays within the budget
- It helps in focussing priorities of expenditure
- Act as an inbuilt control on activities, especially purchasing activities

#### **Preparation of the budget/Consideration for planning of budget:**

- Should not be prepared at last minute
- Executive housekeeper should have a list prepared throughout the current year operation with record of relevance which will help in preparing a budget



- Standard forms are usually issued to each department head for completion and a dead line date is set for submission
- Future company objectives may be reflected in budget
- Past records and previous budgets may be used as a basis for a new budget
- Inflation must be considered
- Any change in company purchasing policy
- EXECUTIVE HOUSEKEEPER should be aware of new product & technology
- Budget forms usually forwarded to the financial controller
- Costing may be evaluated against forecasted profit of the organisation
- Once the budget has been agreed the housekeeper may then proceed to make purchase
- Under or over spending may have serious consequences
- Housekeeper has to submit a report for over spreading

#### **TYPES OF BUDGET:**

- Capital budget
- Operational budget
- Pay roll budget

#### **CAPITAL BUDGET:**

Intended expenditure on assets that are not used in normal course of operations, instead they have a lifespan that exceed a single year for e.g: -

- Large equipment's and machinery
- Furniture and linen
- Special projects and miscellaneous

### **PAY-ROLL BUDGET:-**

H.K pay roll budget may be as much as 75% of operating cost leaving only 25% to provide for cleaning agents & equipment's .In some cases it is as high as 90% of the operating costs.

### **OPERATING BUDGET:**

These forecast expenses and revenues associated with the routine operations of the hotel during the certain period.

- Cleaning supplies: detergents, dusters, mopping cloth etc.
- Guest supplies: guest stationary, soap, hanger.
- Office stat. & postage: writing pad, formats, menu scribbling pads, stamps etc.
- Tailor shop: machine, threads, needles etc.
- Cleaning equipment's: brooms, mops, buckets, gloves etc.
- Salary & wages: additional allowances, retirement benefits & bonus etc.
- Heat, light & power: A.C, heating appliances & electricity consumption
- Repair & maintenance: repairing & maintaining small parts of equipment's used
- Local travel: by staff
- Pest control: off & on its
- Laundry
- Horticulture expenses

### **PRE OPENING BUDGET –**

These force the planning necessary for the smooth opening of new hotel.

EXAMPLE:-

- Advertising
- Generation of initial goodwill
- Liaison and public relations
- Cost of supplies

- Cutlery and other items

### **Preparation of Budget**

- Should not be prepared at last minute.
- list prepared throughout the current year operation with relevance record will help in forecasting budget
- standard forms are issued for completion & yearly dead line date is set
- Future company objectives may be reflected in the budget
- Past records & previous budgets may be used as a basis for new budget
- Inflation must be considered
- Any change in company purchasing policy
- EXECUTIVE HOUSEKEEPER should be aware of new product & technology
- Budget from forwarded to financial controller and costing may be evaluated against forecasted profit of the organisation
- Purchasing system can be followed once the EXECUTIVE HOUSEKEEPER completes the budget process.
- EXECUTIVE HOUSEKEEPER has to submit a report of the budget system to the management

### **HOW TO MAKE A BUDGET**

- SUPPLIER IDENTIFICATION:
  - Reliability of operations
  - Quality of product
  - Cost factors of product
  - Timing schedule
  - Purchase specifications
  - Receiving competitive quotations: a minimum of 3 companies
  - Selection of supplier

- Making a budget: quotation which are called for the capital can be broken into products +freight + transport +handling charge.

### **Operating budget as a control tool**

- It's a valuable control tool as it helps in comparing actual cost with budgeted amount and assessing the variance
- Forecasted occupancy level is compared with actual occ. Level and lower or higher will be recorded
- As forecasted occ. Shows variance, in case the net amount can be increased or decreased but the main concern is with Cost per occupied room in each category
- Deviation in cost per room has to be maintained properly
- Small deviation in expected & budgeted can be expected
- A special investigation & explanation require for a higher deviation
- EXECUTIVE HOUSEKEEPER duty is to formulate a plan to correct the deviation & get the department back on budget
- Every time “Ahead of the budget “situation is not a cause for celebration. As it might be indicating towards deterioration of service standards.

### **DOCUMENT CENTER Controlling expenses**

- To ensuring that actual expenses are consistent with the expected expenses forecasted by the operating budget.
- 4 basic methods to control H.K expenses:
  - Accurate record keeping: help EXECUTIVE HOUSEKEEPER to monitor usage rates, inventory cost & variance in relation to std. cleaning procedure.
  - Effective scheduling: for controlling salaries and wages and the cost. ensure that personnel cost stay in line with occupancy rates.
  - Careful training & supervision: effective training programme that quickly bring new recruits “up to speed “can significantly increase productivity. Refresher training can ensure that performance and productivity standard are met

- Efficient purchasing : greatest opportunity to control departmental expenses
- Proper par level has to be maintained
- Purchasing system with quantity & Specifications must be submitted to purchase department
- Evaluation of product yield can help in Cost saving and base purchasing decisions accordingly.

### **Planning the operating budget**

- Process of planning annual operating budget generally takes several months
- It involves gathering information formulating initial plans, reconsidering goals & objective and also making final adjustments
- Budget planning process require a closely co- ordinated effort of all management personnel
- Operating budgets are typically prepared for each financial year
- It also provides managers & department heads a chance to prepare a budget for the whole property
- This budget takes the form of an income statement for the coming period

**PLANNING CAPITAL BUDGET:** Capital expenditure involves large sums on such investments that have a long term impact. It is thus natural that decisions on these items are critical and should be made by a group involving the general manager. Financial controller and executive housekeeper.

Decisions to Incur capital expenditure in housekeeping arise from

- Renovation of rooms or public areas.
- Addition of rooms of public areas.
- Replacement of equipment. Furnishings, carpets. etc.
- Introduction of automation in the department.
-



## **ROOM DIVISION INCOME STATEMENT**

- Statements indicate the income or deficit of the room division department is called room division income statement
- Executive housekeeper is directly concerned with many of the items listed in the expense section of the statement
- Expense items referred to as employee benefits is generally calculated by the personnel or accounting department
- Most of the expense items listed under “other expenses “ fall under direct responsibilities of EHK . These include
  1. Contract cleaning
  2. Laundry & dry cleaning
  3. Linen
  4. Operating supplies
  5. Uniforms.
- Actual costs are listed alongside the budgeted cost
- Such reports enables the EHK to monitor how well the H.K department is doing in relation to budgeted goals & objectives
- Controlling expenses means comparing actual cost with budgeted amount & assessing the variance
- H.K should first determine whether the forecasted occupancy Level were actually achieved or not
- EHK ability to control HK expenses will be evaluated in term of his ability to maintain the cost per occupied room expected for each category
- Deviation in expected & actual cost has to be monitored and an appropriate action needs to be taken
- A proper plan need to formulate this deviation & get the department back “on budget “ level
- Identifying & investigating such deviation on a timely basis is one of the most valuable function an Executive housekeeper can perform in term of operating budget

## INCOME STATEMENT OF THE ROOMS DIVISION

The income statement-or the annual profit and loss statement (PSI statement)-is reviewed by the rooms division manager with all the department heads, including the executive housekeeper, at the beginning of the budgeting process. This statement lists' all sources of income that can be called 'revenue' and all the debited items that are paid out or are actual losses. Debits are then subtracted from the income. If the income is higher than the debits, the hotel posts a profit. If the debits are higher than the income, the hotel repents a loss, called a 'deficit'. Revenues and deficits are reported as gross totals, before any adjustment. Sales taxes arc figured in or reported as net. The result of the income statement gives the management a baseline from which to start planning the next budget. A sample of an income statement is given in E.xhibit 15.7.

## CONTROLLING EXPENSES

An operating budget is a valuable tool for controlling expenses and monitoring the course of operations during a specific period. Each month, the hotel's account?

Exhibit 15.7 Same rooms division income statement 2005-06

Sl No	Particular	Budgeted	Actual	%	Variance	%
1	Room sold	4500	100	3800	100	15.5
2	Room Revenue	13500,000	100	9500000	100	26.6
3	ARR	3000		2500		.
4a	Front Office	405000	3	380000	4	6
4b	Housekeeping	810000	6	730000	7.7	9.8



4	SWB Total	1215000	9	1110000	11.7	8.6
5	Linen	135000	1	71250	0.75	47
6	Laundry	270000	2	171000	1.8	36.6
7	Uniforms	270000	2	200563	2.1	25.7
8	Stationery	135000	1	95000	1	29.6
9	Guest Supplies	270000	2	171000	1.8	36.6
10	Cleaning Supplies	270000	2	234679	2.5	13
11	Transport	94500	0.7	47500	0.5	49.7
12	Flowers	108000	0.8	123500	1.3	14
13	Telephone	135000	1	148232	1.56	9.8
14	Pest Control	337500	0.25	33750	0.36	0
15	Miscellaneous	3370	0.25	14250	0.15	322.8
16	Total Operating Cost	1755000	13	1310724	13.82	25
17	Total Expenses	2970000	22	2420724	25.52	18
18	Gross Profit	10530000	78	7079276	74.5	32.7
Note ARR- Avarage room rate / Revene SWB; Salaries, Wages and benefits						

### Budgetary Variances

	Favorable Variances	Unfavorable Variances
Revenue	Actual exceed budget	Budget exceeds

Expenses	Budget exceeds actual;	Actual exceed budget
----------	------------------------	----------------------

Department produces statements reporting the actual costs in each of the expense categories in the budget. These income statements or profit-and-loss statements are nearly identical to the operating budget. The actual costs are listed alongside the budgeted costs. Such reports enable the executive housekeeper to monitor how well the housekeeping department is doing in comparison with the budgeted, goals and constraints.

Controlling expenses in the housekeeping department means comparing actual costs with the budgeted amounts and assessing the variances, as shown in Table 15.2.



IHM NOTES

While comparing actual and budgeted expenses, the executive housekeeper should first determine whether the forecasted occupancy levels were actually achieved. If the number of rooms sold is lower than anticipated, a corresponding decrease in the department's actual expenses should be expected. Similarly, if the occupancy levels are higher than forecasted, the executive housekeeper can expect a corresponding increase in the housekeeping expenses. In either case, the decrease or increase in expenses should be proportional to the variation in occupancy levels. The executive housekeeper's ability to control housekeeping expenses will be evaluated in terms of his/her ability to maintain the cost per occupied room that is expected for each category.

Minor deviations between actual and budgeted expenses can be expected and are not a cause for alarm. Serious deviations from the budgeted plan, however, require investigation and explanation. If the actual costs far exceed the budgeted amounts while the predicted occupancy level remains the same, the executive housekeeper needs to identify the source of the deviation. In addition to discovering why the

department is 'behind budget', the executive housekeeper needs to formulate a plan to correct the deviation and get the department back 'on budget'. For example, re-examination of staff-scheduling procedures or closer supervision of standard practices and procedures may be necessary. Other steps might include evaluating the efficiency and cost of products being used by the housekeeping department and exploring alternatives.

Constant control is required on the part of the executive housekeeper to ensure that the actual expenses tally with the budgeted expenses. To control expenses, the capital budget should be prepared with care as it involves a large sum of money to be spent on small number of items.



IHM NOTES

## **PURCHASING SYSTEM**

- Deciding what to buy, whom to buy it from and exactly how to buy is the purchasing system of the day.
- Efficient purchasing can make a significant contribution to EHK's role in controlling HK expenses.
- Expenses for HK purchases are planned mainly in the form of capital budget or an operating expense budget.
- HK department will coordinate with purchasing department and submit the quantities and specifications of the product.
- Responsibilities for purchasing vary according to the type and size of establishment and particular type of equipment required.
- Current requirement, new techniques and prices should be considered before ordering a product to supplier.

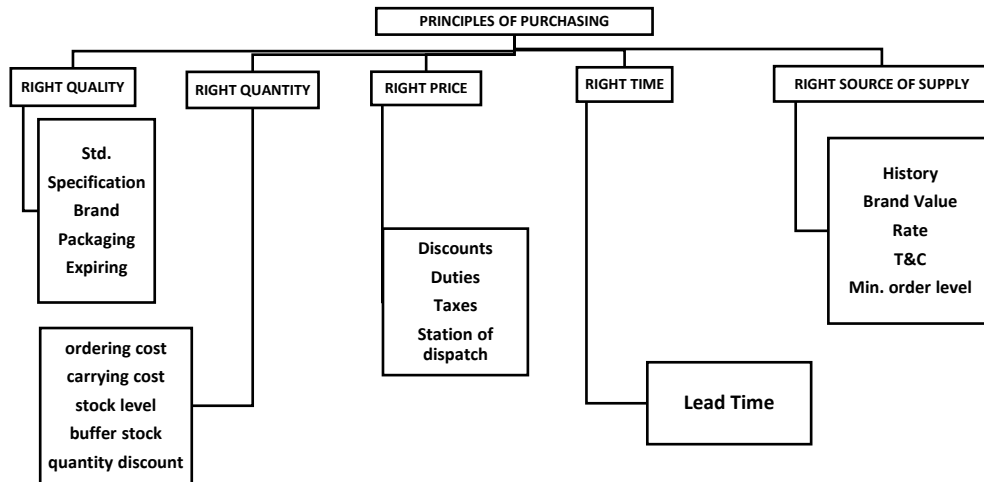
## **PITFALLS OF PURCHASING**

- It is inadvisable to blindly replace item. Technology is dynamic and better alternatives may have emerged since the last purchase.
- It is also not always justifiable to go for the lowest tender as there are likely to be deficiencies in quality in long run.
- It is rarely prudent to purchase items simply because of their market value. A reputable firm is necessary but one should not be playing for a brand name.

## **OBJECTIVES OF PURCHASING**

- To get best value for money
- Keep updated with current market trends and rates
- To know shelf-life of product
- Able to access quality in relation to costs
- Purchasing should be done from a reputable firm
- Order at right time and correct details given to suppliers
- Maintain optimum stock level
- Continual source of supply and substitutes when required

- Proper receiving of goods



## AIMS OF GOOD BUYING

IHM NOTES

- Buy the value for money available
- To be updated with current market trends and prices
- Know the shelf life of the products
- Be able to assess quality in relation to costs
- Maintain optimum stock levels
- Make sure goods are bought from a reputable firm
- Ensure a continual source of supply and find substitutes where necessary

## PRINCIPLES OF PURCHASING

- **RIGHT QUALITY-** to meet and exceed the guest expectations, the department need to buy the best products. Value for money is a factor in each of the products supplied in guest room and public areas

- **RIGHT QUANTITY-** placing a purchase order in right quantity is of utmost importance. Following factors should be kept in mind- cost of order being placed, cost of storage, quantity discounts, stop levels, order points
- **RIGHT PRICE-** an indepth knowledge of the market is vital to make sure that the right price is being made
- **RIGHT TIME-** the material should be made available at the right time. Lead time should be minimal
- **RIGHT SOURCE OF SUPPLY-**if the source is right, the right quality and the right quantity at the right price and at the right time and place are a natural consequence

### **CONSIDERATION FOR PURCHASING**

- ✓ Types & quantity of product required.
- ✓ Amount of capital available
- ✓ Amount of storage space available
- ✓ Shelf life of product
- ✓ Policy of the establishment or group
- ✓ Whether standardization of product if required or not
- ✓ Availability of suppliers for an item
- ✓ Method & frequency of issuing from stores

## STAGES IN PURCHASING

### PRE-ORDER STAGE

- Receipt of purchase indent
- Floating of enquires  
(in case of single manufacture)
- Sample approval  
advice
- Quotation & Ordering

### POST ORDER STAGE

- Issuing of purchase order (P.O.)
- Conform receiving of P.O.
- follow up
- Dispatch
- Receipt Note
- Payment



IHM NOTES

### METHODS OF PURCHASING

#### DOCUMENT CENTER

Different method of purchasing used in different department.

Primarily these are depending upon

- Type of product
- Perish ability
- Rate/Unit
- Supplier/ manufacturer
- Policies of organization etc.

### **FORMAL BUYING/COMPETATIVE BID BUYING**

- Advertisement & Receiving of quotation for product
- Selecting mini-rates & appropriate quality
- Lowest bidder quotation is accepted
- Generally used in government sector

### **WHOLESALE PURCHASING**

- Contract between wholesaler and organization
- Rates and quantity are mentioned in advance
- Lead time is being finalized with contract specification

### **NEGOTIATED PURCHASING**

- Complete negotiation for rate & quantity b/w both the parties
- **FAOP** ( Firm at Opening Price )

InFAOP seller directly deliver the product without getting approval of rates from buyer

- **SAP** ( Subject To Approval Price )

In SAP approval rates has been taken by the supplier before delivering the goods

### **CONTRACT PURCHASING/ SYSTEM CONTRACT**

- Used for good which are consistently ordered
- Formal method is used for selection of supplier
-



## **TWO DIFFERENT METHOD**

### **Quantity Contract**

(Agreement is derived for a specific quantity with its rate delivery is after regular interval)

### **Time Contract**

(Contract is made for a specific time period and no fix quantity is being decided)

## **CONSIGNMENT BUYING OR STOCKLESS PURCHASING**

Is being called when the goods are to be kept with the seller only where as the owner for these are buyers

## **PURCHASE BY PAID RESERVE**

- Advance payment for the product is been done
- Used for ensuring the continuity of supply
- Applicable to the product which are not readily available

## **TOTAL SUPPLY PURCHASING**

- All items are purchased from one supplier
- Reducing paperwork & negotiations
- Expensive than other methods

## **COST PLUS PURCHASING**

- Supplier are being received at market rate from supplier
- An extra commission for delivery is being given to supplier

## **CENTRALISED PURCHASING**

- Generally used in chain hotels

- Purchasing is done from centralized point & for all the outlets/branch
- Maximum/ Benefits/ Discounts are being availed
- Help in keeping uniformity

### **STANDING PURCHASE**

- Fixed daily suppliers for perishable items like flowers

### **CASH & CARRY METHOD**

- Purchasing is done directly from market
- Cost saving method
- Cash investment method is there
- Disadvantage is sometime, non-availability of items

### **WEEKLY/ FORTNIGHTLY PURCHASING**

- Purchasing is done weekly or fortnightly
- Ensuring regular availability of stock

### **DAILY MARKET PURCHASING**

#### **DOCUMENT CENTER**

- Store are checked on daily basis-purchase order are prepared
- Purchasing are done by staff by petty cash payment method
- Generally used in small scale organization

Other than the above method there are some like

- Cash on Delivery
- Paper less Purchasing
- Auction Buying etc.

Which are being used in hotel industry

### **STORES AND STOCK CONTROL**

#### **Importance:**

- Shortage or poor stock rotation will reduce standard and ultimately reduce revenue.

- When supplies are lacking, item may need to be borrowed from other section.
- Excess stock may constitute a safety risk and reduce cash flow.
- Proper stock control is required to implement health and safety procedures in an organization.
- Monitoring of use and product evaluation is better achieved.
- Budgetary control is facilitated.
- Standardization of quality is facilitated.
- ❖ Storekeeper is responsible for it and must have a good technical knowledge of product.
- ❖ Storekeeper must have ability to deal with suppliers, his own staff, account, measuring and updating of legislation, etc.

**Store and Stock control involve:**

**1. Ordering:** It can be done by:

- ✓ Telephoning
- ✓ Telephoning and completing an official purchase order form as backup.
- ✓ Sending an official order form.
- ✓ Using tele sales

Tele sales is a system in which supplier himself calls organization at a predetermined time to take order, on a regular interval. It helps in reducing paperwork. Ordering person must be aware about rates, discounts and lead time of order.

**2. Delivery of goods:** On arrival all goods must be checked for quality and quantity against the official purchase order and delivery note.

Credit note is to be made for any discrepancies.

**3. Storage:** Storage area should be well positioned to provide ease of access for delivery of goods, to minimize handling problems and

possible damage to products or equipment's as well as to issuing to various departments.

- ✓ It should provide security over goods and help to prevent pilferages and poor stock control.
- ✓ Stores should be well laid out with adequate shelving so that the store keeper can at glance see what is in stock.
- ✓ It helps in monitoring a proper system of stock rotation to ensure that the goods are stored in ideal condition any of LIFO or FIFO are applied.

**4. Stock Records:** an essential part of storage function is maintenance of clerical records to record all stock movements accurately in and out of stores. System used will depend on type and size of establishment. On arrival at the stores, all goods must be recorded and added to original stock "**Goods received Book**".

#### **GOODS RECEIVED BOOK**

<b>Date</b>	<b>suppliers</b>	<b>details</b>	<b>Unit cost</b>	<b>Total cost</b>	<b>Official cost</b>
	Abc cleaning ltd.	4*5ltr detergent	-	-	
	XYZ Chemical ltd.	Floor polish	-	-	

### **BIN CARD:**

Records of all receipts and issues of a particular item are either attached to the particular bin or attached to a particular file.

<b>BIN CARD</b>			
ITEM: PRICE:  UNIT: SUPPLIER:  MAXIMUM STOCK: RE- ORDER LEVEL:  MINIMUM STOCK:			
DATE	RECEIVED	ISSUED	BALANCE

**MONTHLY CONSUMPTION SHEET:** To find out total number of items used over a period of time or to compare usage rate. This info. can be taken from the monthly consumption sheet.

ITEM	UNIT	JAN	FEB	MAR.....	TOTAL

### **STOCK TAKING PROCEDURES/ PROCEDURE FOR REQUISITIONING GUEST CLEANING SUPPLIES:**

- a. Requisitioning should be done strictly against consumption
- b. Weekly stores list must be prepared
  1. Requisitioning is done on weekly basis
  2. Each floor linen room is given a par stock for each item of supply

- As supplies in floor linen room goes below par stock, floor supervisor prepares a weekly store list

s.no.	items	consumed	requirement	Received

Consumed and required columns are a control measure to ensure that what is requisitioned is not more than what is consumed.

- This list is presented to EHK for his approval.
- Designated person for storage requisitioning then fills up the store requisitioning form in duplicate:
  - ✓ Original copy goes to the store for receiving goods.
  - ✓ Duplicate copy kept in file for control purpose.

### STORE REQUISITIONING FORM

<b>Date:.....</b> <b>Deptt:.....</b>						
S.no.	Item	Unit	Rate/unit	cost	Bin card No.	Remarks
Authorized By:..... Received By:..... Issued By:.....						

- Supplies are drawn from HK store & storekeepers sign on both copies to acknowledge that items have been received.
- Supplies are brought to floor linen room and checked against weekly stores list. These lists give an indication of consumption for future budgeting & planning.

## ISSUING

- ✓ All issues should be made against a requisition or specification form for ease of control.
- ✓ On requisition form, items may be listed alphabetically. No coded or each item may be hand written as a list.
- ✓ On receipt of requisition form, items should be checked & weighted accurately before the order is made ready for dispatch or collection.
- ✓ In some establishments, stores may be issued:
  - i. Daily
  - ii. Weekly
  - iii. Monthly
  - iv. New for old, full for empty
  - v. By topping up system
    - ✓ Whichever system may be used, spot check should be made by superior to check usage rate and prevent waste and pilfering.
    - ✓ Staff should be discouraged from more than the required.
    - ✓ Issue should be permitted on stated day and time unless there is an emergency.
- ✓ When items are issued from bulk containers, following procedures should be follows:
  - 1. Try to standardize containers in size and colour.
  - 2. Make sure containers are labelled, giving content, dilution rate etc.
  - 3. Measure out requirements very carefully to prevent spoilage and wastage.
  - 4. Make sure containers are made up of correct material.
- ✓ It is imp. That supervisor and store keeper update with new products and equipment's in market so that more suitable product can use for a particular job.
- ✓ Old, used and 000 goods have also to be dealt with. These can be sold off, or given to charity.