

NEW PROPERTY COUNTDOWN

PRE – OPENING OF A HOTEL

The opening of a good 5 star hotel from the time of planning to its opening day would take at least 3 – 4 years for completion. Most hotels would first have a soft opening, to check out the teething problems (initial problems) that all new projects face, before they go into full operation. To carry out this task it is usual to appoint a commissioning officer and commissioning team.

Although the commissioner team is responsible for all the activities held in the organization from starting to the opening day of the hotel but the major duties of the team is:

- To clear the path of the operational managers.
- Act as a central pivot (central focal point) for all the activities.
- Act as a catalyst for combining department needs.
- Direct the activities of all the departments.
- Leads the commissioning team which approves the plan on behalf of organization.

The commissioning team includes room division incharge, housekeeping director, food & beverage director, maintenance engineer, purchase officer, and worker groups representing each department example department assistant head or senior supervisory staff.

It's a continuous phase of operations which is being classified on time basis:

CONSTRUCTION PHASE:

- Decide on the number and type of rooms and public areas.
- Decide on the operational and support services needed for running the hotel smoothly.
- The architect and HK consultant will decide on the size and design of the main control room, executive HK office, desk control room, emergency stores, minibar stores (if HK provides it), main HK stores.

- Decide on the layout of the linen room, laundry, tailor/upholstery section, and florist section. (size should correlate with anticipated turnover and weather the services are going to be totally managed by the hotel or partially or fully outsourced).

ONE YEAR IN ADVANCE:

- The executive housekeeper should give the architect and interior designer the theme and blue prints of the various guest rooms and public areas.
- The housekeeper's involvement in the selection of all material for all surfaces is critical as the HKD has the responsibility for its upkeep and maintenance in the long run.
- Check if the materials are available locally or have to be imported.
- Blueprints of all service area should be ready. Check if space is adequate to handle work load.

COUNTDOWN TO OPENNING A NEW HOTEL

NINEMONTHS

- SOP's are developed for regular jobs and unforeseen contingencies and emergencies example; fire, accidents, misbehavior.
- Asses the room supplies and par levels to be maintained for recycled and non- recycled inventories in the light of projected room sales.
- Asses staffing levels depending on projected performance and productivity standards and check the possibility of contract labor.
- Identify and asses the equipment requires. Check if locally available or does it have to be imported. Do a market survey and identify the suppliers, trial runs may be done if needed.
- Asses expected revenue for the first year of operation and prepare operational budgets based on anticipated room sales.
- Prior to handover of property by the building contractor check insurance, safety security measures incorporated.

- **PUNCH LIST** is prepared for the engineering department to attend to the builders and clean the area.

SIX MONTHS IN ADVANCE

- Draw of the list of requirements for guestroom according to types of furniture, fixtures, and soft furnishing.
- Identify the suppliers for all room supplies and amenities. Get samples and check if it needs specification.
- Establish job titles, job specification and job description needed for the department.
- Draw out detail SOP and check list.
- Establish training teams and pre – opening teams.
- Establish par levels for recycled and non – recycled inventories.
- Select the tailor and uniform design for all departments. Obtain sample of each, get it laundry tested and approved by the management.

THREE MONTHS IN ADVANCE

- Check floor plans of all areas and start setting up rooms, service areas and public areas. FFE. Interior decorator makes an inventory of rooms along with colors schemes and soft furnishings.
- Check receipts of heavy equipment's against purchase order install and run.
- Check premises for space allocation.
- Prepare equipment requirement, check against purchase orders .
- Prepare deficiencies, including necessary arrival date.
- Prepare floor plan of each space noting of space due to construction.
- Prepare par stock diagram.
- Check installers contact and contracts responsibly for turnover condition.
- Prepare list of local availability of contract cleaners if needed.
 - Price per unit
 - Labor union
 - Unemployment rate
 - Alternatives
- Check for personal application and do preliminary selection.

- Prepare staffing chart for time goal.
- Check key system and security of master and section keys.

TWO MONTH IN ADVANCE

- Interview and select (if possible) assistants and supervisor.
- Schedule participation in mass higher if applicable.
- Schedule and prepare orientation and training session.
- Prepare position and job description for departments.
- Prepare manual for room attendant :
 - House person
 - Servicing room
 - Uniform control
 - Rooms control
 - Such other positions as designated
- Prepare detailed layout of all area:
 - Office
 - Rooms control
 - Uniform control
 - Sewing room
 - Storage of cleaning supplies
 - Linens
 - Equipment's
 - Amenties
 - Paper goods
 - Soap supplies storage
 - Lost and found storage
 - Check purchase orders for delivery dates of necessary supplies related to the above activities
- Items such as:
 - Shelving

- Wheeled equipment's
- Bottles
- Caddy
- Cart bags
- Linen pickup and delivery

- Determining cleaning supplies
 - Usage
 - Issue
 - Dilution
 - Containers
 - Rag storage
 - Cleaning towel issues
 - Sink and water availability
 - Check to ascertain product usage in other areas of hotel for maximum discount and services

- Communication systems
- Work assignment methods and form sections for room attendant and housekeepers
- Forms designed and ordered
 - Room attendant report AM to PM
 - House person report
 - Supervisor report
 - Inspection report (multiple use)
 - Accident report – secure for personal
 - Attendance report
 - Key control report
 - Performance record
 - Room history record
 - Such others as necessary
 - Storage area for above records

- Public area cleaning staff secured and trained as needed (these people may be used in other area until public area is turned on.) supervision of public area cleaning establishment and trained.
- Back of house cleaning procedures established and staff online by four weeks previous:
 - Will setup storage areas
 - Stock and organized by prepared plans
- Establish all systems :
 - Review and refine
 - Delegate some responsibilities in checking system to assistants.

ONE MONTH IN ADVANCE:

- Hire staff for prepared schedule of turnover rooms. Proceed with construction cleanup.
- Move into housekeeping area and become operating wherever possible.
- Last two weeks hire and train office personal in duties:
 - Telephone etiquette
 - Solutions to all imaginable problems
 - Location of materials
- Setup daily log and implement.
 - Lost and found log
 - Payroll procedure
 - Handling and storage of VIP gifts
- Being uniform issue and fitting (some use an outside firm to this)
 - Install uniform issues and handling
- Hire night maintenance staff
 - Train supervisors
 - Schedule daily (nightly)
- Determine night turndown service and select staff train

- Evening linen delivery staff selected and trained. (prepare daily work schedule for evening personnel with meaningful tasks even before hotel opens).

ONE WEEK BEFORE:

- Assign area and sections to employees with job schedules.
- Final clean and stage room on turnover.
- Setup area linen room and storage by sections. Establish par stocks and ordering procedures.
- Train staff
- Select additional staff
- Public areas clean up daily
- Prepare frequency charts for extra cleaning
- Setup schedule of meeting for staff
 - Daily for assistants
 - Weekly – supervisors
 - Monthly – entire staff
- VIP procedure on:
 - Room gifts
 - Early maid
 - Special attention
- Issue policy on:
 - Bedrooms
 - Hair dryers
 - Cribs, etc.
- Check that all the systems are clearly communicated to all employees in house rules.
- Pre – plan
 - Morale and motivation ideas
 - Improved productivity
 - Improved quality

- Interdepartmental cooperation
- Tour the property constantly looking for ways to improve service and morale.
- Fix opening day duties of each member and depute staff (if required).



IHM NOTES

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