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# UNIT: 01

## STRUCTURAL PLANNING OF THE HOUSEKEEPING DEPARTMENT

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### Structure

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- 1.2 Objectives
- 1.3 Planning of the Housekeeping Department
- 1.4 The Executive Housekeeper as Department Manager
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### 1.1 INTRODUCTION

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The housekeeping department is vital for the overall success of a hotel as it not only enhances each and every element of the hotels 'face' but is also the highest revenue generator. With advancements in technology and modernisation, the face of housekeeping has changed and is no more considered to be a back-of-the-house department of the hotel. Housekeeping department ensures the cleanliness, safeguarding and aesthetic entreat of the hotel. However, with the passing time, housekeeping services are increasingly becoming scientific and mechanised and technology has brought a substantial change in efficiency and product quality in the housekeeping department as it leads to a reduction of manpower and time. Earlier, the housekeeping department was considered responsible only for maintaining basic cleanliness and maintenance of the property and very less emphasis was laid on analysis-reports, software, training of staff related to the latest happening in the field of housekeeping. However, in the last few years, a lot of focus is being laid on creativity, innovation, training, use of the latest equipment and technologies and software in the housekeeping sector.

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### 1.2 OBJECTIVES

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At the end of this lesson, students should be able to demonstrate appropriate skills, and show an understanding of the following:

- Planning of housekeeping

- Executive Housekeeper as Department Manager
- The Housekeeping Department in Hotel Operations
- Current Trends & Practices

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### 1.3 PLANNING THE HOUSEKEEPING DEPARTMENT

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Planning is probably the Executive Housekeepers most important management function. Without proper planning each day may present one problem after other. Since the Housekeeping is responsible for cleaning & maintaining so many different areas of the hotel. Planning should be undertaken in a systematic manner in order to obtain set objectives. The step by step planning process may differ slightly from one hotel's housekeeping department to another's and different terminology may be in use across companies, but essentially the sub-processes and tasks are the same. Housekeeping planning should be done on paper and needs to be properly documented. The questions that arise at the beginning of the planning process lead to the formation of the basic planning documents. Certain documents are essential and they are

#### **Initial planning questions resulting document**

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 clean or maintain the major items within this area? Performance standards
4. How long should it take an employee to perform an assigned task according to the department's performance standards? Performance standards
5. What amounts of equipment & supplies will be needed in order for the housekeeping staff to meet performance & productivity standards? Inventory levels

**Area Inventory List (AIL):** Planning the work of the Housekeeping Department begins with creating an inventory list of all items within each area that will need Housekeeping attention. Since most properties offered several different types of guestrooms, separate inventory list may be needed for guest room type. When preparing the guestroom 'AIL', it is a good idea to follow the same system that room attendant will use as their sequence of cleaning task & that supervisor will use in the course of their inspection. E.g. Area within a guestroom may appear on an inventory list as they are found from right to left & from top to bottom around the room.

**Frequency Schedule:** It indicates how often items on inventory list are to be cleaned. Items that must be cleaned on a daily or weekly basis become a part of a routine cleaning cycle and are incorporated into standard work procedures. Other items which must be cleaned, monthly or less frequently are inspected on a daily basis but they become part of a spring cleaning programme & are scheduled special cleaning projects.

**Performance Standard:** They are required levels of performance that establish the quality of work that must be done according to the expectations of the property. The key to consistency in service is the performance standards which the Executive Housekeeper develops, daily inspections & periodic performance. Evaluation should follow up with specific on the job coaching & re-training. This ensures that all employees are consistently performing their tasks in the most efficient & effective manner. Performance standards are achieved when:

- Cleaning methods are correctly selected and systematically followed.
- The ideal cleaning agents are used on the various surfaces involved.
- The correct pieces of equipment are used on the various surfaces involved.
- Cleaning tasks are carried out at required frequencies.
- All the employees carry out their cleaning tasks in a consistent manner.
- Time and motion studies are periodically carried out in the department to obtain best practices in housekeeping.

**Productivity Standard:** It determines the quantity of work to be done by the department employees. Productivity standards must be determined in order to staff the department within the limitation with the hotel operating budget plans. Housekeeping Managers must know how long it should take a room attendant to perform the major cleaning tasks identified on the cleaning frequency schedules such as guestroom cleaning. Once this information is known, productivity standards can be developed; performance & productivity standard should be carefully balanced. If the quality expectations are set too high, the quantity of work that could be done may be low. Every hotel must develop their own productivity standards, as there are several factors that influence these standards, which vary from one property to another. Some of these factors may be:

- The type and age of the property.
- The type of surfaces involved and the degrees and type of soiling.
- The accessibility of the work area from the service areas.
- The frequency of cleaning.
- The amount of traffic in the work areas.
- The type of cleaning supplies and equipment available.
- The function of the work area.
- The quality of supervision and inspection.

- The expected standards of cleaning.
- The quality of employees.

**Example of productive standard worksheet:**

Total Shift Time = 9 hrs X 60 mins = 540 mins.

Beginning of Morning Shift = 20 mins

Tea Break = 10 mins

Lunch = 30 mins

Evening Tea Break = 10 mins

End of Morning Shift = 20 mins (handover)

Therefore, the room attendant is there for 450 mins in guest room (540-90) and each room takes 30 mins to clean. Therefore, the attendant can clean 15 rooms in 450 mins.

**Time and Motion Study in Housekeeping 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 a 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 an 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. Any of the methods discussed below can be used by the executive housekeeper to do a time and motion study in her department.

**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-whenver 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 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.

**Cyclograph:** This is also a technique that uses filming. Here, a bulb is attached to the worker's body (may be the hand, the legs, or the back). As the body or the body part so highlighted moves during the activity, 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 may be guided to make the necessary changes.

**Chromoxylography:** In this technique, a film of the activity is made with small lights attached to the middle finger. The pattern or movement is filmed and finally analysed to find out which movements were unnecessary or arrhythmic and can be eliminated or improved upon.

**INVENTORY LEVEL:** The term inventory can be described as the stocks of purchased operating supplies, equipment, and other items held for future use in housekeeping operations. Linen inventory and laundering are among the housekeeper's major responsibilities. Top management of the hotel/ department must establish an operating par stock. In Hotel industry,

Par stock is a widely used term which is the standard way to determine the minimum level of supplies to meet daily demands of daily hotel operation. Proper application of par stock by management can ensure smooth functional activity.

The executive housekeeper must establish reasonable inventory levels. Over stocking should be avoided as it ties up cash and calls for a large storage area. There should be an effective purchasing system to consistently maintain the inventory levels set by the management or the executive housekeeper. Inventory control is a technique of maintaining and checking the stock in housekeeping department. Stock control involves purchasing, requisitions, receiving, storing, issuing to various sections of housekeeping department. The Inventory control system is maintained by every department to manage its inventories efficiently. Inventory control can be managed by maintaining par stock, stock taking, and accurate forecasting.

**Standard Operating Manuals-Job Procedures :** A job procedure specifies the way in which a task is to be performed. Job procedures should be used during induction and training sessions and ought to be incorporated into the department's procedure manuals. Updating job procedures is necessary as and when changes in equipment, cleaning materials, and so on, occur. They are most popularly called 'SOP's' or standard operating procedures. They are also referred to as 'work cards' or 'order of work' documents.

**SOP's comprise the following information:**

- The job to be done
- Equipment and materials required
- Procedure of work
- Safety factors
- Time required to do the job

**The goals in establishing SOP's are as follows:**

- To aid standardization
- To help in training
- To preserve surfaces and materials
- To ensure the completion of a task successfully
- To effect a saving on cleaning equipment and agents
- To prevent accidents
- To help in training
- To ensure the completion of a task successfully
- To aid the compiling of work schedules and help in staffing requirements

**Job Allocation and Work Schedule:** A work schedule is a document that lists the actual tasks to be carried out by an employee in a particular shift and the time frame in which to undertake each task. The document includes the following:

- The position of the employee
- The area of operation
- The time at which the employee has to perform the allotted task
- Timings of meals, breaks, and any special jobs
- Time for tidying equipment and closing up

Work schedules must be written in simple language and have a concise form. Since the amount of work in a day may take longer than the length of one shift, several work

schedules need to be compiled for use in one day. The number of schedules made for a given area is thus an indication of the number of staff required to clean that area on the particular day. The schedules should be handed over to the employees when they report for work.

**Calculating Staff Strength:** Compared to other hotel departments, the housekeeping department employs the largest workforce in most hotels. Manpower thus becomes a major operating expense. Good management of the housekeeping department depends on achieving a balance between the workload and the staff strength. When calculating staff strength, it must be remembered that each property will have its individual requirements. The factors to be considered here are:

- The type of hotel it is
- The location of the hotel
- Traditions and customs of the locality
- The size of the hotel (in terms of number of rooms)
- The occupancy rate of the hotel
- Management needs
- Company policies
- The quantity of work to be done
- The quality of work expected, that is, 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

The staff strength of the housekeeping department mainly depends on the size and structure of the hotel, that is, whether it has a compact structure with clusters of rooms, the number of rooms per cluster or floor, the expanse of the public areas and landscaped areas, and so on. The general rule of thumb that aid in determining staff strength in the housekeeping department is given below.

#### **Thumb Rules for Determining Staff Strength**

<b>Executive housekeeper:</b> 1 for a 300-room property
<b>Assistant Housekeepers:</b> 2 (1 per morning and evening shift)

<b>Floor Supervisors:</b> 1 per 60 rooms for the morning shift; 1 for the evening shift; 1 for the night shift.
<b>Public Area Supervisors:</b> 1 for each shift
<b>Linen/Uniform Room Supervisors:</b> 1
<b>Room Attendants:</b> 1 per 16 rooms for the morning shift; 1 per 30 rooms for the evening shift (if turn down service is provided)
<b>Linen and Uniform Room Attendants:</b> 1 per 30 rooms for the evening shift (if turn down service is provided)
<b>2 Housemen:</b> depends on the size of public areas and functions expected, but on average, 1 per 60 rooms
<b>Desk Attendants:</b> 1 per shift
<b>Tailors/Upholsterers:</b> 2 (may differ depending on the size of the hotel)
<b>Horticulturist:</b> 1
<b>Head Gardeners:</b> 1 per 20 horticulturists
<b>Gardeners:</b> 1 per 4500 sq. ft of landscaped area

**Planning Duty Roasters:** Duty roasters specify the allotment of jobs, hours of duty, and days off for each member of the staff. To make for an even share of duties, the roaster should be rotated every five weeks. Duty roasters must be simple in format, easy to interpret, clearly written, and displayed on the staff notice board at least a week in advance. Advantages for a duty roaster: Planning a duty roaster in advance helps to ensure:

- The exact number of staff required to be on duty at any given occupancy.
- That staff working hours are as per their employment contract.
- That regular off-days are availed for enhancing productivity.
- Knowledge of which employees are present on the premises in instances of emergencies.
- Accuracy in attendance and payroll reports.

**Steps in making a roaster: the steps in making a duty roaster are as follows:**

**Step 1:** Ascertain occupancy levels and events expected in the hotel. This information is provided by the sales and marketing department at the beginning of the financial



year. On a daily and a weekly basis, more specific reports of occupancy are available through coordination with the front office department. The overall forecasts of occupancy must be considered before scheduling the employees' annual leave. These forecasts also help the executive housekeeper to follow the staffing to ensure sufficient staff at peak periods and avoid excess labour during slack periods.

**Step 2:** Ascertain the spread of duty hours to be scheduled in the duty roaster, whether 12 hours, 16 hours, or 24 hours. Decide whether the positions will work for 5 or 7 days per week.

**Step 3:** Ascertain the type of shift-straight shift, break shift, rotating shift, or any other alternative scheduling-to be used.

**Step 4:** Ascertain the number of full time and part time staff on the payroll.

**Step 5:** Ascertain the number of labour hours per day and per week required for various positions.

**Step 6:** Incorporate coffee breaks and mealtime allowances in the roaster.

**Step 7:** 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.

### CHECK THE PROGRESS-I

Q1. What are the advantages of duty roaster?

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Q2. Explain the term performance standard.

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## 1.4 THE EXECUTIVE HOUSEKEEPER AS DEPARTMENT MANAGER

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**Housekeeping** should provide a safe and healthy environment for residents and visitors, and cleaning of common spaces plays a vital role. By definition, cleaning is the removal of unwanted matter, dust and dirt and contaminants, the prevention of soiling. The proverbial godliness attached to cleanliness is one of the basic criteria for a satisfied guest to return to a hotel. A professional and well-run housekeeping department is key to running a successful hotel operation. Cleanliness is important for many reasons, not the least of which is the impact it has on guests, as well as keeping long term maintenance costs down. The housekeeping staffs have the most direct contact with the guests' rooms and therefore, are the key to ensuring that the guests have a comfortable and pleasant stay. The importance and influence of the housekeeping department in developing repeat clientele cannot be over emphasised. Cleanliness, safety and security are three of the highest requirements of the travelling public. The various cleaning agents, cleaning equipments and cleaning procedures are discussed in this lesson.

The Executive Manager is the chief of housekeeping department. The Deputy Housekeeper and Assistant Manager of Housekeeping report to him. Their responsibilities include –

- Ensuring overall cleanliness and aesthetics of the hotel.
- Ensuring overall sanitation, comfort, and ambience of the hotel.
- Training the new joiners and motivate the existing employees.
- Modelling and establishing Standard Operating Procedures (SOPs) for cleaning and decorating.
- Monitoring regular inventory of guest supplies and linen.
- Monitoring housekeeping equipment and hotel property.
- Evaluating employee performance, and handling their training, promotions, and transfers.
- Organize flower arrangements for events.
- Presenting the estimate of the required budget to the General Manager of the hotel.

Executive housekeepers direct and control housekeeping operations and staff of the housekeeping department. An executive housekeeper, co-ordinates between housekeeping crews to inspect assigned areas to ensure standards are met. An executive housekeeper manages many priorities and demands and is able to solve problems, support staff, as well as perform the duties of a housekeeper when required.

### **Responsibilities:**

- Establish and/or implement operating procedures and standards.
- Plan and coordinate the activities of housekeeping supervisors and their crew.

- Coordinate inspection or inspect assigned areas to ensure standards are met.
- Apply human resource management skills, such as hiring, training, scheduling and evaluating performance.
- Complete financial management tasks, such as setting and adhering to a budget.
- Handle administrative tasks.

**Knowledge and Abilities:**

- A secondary school diploma is an asset.
- A college diploma in tourism or business management is an asset, as is National Occupational Certification as a Housekeeping Room Attendant.
- Professional attitude.
- Previous experience working in housekeeping is required.
- Previous supervisor or manager experience is an asset.
- Human resource management skills such as recruitment and training.
- Basic accounting skills.
- Good customer service skills.
- Purchasing and inventory skills is an asset.
- Workplace Hazardous Materials Information System (WHIMIS) certification is an asset and may be required.

**Possible Future Career Paths:**

- Front Office/Rooms Division Manager
- Housekeeping Director
- Rooms Division Executive
- An executive housekeeper is responsible for supervising the maintenance and housekeeping staff and is answerable for any problem associated with housekeeping. Their work doesn't involve the actual day-to-day cleaning duties, but just overseeing them.

- The duties of executive housekeepers are highly responsible, as they directly deal with the hygiene and health issues. The executive housekeepers are generally recruited in hotels, hospitals, organizations, institutes, colleges, etc. The executives keep a watch on the housekeepers' work and see to it that they meet the management's standards.
- The executive housekeeper directs and controls the work of the building's maintenance staff. He or she maintains a cleaning schedule and assigns duties to each staff member and ensures that all the assigned tasks are completed well in time.
- They assist the staff according to the cleaning requirements and are apprised of everything that is happening within the department. The executive housekeeper not only supervises the housekeeping staff, but also manages the budget of the department.
- He keeps a record of the purchases and usage of housekeeping products, salaries, and maintenance expenses of the department. The executive housekeepers also work as a part of the management team and are responsible of providing all the updates going within the housekeeping department.
- The executive housekeepers are also responsible of hiring new staff whenever necessary. They then provide necessary training to the newly recruited staff and assign them work accordingly. The executives may even take necessary disciplinary and firing actions against his housekeeping staff.
- They also carry out auditing and assessing of how well the department is functioning and undertake necessary points for improvement. Time management is another major responsibility of an executive housekeeper. He or she must ensure that all the housekeeping tasks are performed well in time and no complaints shall be encountered regarding any housekeeping work.
- The job of an executive housekeeper is open to all the candidates with a minimum qualification of an associate degree. Along with this qualification, the candidate must also be aware of various skills and responsibilities of an executive housekeeper. The below given information about the executive housekeeper responsibilities and skills will definitely help you get ample knowledge about this field.

**Job Responsibilities of an Executive Housekeeper**

The job responsibilities of an executive housekeeper often depend upon the industry or organization the executive is working with. However, supervision is one of the major

responsibilities of an executive housekeeper. The below given information about different housekeeping areas and their respective duties will help you to understand the actual job duties of an executive housekeeper.

**Administration:** The executives over here are responsible for preparing a monthly forecast for the housekeeping department coordinating with various other departments. Along with this, they are also responsible of undertaking lost or found procedures, maintaining annual budgets for the housekeeping department, maintaining capital expenditures, and planning various housekeeping strategies

**Quality Assurance:** The executives over here are responsible for conducting quality inspections of public areas, guest rooms, corridors, washrooms, etc. They may also check out the laundry personnel to ensure its proper functioning

**Human Resources:** The executive housekeeper may carry out interviews in coordination with the human resource department. They may recommend candidates for any housekeeping vacancies to the human resource director. After completing the recruitment procedure, the executive housekeeping needs to provide them with essential training and guide them with the company policies, rules, and regulations. The executive housekeeper also needs to monitor staff performance and give performance appraisals accordingly

**Expense Control:** The executive manager needs to effectively manage all the expenses and maintain a proper record of the same. Review monthly consumption of chemicals, linen par stockings, and other items identical to operations. Review the budget according to the purchases and consumption of goods

**Emergency Response:** The executive manager also manages the emergency team and ensures that the staff has all the essential knowledge of emergency procedures

**Other:** The other job responsibilities of an executive housekeeper include keeping a track or lost and found goods, processing any guest complaints, taking proper care/maintenance of equipment, meeting with the staff, etc.

### **Key Skills Required by an Executive Housekeeper**

- Expert management skills.
- Stress management and team motivational skills.
- Recruitment skills.
- Expert in managing budgets and accounts.

- Ability to deal with guests.
- Good communication skills.
- Good trainer and effective training skills.
- Excellent time management skills.
- Expert leader and a team player.
- Ability to take initiatives.
- Expert decision-making abilities.

**CHECK YOUR PROGRESS-II**

Q1. What is basic skill required for executive housekeeper?

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Q2. Explain the basic role played by executive housekeeper.

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**1.5 THE HOUSEKEEPING DEPARTMENT IN HOTEL**

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The hospitality industry is a service-oriented industry where guest experience and satisfaction are uncompromisable. Therefore, it is quite important that high standards are maintained in terms of safety, security, cleanliness & hygiene to provide the highest level of customer satisfaction. And, this puts a great amount of responsibility on the shoulders of housekeepers.

Sound housekeeping practices reflected principally by in-room cleanliness are one of the most important criteria which persuade a returning guest to choose one particular hotel over another.

The Housekeeping department takes pride in keeping the hotel clean and comfortable, so as to create a 'Home away from home'. The aim of all accommodation

establishments is to provide their customers with clean, attractive, comfortable and welcoming surrounding that offer value for money. Nothing sends a stronger message than cleanliness in a hospitality operation. No level of service, friendliness or glamour can equal the sensation a guest has upon entering a spotless, tidy and conveniently arranged room. Both management and guest consider the keeping of the place clean and in a good order a necessity for a hotel to command a fair price and get repeat business. Housekeeping may be defined as the provision of a clean, comfortable and safe environment, it's not confined to the housekeeping department as every member of staff in the establishment should be concerned with the provision of these facilities in their own department, eg. the chef 'housekeepers' in the kitchen, the restaurant manager or head waiter 'housekeepers' in the restaurant, and the general manager has overall responsibility.

In any establishment there are three department particularly concerned with accommodation:

1. The reception department, whose staff sell and allocate the rooms.
2. The housekeeping department, whose staff plan, provide and service the rooms.
3. The maintenance department, whose staff provide adequate hot and cold water, sanitation, heating, lighting and ventilation as well as maintaining and repairing individual articles and area within the room's operation

**Definition:** In general, the housekeeping function is responsible for the daily cleaning of public rooms (lobbies, corridors, meeting rooms), private bedrooms and public washrooms. In addition, it handles the laundering of linens and in some instances, guest laundry. Housekeeping also performs a minor security function by providing a "first alert" to potential guest problems as staff undertake daily guest bedroom cleaning

**Keys to Effective Practices** Effective housekeeping practices typically incorporate the following:

**Standards:** In many instances, these are yours, the owner's personal standards.

**Observations:** Of owner and staff

Focusing on your standards afresh every morning is difficult to consistently achieve over time without a physical absence from the hotel from time to time.

Training yourself and staff to achieve acute observation skills through one-on-one and group sessions and checklists is inexpensive and effective.

Inviting a peer to conduct a site inspection of your housekeeping performance on a reciprocal basis is a worthwhile practice.

- Step 1 Standards & Inspections
- Step 2 Housekeeping Routine Procedures

- Step 3 Guest Room Make Up & Deficiencies
- Step 4 Special Housekeeping

The importance and influence of the housekeeping department in developing repeat clientele cannot be over-emphasised. Cleanliness, safety and security are three of the highest requirements of the travelling public.

Reasons Hoteliers Should Adopt Effective Housekeeping Practices:

**Market expectations:** Elicit comment through questionnaires and, Conversations with guests.

### **Safety**

- Exit corridors cluttered with furniture, slippery surfaces, are safety hazards to be avoided.

### **Aesthetics**

- Dust on difficult to reach but visible wall ornaments, scuff marks reflect a lack of pride.
- Members of staff with soiled shirt and trousers and skirts reflect a lack of professionalism.
- These are not first impressions you wish to create.

### **Rooms Inspection (by owner):**

- The inspection of rooms cleaned on a daily basis for over nighting and arriving guests achieves two purposes:
- Acts as a visual check on housekeeping and maintenance performance
- Permits deficiencies missed by housekeeping and maintenance to be rectified before guest occupancy.
- The inspection of rooms on a periodic, scheduled basis is different. This is intended to:
- Help the owner plan room changes such as upgrades.
- Undertake changes in room décor, layout and other enhancements
- Effect “special” cleaning and maintenance such as carpet shampooing and the re-wiring of fixtures, plumbing matters. Ensure that rooms are always in marketable condition

### **Monitoring**

#### **Owner**

- Develop a disciplined approach to your periodic arrival at the property. Try to envisage things from the first impression standpoint of a first-time visitor to your hotel.



- Pick a number of rooms and other areas at random to inspect, daily and weekly, to assess housekeeping conditions against the documented checklist you have developed for your staff.

**Owner/staff**

- The results of inspections should be shared with staff on a regular, somewhat formal basis.
- Practice refinement
- Policies and procedures are not “cast in stone” and must be periodically re-visited to ensure relevance.
- Persistence
- Consistency does not just happen

**CHECK YOUR PROGRESS-III**

Q1. Define the role of housekeeping.

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Q2. Why housekeeping is important for hotel.

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**1.6 CURRENT TRENDS AND PRACTICES**

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The housekeeping department is vital for the overall success of a hotel as it not only enhances each and every element of the hotels ‘face’ but is also the highest revenue generator. With advancements in technology and modernisation, the face of housekeeping has changed and is no more considered to be a back-of-the-house department of the hotel. Housekeeping department ensures the cleanliness, safeguarding and aesthetic entreat of the hotel. However, with the passing time,

housekeeping services are increasingly becoming scientific and mechanised and technology has brought a substantial change in efficiency and product quality in the housekeeping department as it leads to a reduction of manpower and time. Earlier, the housekeeping department was considered responsible only for maintaining basic cleanliness and maintenance of the property and very less emphasis was laid on analysis-reports, software, training of staff related to the latest happening in the field of housekeeping. However, in the last few years, a lot of focus is being laid on creativity, innovation, training, use of the latest equipment and technologies and software in the housekeeping sector. Some of the latest trends pertaining to housekeeping department are as follows:

**Go Green:** Going green is the latest trend and housekeepers are using eco-friendly amenities, commodities to conserve water and energy. With the focus progressively on responsible tourism and green practices, there is much more to being ecologically friendly than reusing sheets and towels. For example, the energy management system in the hotel helps to analyse data from major energy-consuming appliances like compact fluorescent lamps and ceiling motion sensors are used in meeting rooms, conference rooms, and public areas to reduce energy waste.

**IT Savvy Housekeeping:** Most of the hotels are investing heavily in information technology (IT) infrastructure and networking that deploys the latest technical advances in their operations. New technologies like Wi-Fi (wireless fidelity), radio frequency identification, GPS (global positioning system), VOIP (voice over internet protocol), handheld communication devices and WLAN (Wireless local area networks) are developing rapidly. Also, the adoption of products like air purifiers, remote curtains, 8-10-inch mattresses for ultimate sleep experience, high thread count linen, plush pillows, shower cubicle, and bathtub combinations, branded amenities, bath salts, aromatherapy products & aromatiser has accelerated. Many types of software having comprehensive housekeeping applications are being used today in the hotels. With the help of technology, the customer's involvement in service delivery has been increased.

**Computers are now used in hotel housekeeping operations for the following:**

- Rooms Management
- Forecasting Guest Room Attendant (GRA) Requirement
- Housekeeping History & GRA Performance
- Stock Control
- Housekeeping Records
- Work Methods
- Files management
- Word-Processing

- Planning System
- Energy Saving

Not so for most hotel housekeeping operations the development of trends serves to meet guest expectations, enhance service delivery and improve efficiency, the housekeeping department being the largest in virtually all hotel properties, and considering that it is a cost centre, not generating revenue, would attract the use of current technologies.

Many types of software having comprehensive housekeeping applications are being used today in the hotels. With the help of technology customers involvement in service delivery has been increased

**Outsourcing of Services:** Present era focusing on outsourcing in hotel housekeeping and it helps in reducing manpower related issues like filling the gap due to attrition of manpower, unavailability of suitable personnel, trained manpower to fill the need of the department

Housekeeping is a labour-intensive department and most of the hotel chains perceive outsourcing as an effective business strategy. Outsourcing proves to be the best solution for many specialised tasks as it is highly cost-effective and is a good business strategy to meet the demands of hotel standards. It also helps in reducing manpower-related issues like filling the gap due to attrition of manpower, unavailability of suitable personnel & trained manpower. However, retaining employees in the hotel industry is a major challenge due to long work schedule, less compensation, physically demanding tasks, high-pressure environment, and uncomfortable work culture. Generally, people say housekeeping job is a thankless job which results in low morale of the employees. Therefore, housekeeping sector needs to focus on formulation and implementation of dynamic retention strategies to reduce the employee turnover. In this scenario, training and motivating employees is a fundamental tool to stabilise new staff.

**Ergonomics:** “Ergonomics (or human factors) is the scientific discipline concerned with the understanding of the interactions among humans and other elements of a system (interrelated activities with joint

Ergonomics is the process of designing or arranging workplaces, products and systems so that they fit the people who use them.

Ergonomics aims to improve workspaces and environments to minimise risk of injury or harm. So as technologies change, so too does the need to ensure that the tools we access for work, rest and play are designed for our body's requirement

Ergonomics aims to create safe, comfortable and productive workspaces by bringing human abilities and limitations into the design of a workspace, including the individual's body size, strength, skill, speed, sensory abilities (vision, hearing), and even attitudes.

Day by day, the housekeeping industry is growing rapidly and is one of the major fields providing employment. Most of the housekeeping tasks are performed by human

resources with the help of advance technology and machinery. For this reason, ergonomic training has become an integral part of housekeeping industry.

The employees working in this field are faced with serious musculoskeletal disorders due to prolonged working hours in the same posture, repetition in tasks, contact stress due to tools or postures, force and vibrations generating from machineries or using tools in awkward postures.

Ergonomics basically is a science of designing jobs, equipment and workplace to fit the person instead of forcing a person to fit the job. Throughout the day, every person in the housekeeping industry is using postures to be presentable and adaptive to the environment in which they are working or operating different tools and machineries.

Work tasks may vary from an employee using the computer in standing posture at front desk or the employees doing cleaning work in an awkward posture or just choosing right footwear at workplace. Everywhere muscles, ligaments, tendons, blood vessels, nerves and spine along with other joints are in use for a prolonged period of time. If employees are not aware about best practices to perform tasks with the help of ergonomics and physiotherapy, ultimately they will land up in cumulative trauma disorders or as it is commonly referred to as Work- Related Musculoskeletal Disorders. These directly have an effect on the physical and mental performance of the employees and ultimately the institutions ends up facing losses on all fronts.

**Training:** The efficiency and economy with which any department will operate depend upon the ability of each member of the organization to do his or her job. Such ability will depend in part on the past experiences, but more commonly it can be credited to the type and quality of training offered. Employees, regardless of past experiences, always need some degree of training before starting a new job. Small institutions may try to avoid training by hiring people who already trained in the general functions. However, most institutions recognize the need for training that is specifically oriented towards a new experience, and will have a documented training program. Some employer of housekeeping personal find it easier to train completely unskilled and untrained employee.

If an understanding of department standards and policies can be demonstrated by new employee, that portion of training may be shortened or modified. However, skill and ability must be demonstrated before the training can be alerted. Training is the best method to communicate the organization's way of doing things, without which the new employee may do work contrary to organization policies.

Staffs are the nucleus of your business and will have a major hand in determining its success. Make sure they feel valued right from the get-go with the right recruitment and training practices. Need for improved productivity has become universally accepted and that it depends on efficient and effective training is not less ostensible. It has further become essential in view of advancement in modern world to invest in training. Lodging operations always depends significantly on the ability of managers to find and retain talented employees.

Housekeeping managers in a position to train staff, an optimum usage of equipment, supplies and labour to increase efficiency in operations. Housekeeping jobs are going to

mechanized gradually and training is fundamental to maintain high level of performance and productivity standards. Need of collaborate efforts required between Hotel housekeepers and hotel management institutes for theoretical knowledge and practical knowledge.

**Safety & Security:** Hospitality operations, large and small, are extremely susceptible to security hazards. The very nature of the operation which involves the presence of a wide range of people, most of whom are unknown, poses a considerable threat to the security of a property. Risks of fire are also serious; the incidence of hotel fires causing loss of life and serious damage to property has increased in recent years.

Safety refers to the physical injuries in a work environment and security refers to anticipation of theft, fire and other emergencies. The Occupational, Safety & Health Act (OSHA) was enacted in 1970 to protect workers at workplace. OSHA standards covers work areas, sanitation, signs and tags, first aid and blood borne pathogens, listing hazardous chemicals, labelling all chemical containers and developing written hazard communication programme.

OSHA assure and healthful working conditions for working men and women by setting and enforcing standards and by providing training, outreach, education and assistance. Security in hotels is a broad task of protecting both people and assets.

**Payroll Analysis:** Payroll analysis of: number of rooms cleaned daily, VIP arrivals/ stayovers, check-outs, deep cleaning schedules, and other items that can affect labour costs are measured. Payroll analysis determines the total monthly labour costs and find out ways to cut various labour costs. This is an important practice to ensure that unnecessary labour is not being used when business does not demand it in housekeeping.

Here is a run through some key initiatives in response to particular challenges:

**In response to the high utility consumption of hotels which translates into very high bills**

- Installation of water recycling mechanisms, water treatment plants, underground wells and/or harvesting rainwater
- Installation of solar energy panels and utilization of energy saving measures at the time of construction
- Usage of CFLs (compact fluorescent light, energy-saving light, and compact fluorescent tube) rather than incandescent bulbs
- Usage of sensors in plumbing and electrical distribution systems in public rooms
- The preference for showers in the guest rooms over bathtubs
- Reusing waste water from rooms and kitchens after treatment for watering gardens

**In response to the promotion of global environmental concerns to be Eco-friendly:**

- Waste management (separation at point of collection and better storage)
- Guests being reminded to switch off the lights while leaving their rooms

- Guestrooms being cleaned at the request of guests
- Creating floral arrangements using flowers that have longer lifespan

**In response to growing safety and security issues in hotels**

- Usage of key cards for swiping (no room number mentioned on card so no security threats in case key is lost)
- Peepholes/door viewers on doors

**In response to instant assessment of hotels by social media**

- Training of personnel
- Creation and implementation of SOPs (standard operating procedures)
- Outsourcing of façade cleaning, horticulture and pest control

**In response to better understanding of sanitation and hygiene practices**

- Colour coding of dusters and cleaning fabrics

**In response to conflict between Food and Beverage and Housekeeping**

- Mini bars (refrigerators in rooms) are not filled. Instead the hotel asks the guests what he/she would prefer before their arrival.

**CHECK YOUR PROGRESS-IV**

Q1. What is VoIP?

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Q2. Explain the term ergonomics.

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**1.7 SUMMARY**

Executive housekeepers direct and control housekeeping operations and staff of the housekeeping department. An executive housekeeper, co-ordinates between housekeeping crews to inspect assigned areas to ensure standards are met. An executive housekeeper manages many priorities and demands and is able to solve problems, support staff, as well as perform the duties of a housekeeper when required.

Planning is the work of the executive housekeeper is an especially challenging task and planning is one of the major management tasks an executive housekeeper is responsible for the planning process. The role of introducing new scientific techniques for the costumer expectation, the most hotel housekeeping operations develops a new trends serves to meet guest expectations, enhance service delivery and improve efficiency, the housekeeping department being the largest in virtually all hotel properties, and considering that it is a cost centre, not generating revenue, would attract the use of current technologies.

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## 1.8 KEY TERMS

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**Area inventory list:** What items within this area must be cleaned or maintained?

**Biodegradable:** Substance capable of being decomposed by living organism.

**Ergonomics:** Ergonomics basically is a science of designing jobs, equipment and workplace to fit the person instead of forcing a person to fit the job.

**Frequency schedule:** how often must the items within this area be cleaned or maintained?

**Hygiene:** The science that deals with the preservation of health by maintaining high standard of cleanliness.

**Job allocation:** The whole business of staffing is based on the number of man hours needed to accomplish the work.

**Outsourcing:** A conscious business decision to move internal work to external provider.

**Performance standard:** What must be done in order to clean and maintain the major items within this area?

**Planning:** Planning is the process of thinking about the activities required to achieve a desired goal.

**Productivity standard:** How long should it take an employee to perform an assigned task according to the department performance standard?

**Standard operating procedure:** It specifies the way in which a task is to be performed.

**Work schedule:** A work schedule is a document that lists the actual tasks to be carried out by an employee in a particular shift and the time frame in which to undertake each task.

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**1.10 TERMINAL QUESTIONS**

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1. Enumerate the importance of the housekeeping department.
2. Explain in detail the duties and responsibilities of the Executive Housekeeper
3. What is staffing guide? What is the procedure of developing staffing guide for a hotel property?
4. Discuss the importance of planning housekeeping operation. How the work of housekeeping department planned?
5. Write a note on emerging trends in housekeeping today.
6. In what way can IT systems be utilized in housekeeping operations?
7. 'Housekeeping is turning eco-friendly'. Discuss with proper example.
8. Why duty roaster is important for any organization? Explain in detail.



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# UNIT: 02

## INVENTORY MANAGEMENT

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### Structure

- 2.1 Introduction
- 2.2 Objectives
- 2.3 Management of Inventory
- 2.4 Characteristics of Housekeeping Equipment and Supplies.
- 2.5 The Cleaning Function
- 2.6 Controlling Housekeeping Operations
- 2.7 Supervision and Management Practices in Housekeeping
- 2.8 Summary
- 2.9 Key Terms
- 2.10 Bibliography
- 2.11 Terminal questions

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### 2.1 INTRODUCTION

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The term inventory can be described as the stocks of purchased operating supplies, equipment, and other items held for future use in housekeeping operations. Linen inventory and laundering are among the housekeeper's major responsibilities. Top management of the hotel/ department must establish an operating par stock.

In Hotel industry, Par stock is a widely used term which is the standard way to determine the minimum level of supplies to meet daily demands of daily hotel operation. Proper application of par stock by management can ensure smooth functional activity. The executive housekeeper must establish reasonable inventory levels. Over stocking should be avoided as it ties up cash and calls for a large storage area. There should be an effective purchasing system to consistently maintain the inventory levels set by the management or the executive housekeeper.

Inventory control is a technique of maintaining and checking the stock in housekeeping department. Stock control involves purchasing, requisitions, receiving, storing, issuing to various sections of housekeeping department. The Inventory control system is maintained by every department to manage its inventories efficiently. Inventory control can be managed by maintaining par stock, stock taking, and accurate forecasting.

Stock taking is the physical verification by counting of stocks of all items in the cycle at periodic intervals or at the time of the closing of books for valuation purposes or for the accuracy of recording entries in book, so that over stocking or shortages can be found out by a variance in physical balances and the accounts inventory ledger balance. Stock taking can be done by the auditor from accounts, ledger accountant, linen supervisor and the housekeeper. Inventory control and stock taking helps management for correct purchasing

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## 2.2 OBJECTIVES

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Learning Outcome After completing this module students will be able to understand:

- Inventory control, importance and objective of inventory control in Housekeeping department
- Characteristics of Housekeeping Equipment and Supplies.
- Cleaning Function
- Controlling Housekeeping Operations
- Supervision and Management Practices in Housekeeping

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## 2.3 MANAGEMENT OF INVENTORY

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**Inventory Control:** The term inventory means the stocks of purchased operating supplies, equipment and other items held for future use in housekeeping operations. The executive housekeeper is responsible for two types of inventories: Recycled Inventories: These are for items that have relatively limited useful lives but are used over and over again in housekeeping operations.

**Recycled inventory** items include linen, uniforms, most machinery and large pieces of equipment and guest loan items such as irons, ironing boards, hair dryers, heating pads, hot-water bottles and so on.

**Non-Recycled inventories:** These are for items that are used up repeatedly during the course of routine housekeeping operations. Items of non –recycled inventory include most guest amenities, cleaning supplies, and smaller cleaning equipment such as brooms, mops, cleaning cloths and so on. The executive housekeeper must establish reasonable levels for both recycled and non-recycled inventories. Overstocking should be avoided, as it ties up cash and calls for a larger storage area. To maintain the inventory levels, the executive housekeeper needs to determine the par level for each inventory item. Inventory control is maintained by every department in hotel to manage its inventories efficiently. Since uniform, cleaning supplies, equipment's and linen are heavy investments, it is necessary to keep a close control on this very important asset. The benefits or importance of inventory control is listed in following points:

- It enables housekeeping department to provide better services to its customers.
- It keeps a smooth flow of Housekeeping supplies and aids in continuing operations.
- It checks and maintains the right stock in department and reduces the risk of loss.
- It makes effective use of working capital by avoiding over-stocking.
- It helps to maintain a check on loss of materials due to carelessness or pilferage (stealing).
- It facilitates cost accounting activities.
- It avoids duplication in ordering of stock.
- It helps housekeeping department for forecasting and budgeting.
- By managing inventory better, housekeeping department can avoid dead stock.

- It manages storage space very efficiently.
- Shortage or poor stock rotation will reduce standards and therefore directly reduce revenue.
- Excessive stock may constitute a safety risk and reduce cash flow.
- Losses may occur will must be identified, caused established and controls implemented.
- Monitoring of use and product evaluation is better achieved.
- Budgetary control is facilitated.
- Standardization of quality is facilitated

#### Objectives of Housekeeping Inventory control:

- To ensure corrective supply of recycled and non-recycled housekeeping supplies, so the operations should not suffer at any time.
- To avoid both under and over stocking of products.
- To maintain investments in working capital at the minimum level that is required according to the operations of the department.
- To minimize the loss through depreciation, pilferage, wastage or demand.
- To design a proper inventory system for the organization.
- To ensure perpetual inventory control so that stock shown in the stock level should be actually used and properly stored in the respective stores and places.
- To ensure right quantity and quality of housekeeping supplies at a reasonable prices.
- To facilitate furnishing of Data for a short and long term planning.
- To determine the value of supplies held in stock.

**Methods of Inventory control:** The following are the methods used in Housekeeping department for Inventory control:

**Physical Inventory:** A periodic actual counting of all the operating supplies, equipment and other items in the storage areas. Actual counting is recorded on the basis of checks which can be once a week, a month depends upon the size of hotel. Physical counting is done before normal opening time or closing time of housekeeping store or after closing. In large Hotels inventories are taken parts on weekly basis. Inventory process involves at least 2 persons one from controls and other from accounts department. One person counts systematically arranged stock and other person records the data on physical inventory form.

PHYSICAL INVENTORY FORM				
Date:				
Time:				
S. No.	Quantity in store	Description of items	Cost	Total cost
Prepared by:				
Checked by:				

**Exhibit: Physical Inventory Form**

**Perpetual Inventory System:** Perpetual maintaining a continuous record of all purchases and issued items like mini bar supplies and room's non recycled supplies. It provides a continuous record of stock available on hand at any point of time. It requires a considerable amount of staff to maintain the proper system working. It usually used for maintaining selected items such as mini bar supplies etc. It is necessary to be tallied to physical inventory form at end.

Perpetual Inventory Form					
Date	Item	Brought forward	Quantity In	Quantity Out	balance

#### Exhibit: Perpetual Inventory Form

Inventory control techniques: Inventory control is very important for housekeeping department to work efficiently. The major function of Inventory control system is help housekeeping department for purchasing, storing, controlling stocks and forecasting budget.

**The following are the techniques used in the Housekeeping department for controlling stocks:**

- Set Par stock
- First in First Out and Last in First out
- Auditing
- Accurate Forecasting

**Set Par Stock:** Par stock is the minimum level of supplies required to meet daily demands to ensure smooth operations. It is the standard quantity of each inventoried item that must be on hand to support daily, routine housekeeping operations.

**Importance of Par Stocks:** Importance of par stock is as under:

- Correct and sufficient Investment of capital
- Prevent over stocking
- Helps in Budgeting
- Inventory taking
- Optimum use of space/ store
- Ensure proper supply of linen and uniforms at all times

**Correct and sufficient Investment of capital:** The hotel owner or the investor does not want to put in more money than is necessary for smooth operations. A well-equipped hotel maintains a linen turn-around of four to five times the requirement. Such investment incurs costs and so the investment must justify the ends. Uniforms too have a turn-around of four times. It makes effective use of working capital by avoiding over-stocking.

**Prevent over stocking:** Thereby to avoid chances of spoilage during storage. Over stocking is not only a cost to the owner but also idle utilization of linen and uniforms that could get damaged in storage. Par stocks prevent overstocking of linen and uniforms.

**Helps in Budgeting:** The executive housekeeper knows exactly the amount of capital investment in linen and uniforms required every year, based on standards Par stocks. She will be able to easily calculate the deficiencies in par stock due to damage or loss.

**Inventory taking:** Audits are conducted periodically to safeguard the owner's investment in this capital item. It becomes easy for auditors to tally the par stock because the numbers are known.

**Optimum use of space/ store:** when one considers the volume of linen and uniforms in circulation on a given day, it is obvious that any excess linen would have to be stored when not in use. The Housekeeping executive must have the right amounts of linen and uniforms to save space in pantry or storage area.

**Ensure proper supply of linen and uniforms at all times:** Rooms cannot be sold unless the rooms are ready for sale. Rooms can only be ready if there is adequate supply of fresh linen to replace soiled ones. The challenge for linen keepers and laundry supervisors is to keep the fresh linen and uniform supply always available throughout the day.

#### **First in First Out (FIFO) and Last in Last Out (LIFO):**

To control Housekeeping inventories, FIFO and LIFO methods are accounting techniques used in managing inventory. A method of stock rotation in which new supplies are shelved behind old supplies, so that the old supplies are used first. FIFO stands for First In, First Out. FIFO is the oldest inventories items are recorded as sold first but do not necessarily mean that exact newest physical object has been track and sold. Last-In, First-Out is one of the common techniques used in the valuation of inventory on hand at the end of a period and the cost of goods sold during the period. Last-In, First-Out method is used differently under periodic inventory system and perpetual inventory system in Housekeeping department.

**Auditing:** Auditing is very important to know the exact stock of supplies in store. Sometime the reports make by PMS is not correct so regular reconciliation is vital. Auditing is done by an Auditor from accounts section and Housekeeping supervisor for smooth operations of the housekeeping department. Auditing can be done by physical inventory, spot checking, cycle counting etc.

**Accurate Forecasting:** With the help of inventory control technique executive housekeeper can easily do accurate forecasting for housekeeping supplies both recycled and non-recycled. Forecasting is usually a short-term prediction of levels of trade, and so is more accurate than a budget that was probably prepared months ago. It's often more realistic – what we are likely to do rather than what we hope might happen.

Good housekeeping requires high standard of cleanliness or the absence of dirt, and its sanitation as well, or the absence of disease-causing organisms like bacteria. All housekeeping tasks need the use of the right tool for the right job. Familiarization on

the following cleaning supplies, tools and equipment will help the hospitality provider an utmost service to its guests and therefore attaining its goal and objectives.

Cleaning supplies and small cleaning equipment items are part of the non-recycled inventory in the housekeeping department. These supplies are consumed or used up in the course of routine housekeeping operations.

Controlling inventories of all cleaning supplies and ensuring their effective use is an important responsibility of the executive housekeeper. The executive housekeeper must work with all members of the housekeeping department to ensure the correct use of cleaning materials and adherence to cost-control procedures.

The housekeeping staff needs to clean various guest rooms, guest bathrooms, and a number of public areas in the hotel. The staff needs to take the help of various cleaning equipment while trying to keep the hotel premises to the highest standard of appearance.

Today, there is a wide range of cleaning products available in the market.

### **CHECK THE PROGRESS-I**

Q1. Explain the meaning of Par.

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Q2. What do you mean by physical inventory?

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## **2.4 CHARACTERISTICS OF HOUSEKEEPING EQUIPMENT AND SUPPLIES**

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### **Advantages of Cleaning Equipment**

The cleaning equipment is advantageous in multiple ways –

- Equally effective for general as well as tougher cleaning tasks.

- High cleaning capability.
- Reduce work fatigue and increase **productivity**.
- Save the **time** of hotel housekeeping staff.
- High **manoeuvrability**. They can reach any corner or height of the room, which is otherwise difficult to reach.
- Eco-friendly, widely available, and easy to operate.
- They give protection from injuries occurring while cleaning when they are handled by using proper instructions.

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## 2.5 THE CLEANING FUNCTION

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There are various principles followed by the housekeeping staff. They are cleaning and hygiene principles, safety and security principles, comfort and privacy principles, and finally, the decor. For understanding the housekeeping principles, first let us go through what advantages it offers to the hotel.

**Advantages of Housekeeping:** Here are some prominent advantages, the housekeeping department offers to its guests:

- Clean and hygienic atmosphere
- Comfortable and convenient stay
- Privacy
- Safety and security
- Provision of amenities
- Making guests Feel good

Having seen the advantages, let us see the principles of housekeeping towards providing these to the guests while working safely.

“Cleaning is the removal of dust, dirt, foreign matter, tarnish, and stains from various surface with the aid of certain cleaning agent and equipment.

Cleaning is carried out for following reasons”-

**Aesthetic appeal:** - The environment is made attractive and appealing.

**Hygiene:** - Effective, frequent cleaning control the growth and reproduction of pathogenic bacteria and other germs.

**Maintenance:** - Surface and article, however good in quality will have along functional life only when they are cleaning on a regular basis.

**Safety:** Cleaning is done for safety again health hazards fire hazards and slip hazards.

**Types of soil:** - Soil is the collective term for deposit of dust, dust, dirt, foreign matter tarnish and stains.

- **Dust:** - This is composed of loose particle deposited from the air.
- **Dirt:** - This implies dust held together firmly by moisture grease on rough surfaces.
- **Tarnish:** - this is the discoloring on a metal or a alloy surface caused by chemical reaction with certain substances found in air, water and food stuffs.
- **Stain:** - This is the discoloration caused on a hard and soft surface by a substance containing dyes, protein, acid, stains are difficult to remove by routine cleaning processes.
- **Foreign matter:** - These maybe dead flowers, contents of waste paper baskets ashtray, as well as stains from the deposition of foreign substances.

**Principles of cleaning:** - The basic rule to follow in any kind of cleaning activity.

- Soil should be removed without harming the surface being cleaned the entire surrounding surface.
- The cleaning process should be efficient, using a minimum of equipment, cleaning agent, Labour and time.
- Cleaning should proceed from high to low.
- Suction cleaning should be prepared over sweeping where ever possible.
- Sweeping should be done before dusting, and dusting before suction cleaning.
- Noise levels while cleaning should be kept as low as possible.
- Stains would be removed as soon as they occur



- The cleaner should take all safety precautions while cleaning. In particular, cleaning agent and equipment should be stocked neatly to one side.
- After the cleaning process is over, all equipment should be washed or wiped as applicable dried understood properly.

**Purpose of Cleaning:** Cleaning is conducted to remove harmful bacteria present in the dust deposited on the hotel property because of air pollution. This may cause unhealthy effects on the working staff as well as the guests. Cleanliness reduces the threat of any infections and offers comfortable stay to the guests in the hotel.

**Cleaning and Hygiene Principles:** The worker must follow the given principles while cleaning –

- Carry out the cleaning procedures in sequence. Say, sweeping → Dusting → Mopping/Suction Cleaning → Dis-infecting → Air Freshening.
- Must take care while cleaning and polishing; not to damage various surfaces and hamper their appearance.
- Should start cleaning from extreme inner end continuing towards exit.
- Should park the chambermaid's trolley such that it leaves space for corridor traffic.
- Must take proper precautions while handling cleaning equipment, detergents, and guest luggage.
- Must remove hard water stains and spider webs as soon as they occur.
- Must never use guest room linen for cleaning or blocking room entry.

## CHECK THE PROGRESS-II

Q1. What is the purpose of cleaning?

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Q2. Define cleaning

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## 2.6 CONTROLLING HOUSEKEEPING OPERATIONS

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**Controlling expenses-** It means ensuring that actual expenses are consistent with the expected expenses forecasted by the operating budget. There are basically four methods the executive housekeeper can use to control housekeeping expenses.

1. **Accurate record keeping:** It enables the executive housekeeper to monitor usage rates, inventory costs and variances in relation to standard cleaning procedures.
2. **Effective scheduling:** It permits the executive housekeeper to control salaries and wages and the costs related to employee benefits. The housekeeping employees should be scheduled according to the guidelines in the property's staffing guide which is based on the level of room occupancy. Thus it ensures that personnel costs stay in line with the occupancy rates.
3. **Careful training and supervision:** It should not be overlooked as a cost control measure. Effective training programmes that quickly bring new recruits up to speed can significantly reduce the time during which productivity is lower than the standards set for more experienced personnel. Close and diligent supervision, as well as refresher training can ensure that performance and productivity standards are met and may even bring about improvements.
4. **Efficient purchasing:** Efficient purchasing practices afford the executive housekeeper the greatest opportunity to control the department expenses and to ensure that the hotel's money is well spent and the maximum value is received from products purchased for use. The executive housekeeper must set a proper 'par' for the various inventories (recycled and non-recycled), and must have a proper purchasing system with the quantities and specifications submitted to the purchasing department. The executive housekeeper needs to periodically re-evaluate the suitability of existing products for their intended purposes. Alternative products should be investigated and compared to existing products in terms of performance, durability, price and value. By comparing the cost per occupied room achieved by alternative products, the executive housekeeper can evaluate which products yield greater cost savings and base purchasing decisions accordingly.

**Using the operating budget as a control tool:** An operating budget is a valuable control tool to monitor the course of operations during a specified period. Controlling expenses in the housekeeping department means comparing actual costs with budgeted amounts and assessing the variances. When comparing actual and budgeted expenses, the executive housekeeper should first determine whether the forecasted occupancy levels were actually achieved. If the number of occupied rooms is lower than anticipated, a corresponding decrease in the department's actual expenses should be expected. If occupancy levels are higher, then there will be a corresponding increase in expenses. In either case the expense variation will be proportioned to the variation in occupancy level. 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 expected for each category. Small deviations between actual and budgeted expenses can be expected and are not a cause for alarm but serious deviations require investigation and explanation. The executive housekeeper needs to formulate a plan to correct the deviation and get the department back 'on budget.' E.g. a 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 costs of products being used in the housekeeping department and exploring the alternatives. Even if the executive housekeeper finds that the department is far ahead of the budget it is not necessarily a cause for celebration. It may indicate a deterioration of service levels that were built into the original budget plan. Any serious deviation from the plan is a cause for concern and requires explanation. Identifying and investigating such deviations on a timely basis is one of the most valuable functions an executive housekeeper can perform in terms of the operating budget.

**Income Statement:** The statement of income provides important financial information about the results of hotel operations (actual expenses as well as the net income) for a given period, which maybe monthly, quarterly or more but within a business year. Separate departmental income statements prepared by each revenue center presents more detailed information. Housekeeping is related to the rooms' division income statement. The executive housekeeper is directly concerned with some items listed in the expense section. They are: -

- Salaries and wages
- Contract cleaning
- Laundry and dry-cleaning
- Linen
- Operating supplies
- Uniforms

In the budget planning process the room manager will solicit information from the executive housekeeper concerning the expense category falling under housekeeping department's area of responsibility. Expected expenses are assessed as a percentage of the revenue forecasted for room sales. This percentage is standardized in relation to generated revenues.

**Budget Reports:** Based on monthly income statements, a room's division budget report is prepared, which shows the variances between budgeted expenses and actual expenses. When the actual revenue exceeds the budget, or budgeted expenses exceeds actual, it is a favorable variance. When the budgeted revenue exceeds the actual or the actual expenses exceed the budgeted ones, it is an unfavourable variance. Percentage variances are determined by dividing the variance by the budgeted amount.

**Budgeting Expenses:** Since the expense levels in the entire expense category on the departmental income statement vary with occupancy, everything in the operating budget depends upon how accurately occupancy levels are forecasted. The rooms' manager gives the executive housekeeper the yearly forecast of occupancy levels broken down into monthly budget periods. Using historical data along with input from hotel's marketing department, the rooms' manager will provide an occupancy percentage for each budgeted period. The executive housekeeper can predict a certain level of expense when he/she knows

**Operating budget and income statement:** An operating budget is identical in form to an income statement.

OPERATING BUDGET	INCOME STATEMENT
It is a forecast or plan for what is to come.	It is a report of what has actually occurred.
It predicts or anticipates what the income statement will actually show at the end of that period often referred to as "pro forma income statement".	It expresses the actual results of operations during an accounting period identifying revenue earned and itemizing expenses during that period.

The differences are: represent the rooms division operational plan. The executive housekeeper will be held accountable for controlling the expense areas that fall within the housekeeping department's area of responsibility. As the budgeted period progresses, monthly income statements will be produced that show the actual amounts alongside the amounts originally budgeted.

#### Checklist for preparing a budget

1. Know the present position of the hotel.
2. Review the previous year's financial statements.
3. Look at the major sports events, festivals and holiday events for the year ahead.
4. Check for any expansion plans, redecorating, raising standards, increase/decrease of staff.
5. Check on the supplies needed-consider automation, new technology and better products.
6. Take each cost heading separately and compile to form the final budget.
7. Plan for practical goals and do not over budget.
8. Take into account the inflation percentage. Prepare by looking at past experiences, present knowledge and judgment of what is likely to happen.

9. Identify areas which can or cannot be controlled.
10. Review wages and salaries, operating costs and expenditure that is variable, semi-variable, and fixed.
11. Plan with the following year's tax policies in mind. Take into consideration any new laws or regulations or policies that may come into effect.
12. Prepare throughout the year for the next year's budget noting changes and scope for improvement.
13. Make decisions of what is more cost-effective:
  - Part time or full-time staff.
  - Cost of staff and how often they may be required.
  - The cost of servicing a room i.e. overtime versus extra staff.
  - Contract cleaners versus own staff.
  - In-house laundry against contract.
  - Use of cleaning agents as per dilution rates.

**Linen Control:** Par refers to the standard number of inventoried items that must be on hand to support routine housekeeping operations.

The level is determined differently for recycle & non recycled inventories. The number of recycled inventory items needed for housekeeping functions is related to the operation of the other functions.

Par level of particular cleaning supplies depend upon the how fast they are consumed through routine cleaning task.

Inventory levels of recycled items are measured in terms of a PAR NUMBER or a multiple of what is required to support day to day functions.

Inventory levels of non-recycled items are measured in terms of the range between minimum and maximum requirements.

### **Importance of Par Levels**

- To make correct and efficient investment on capital.
- To prevent overstocking and thereby avoid chances of spoilage during storage.
- To ensure proper supply at all times.
- To help in effective budgeting.
- To simplify inventory taking.

**Establishing Par Levels For Linens:** The first task in effectively managing linens is to determine the appropriate inventory level for all types of linen used in hotel.

The par number established for linen inventories is the standard stock level needed to accommodate typical housekeeping operations. One par of linens equals the total number of each type of linen that is needed to outfit all guestrooms one time. One par of linen is also referred as house set up.

The executive housekeeping must determine how many par of linen are needed to support efficient operation in the housekeeping dept.

**When establishing a par number for linens, the executive housekeeper needs to consider four things**

- i. The laundry cycle
- ii. Occupancy level and usage
- iii. Replacement linens and
- iv. Emergency situations

**The laundry cycle:** The hotel laundry cycle is the most important factor in determining linens par. If the laundry is on premises than three to four pars of linen require and if it is off premises than five pars required.

**Occupancy level and usage:** It depends on the type of hotel and the climatic condition.

**Replacement linens :** A general rule of thumb is to be stored one full par of new linens as replacement stock on an annual basis. The need for replacement stock can be determined by studying monthly, quarterly or annual inventory reports where losses and replacement needs are documented.

**Emergency situations:** A power failure or equipment damage may shut down a hotel's laundry operations and interrupt the continuous movement of linens through the laundry cycle.

**A minimum of five par of linen should be maintained in an annual basis to avoid any confusion**

1. The first par, would be in circulation 'today'
2. The second Par, by way of 'yesterday's linen, would be on premises laundry.
3. The third par, Comprises the linen to be stripped from the guestroom beds 'today' and meant for laundering 'tomorrow'.
4. The fourth par, being the emergency linen in the linen room.
5. The fifth par, of replacement linen stored in the linen pantry.

**Linen Life Span:** The life span of linen is measured in terms of how many times it can be laundered before becoming too worn to be suitable for guest room use. Durability, laundry considerations and purchase price are the main criteria that an executive housekeeper has to bear in mind while selecting linen.

$$\text{Cost per use} = \frac{\text{Purchase cost} + \text{Life} - \text{span laundering costs}}{\text{No. of life} - \text{span launderings}}$$

Where Life-span laundering cost = Item weight \* Laundering cost per kg \* no. of launderings withstood

**LINEN CONTROL- PROCEDURES AND RECORDS****Linen control is carried out in four phases:**

**Routine checking of linen for appearance and hygiene standards:** The executive housekeeper must emphasize the inspection of fresh and soiled linen not only by the linen room staff but also other staff handling linen. Stringent checking should be carried out by the linen room staff.

**Quantity control of the daily flow of linen stock/ linen exchange procedure:** This is the quantity control of linen sent from the floors and departments to the linen room for dispatch to the laundry. To maintain an initial record of the par stock of linen in each department and on each floor and also of any subsequent increase in the quantity of linen, an indent is made by the floor supervisor and the department in charge

Proper linen exchange procedures are essential in the control of linen. The linen room entry book acts as a control tool. This contains daily records of the soiled linen brought to the linen room from the various floors and departments as well as the amount of soiled linen sent to the laundry.

**Stock taking- Procedures and records.**

**Stock taking of linen** is the physical verification of the stocks of all linen items at all points in the cycle. It is carried out at periodic intervals or at the time of the closing of books for evaluation purposes. Accurate recording of entries is important during stock taking. The physical counting is done after every three months and is known as a quarterly inventory. First, all items- including discards- are segregated and grouped. Then items in circulation and items kept in store are counted up separately and the totals are added together. The discards are stamped 'condemned' and set aside. Now the counted total should tally with the last inventory figure plus the issued items received after that.

**Proper Documentation of Linen :** The master inventory control sheet helps the executive housekeeper analyse the results of the physical inventory. By subtracting the counted total for each linen article from the expected quantity corresponding, the executive housekeeper can accurately determine the number lost.

The completed master inventory control sheet should be submitted along with the linen discard record to the general manager. The general manager will then verify and initial the report before transferring it to the accounts department.

**Recycling of Discarded Linen:** Discard: Any item which is no longer useful in its present condition due to permanent stains, wear and tear. Discarded items are also termed as *condemned*. Discarded items are stamped and preferably dyed a different colour and used as cleaning cloths. Discarded items must be reduced from the stock.

Cut downs: are those condemned items which are converted into something useful. E.g., Bedsheets can be cut down into pillow covers, table cloths into serviettes. The discarded item must be reduced from stock and the converted new item must be added to the stock.

For example: If 6 single bed sheets are converted into 30 pillow covers,

Items	Previous Stock	Receipts	Discard	Balance
Bed sheet, Single	2300	Nil	6	2294
Pillow covers	4000	30	Nil	3970

**Discrepancy:** Loss of any item causes a difference or variance between the Actual stock and Book stock. This loss is unaccounted and can be found only if an inventory is taken. Shrink or shorts are also terms used to indicate loss of linen.

**Discard procedure:** All items which are not in a useable state are stored separately. The users, for example room attendants send down damaged linen separately to the linen room. On any particular day, the Housekeeper with the Financial Controller checks the items to be discarded and either approves or disapproves for discarding. The items which have not been approved for discards are put back into rotation with suitable repairs. The items which are discarded, are stamped “DISCARD”, and reduced from the stock. If used as cleaning cloths, they are dyed a different colour to prevent misuse of good useable items.

**Monogramming and Marking:** The name or logo of the establishment is put onto the linen item for identification. The supplier may do this or the establishment, by embroidering, printing or embossing either directly on the fabric or on labels which are attached to the linen article. In special cases, the logo/name may actually be incorporated in the weave by the manufacturer. To judge the life span of an article, the date that it was first put into circulation may also be indicated on the article.

For marking linen, it is usual to mark on the right side of the article, on the wrong side, the name of the hotel and the department and the date it was put into circulation. The latter shows the wearing quality of the article and helps to estimate the life span of the article.

### CHECK THE PROGRESS-III

Q1. Explain the Procedure for discard.

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Q2. What do you mean Marking and monogramming?

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## 2.7 SUPERVISION AND MANAGEMENT PRACTICES IN HOUSEKEEPING

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Managing housekeeping services is one of the most tedious tasks for a supervisor. It's a job full of responsibilities with a good amount of work pressure. The executive housekeeper relies on great extent to her supervisory team. Defining roles and responsibility of a housekeeping supervisor is the most important role of a supervisor is to ensure standards of cleanliness, hygiene and tidiness are maintained throughout the premises and to manage the housekeeping department efficiently to maintain standards and control costs. The Housekeeping Supervisor is responsible for training, supervising and motivating the department personnel to ensure that all schedules are completed.

Supervision is about sharing, showing and giving support to help another person make progress and feel comfortable in their work.

It involves making time and developing a practical structure to provide this support.

Good supervision enables staff to:

- build effective professional relationships
- develop good practice in the performance of their work
- exercise judgment and make good decisions
- Improve the quality of work.

Ineffective supervision can reduce productivity, increase absenteeism, create or prolong workplace conflict, damage the culture and impact the quality of care being delivered.

**Some roles of housekeeping supervisor are as follows:**

**Providing Training:** Training the housekeeping staff is a primary responsibility of supervisors. This means educating new hires on the organization's policies and procedures, its methods of cleaning and maintenance, the location of supplies and the layout of the facility. An employee's ability to do the job is often a direct reflection of the quality of training he receives.

**Giving Clear Instructions:** A housekeeping supervisor must communicate effectively, both in writing and verbally. She must clearly communicate expectations, suggestions, constructive criticism and company policy in a professional and easy-to-understand manner. Housekeeping supervisors use written communication to complete paperwork on daily activities, employee progress and necessary supplies.

**Managing Time and Schedules:** Time management is another critical function for a housekeeping supervisor. He creates employee work schedules, designates when and how the work will be accomplished, enforces the rules and regulations regarding breaks and lunches, and reports employee tardiness and absences.

**Managing Equipment and Supplies:** A housekeeping supervisor is responsible for taking inventory and ordering supplies. It's her duty to make sure employees have what they need to perform their jobs quickly and efficiently. She must also maintain equipment such as vacuum cleaners and floor polishers and perform simple repairs. When equipment requires major repairs, she's responsible for having it done or ordering new equipment.

**Providing Customer Services:** Providing a high standard of customer service is also important for a housekeeping supervisor. He must be polite, professional and open-minded at all times. He must listen to customer complaints and suggestions and provide constructive feedback to his staff.

**Lending a Hand:** A housekeeping supervisor often works alongside cleaners to help perform cleaning and maintenance duties. She may make beds, take out trash, change light bulbs and perform other tasks to ensure the work is done in a timely and efficient manner. If her staff is short-handed, she may fulfil the role of the missing team member and help out for the day.

The housekeeping department usually has the following supervisory positions:

- Floor supervisor
- Linen room supervisor
- Public area supervisor
- Uniform room supervisor
- Night supervisor
- Laundry supervisor
- Control desk supervisor

Each supervisor is responsible for certain functions and leads a team of attendant to accomplish them. The assistant housekeeper, though, is not strictly a supervisor as per the designation, but many of the duties for this position are supervisory.

**General Duties of a Supervisor:** The general duties and responsibilities of supervisors are as follows-

- To ensure that the staff are aware of their hours of work and that they adhere to the planned duty roster.
- To make any adjustments necessary in their off-days in consultation with the concerned employees.
- To instruct the staff in cleaning routines and schedules.
- To regularly fill up the cleaning and maintenance checklists and inventories after complete physical check.
- To liaise with the maintenance department for any maintenance work required in guestrooms or public areas and to initiate work-order forms.
- To inspect and record room status regularly and liaise with the reception desk.

- To issue the relevant keys, keep track of them, and get them safely back.
- To be responsible for following the correct procedures in dealing with lost and found articles when employees hand these in.
- To check the stocks regularly, take delivery of stocks, and issue supplies to attendants.
- To supervise the staff involved in the cleaning and setting up of banquet halls, meeting rooms, and other event venues.
- To check and record the amount and condition of the house linen during collection, dispatch, storage, repair, and use.
- To arrange for the induction and training of staff.
- To regularly appraise managers of individual staff performance.
- To inform the employees of staff welfare schemes and other facilities.
- To liaise with staff from other departments in a way that shows respect for their skills and abilities.

**Supervisory Skills:** These skills includes

- Guiding the work: Taking the direction of the organization and translating it into actionable plans for the work group.
- Organizing the work: Assigning the people, equipment and task to meet the work goal.
- Developing your staff: Actively working to increase the skill level of each being supervised
- Managing performance: Removing the obstacles to better performance so employees can meet their own and the organization's objectives.
- Managing relations: Developing and maintaining good relationship with other group so that the supervisor's employees and the organization meet their goals.

The ability to balance the goal of the organization with the need of the work groups is the common thread that runs through all of the skill dimensions.

A well- managed housekeeping department relies on the ability of the housekeeper to organise work efficiently. The tasks performed by the housekeeping department are critical to the smooth daily operation of any hospitality operation. It stands to reason, then, that these personnel are offered comprehensive and regular training they need to do their jobs well. Housekeeping personnel at all levels must be endowed with the same professionalism as other hospitality functions

Managing housekeeping operations for a hotel requires more than just hiring experienced room attendants and facility maintenance staff. Being in charge of hotel housekeeping means you are in charge of the day-to-day activities of the housekeeping staff. In addition, you are responsible for understanding the hospitality and tourism industry, including intercompany standards and industry-specific expectations by which hotels and their housekeeping departments are judged.

Review job descriptions to ensure they are accurate and contain a comprehensive list of duties and responsibilities for housekeeping staff. Update job descriptions at least annually and involve employees, supervisors and managers in the update process. Ask employees if there are additional duties they perform regularly that aren't listed on the job description. Engage supervisors and managers in developing a job description that

includes additional responsibilities they want to incorporate or duties and tasks they believe should be part of a job analysis.

Conduct regular staff meetings for effective communication with employees in every job. Inform employees of upcoming conventions and tourism to prepare them for possible overtime or greater expectations. Regularly communicate with your staff about matters that involve their jobs.

Study new developments within the hospitality and tourism industry. Gain insight into the methods for appraising performance as well as evaluating hotel housekeeping functions. Hotel ratings systems are indicators of attentive service and the quality of accommodations, both of which may be largely influenced by housekeeping standards.

Evaluate housekeeping staff regularly -- at least annually. New employees may need more frequent evaluations to ensure they understand their job expectations and the performance standards they need to meet. Setting performance standards is an essential part of managing operations because your hotel's success depends on the performance of your staff. Provide training to new employees and refresher training to long-term employees; doing so assures that your staff is fully competent and capable of rendering top-notch service to hotel guests.

Read professional journals about housekeeping trends and the equipment and materials necessary for maintaining the highest standards of cleanliness for hotel guests. Review your purchasing requirements for determining adequate supplies of the most effective cleaning products available for industrial use. Obtain feedback from housekeeping staff as well as purchasing employees on the effectiveness and usability of new products.

#### **CHECK THE PROGRESS-IV**

Q1. Explain the role of supervisor?

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Q2. Name at least four supervisory level.

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## 2.8 SUMMARY

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This unit describes importance and objective of the housekeeping inventory control. The consumption and use of inventory items needs to be documented consistently, as it is valuable in inventory control. Inventory control is a technique of maintaining and checking the stock in housekeeping department. Stock control involves purchasing, requisitions, receiving, storing, issuing to various sections of housekeeping department. The Inventory control system is maintained by every department to manage its inventories efficiently. Inventory control can be managed by maintaining par stock, stock taking, and accurate forecasting. Stock taking is an important subroutine in inventory control. Establishing par levels is crucial to budgeting for housekeeping expenses. Calculation of par levels for both recycled and nonrecycled inventories has been explained. Methods and procedure of stock taking with supporting formats has also been discussed in detail.

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## 2.9 KEY TERMS

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**Area inventory list:** What items within this area must be cleaned or maintained

**Auditing:** an official examination and verification of accounts and records, especially of financial accounts.

**Duty roster:** list of plans showing term of duty.

**Delegation:** Delegating involves working with an employee to establish goals, granting them sufficient authority and responsibility to achieve the goals.

**Log book:** An important register in the housekeeping department, it is here that instructions and messages for the staff of the next shift are written by the employees on the current shift.

**Inventory Control:** Inventory control is a technique of maintaining and checking the stock in housekeeping department. Stock control involves purchasing, requisitions, receiving, storing, issuing to various sections of housekeeping department

**Inventory:** The term inventory can be described as the stocks of purchased operating supplies, equipment, and other items held for future use in housekeeping operations.

**Non –recycle inventory items:** Items that are used up during the course of routine housekeeping operations. These include most guest amenities, cleaning supplies and smaller piece of equipments.

**Par Stock:** minimum level of supplies required to meet daily demands.

**Recycled inventories:** items that have relatively limited useful lives but use over and over again in housekeeping operation.

**Stock taking:** Physical verification of stocks by counting to tally with according records

**Stocktaking:** it is necessary to suspend all movement of goods during the count and to make sure that all goods are checked and accounted for.

**Room section:** A group of 15-16 guestrooms reasonably contiguous to each other.

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## **2.10 REFERENCES/BIBLIOGRAPHY**

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## **2.11 TERMINAL QUESTIONS**

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1. What is the role of a supervisor in the functioning of a housekeeping department?
2. List the general duties of housekeeping supervisor.
3. Explain the meaning of delegation of cleaning staff.
4. Write steps in making of duty roaster.
5. Explain the term staffing matrix.
6. What are the advantages and disadvantages of staff matrix?
7. What is meant by 'cost per occupied room'?
8. What is the difference between capital and operating budget?
9. Define cleaning. What is the reason behind cleaning/?
10. Explain the characteristic of cleaning equipments.

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# UNIT: 03

## ENVIRONMENTAL AND SUSTAINABILITY ISSUES

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### Structure

- 3.1 Introduction
- 3.2 Objectives
- 3.3 Safety and security
- 3.4 Infectious Diseases in Property Operations
- 3.5 Energy Conservation
- 3.6 Environmental and Sustainability Issues.
- 3.7 Summary
- 3.8 Key Terms
- 3.9 Bibliography
- 3.10 Terminal questions

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### 3.1 INTRODUCTION

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The guest, who comes to a particular hotel, comes with an understanding that he and his belongings both will be safe and secure during his stay at the hotel. At the same time, it is also quite important that the hotel staff and assets are protected and secure. Hence it is very important to have a proper Safety and Security system in place to protect staff, guests and physical resources and assets such as equipment, appliances buildings, gardens of the hotel and also the belongings of the guest. Safety and Security is always the first priority towards guest service.

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### 3.2 OBJECTIVES

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At the end of this lesson, students should be able to demonstrate appropriate skills, and show an understanding of the following:

- Safety and security
- Infectious Diseases in Property Operations
- Energy Conservation
- Environmental and Sustainability Issues.

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### 3.3 SAFETY AND SECURITY

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**Safety** –refers to the actual conditions in a work environment. It is freedom from injury or damage to property.

**Security** – refers to prevention of theft, fire, and other emergencies. It is freedom from fear, anxiety and doubts concerning humans.

Maintenance and housekeeping are two departments most prone to accidents –

- Labour intensive
- Nature of work

The management of any workplace is legally bound to provide hazard free environment to their employees. (Even Guests)

An unsafe work environment can be costly in terms of –

- Medical expenses
- Legal expenses-Compensation, litigation etc.
- Productivity-loss of man hours and lower moral of employees.

### **Safety management system**

A safety management programme is designed to eliminate hazards before they cause serious accidents or damage.

### **The steps involved in a safety management programme-**

#### **Review work procedures-job safety analysis**

- Using Job Breakdowns from all Job Lists analysis of each job element is done. In the Job
- breakdown additional columns are added giving safe and standard method for performing each step.
- Further columns add additional safety tips section for each such step.

**Make department heads aware of the nature and variety of hazards-** making a list of safety rules. The hazards in housekeeping are generally related to

- lifting heavy objects
- use of mechanical and electrical equipment
- use of chemicals.

#### **Establish a safety committee-consisting of key management personnel, supervisors**

They develop a security handbook and design training and awareness programmes. The role of to monitor, analyse and suggest solutions for recurring security problems the committee is –

- Maintain records of incidents. (theft, violence etc.)
- Conduct spot checks and audits
- Investigation of security incidents.
- maintaining communication with police etc.

#### **Train staff members to implement Safety consciousness.**

Training must begin on the first day. Orientation includes an introduction to the property rules and regulations. Written Safety rules must be read and signed by the employees.



**Practice Safety management**

Follow standard universal laws on-

Occupational safety and health (OSH) as per occupational safety and health act (OSHA) each country has their own occupational health and safety management system (OHSMS)

**THREE E'S OF SAFETY**

**Safety education**-Employees must be trained in

- safe methods with particular emphasis on areas of potential danger and how these can be guarded against.
- Demonstrating the use of safety equipment installed in the establishment and location of first-aid materials.
- developing the ability to recognise the signs of hazards around them.
- Teaching staff the legal implications of non-adherence to safety procedures.

Training must start from first day at the workplace and employee's suggestions must also be taken.

**Safety engineering**-Building in of safety features into the structure of the establishment-in selecting the design and features of the equipment, furniture and fittings and also arrangement of space.

**Safety rules enforcement**-People must be motivated to follow rules and regulations and all safety rules must be enforced through rule and practice.

**IMPORTANCE OF A SAFETY AND SECURITY SYSTEM**

The management must take care that the Safety and Security systems cover the following areas:

- **Guest:** Protection from crimes such as murder, abduction and health hazards from outsiders, hotel staff, pests, food poisoning etc.
- **Staff:** Providing staff lockers, insurances, health schemes, provident funds etc. Protective clothing, shoes, firefighting drills, supply of clean drinking water use of aqua guards, sanitized wash rooms etc.
- **Guest Luggage:** Secure luggage store rooms and proper equipment such as luggage trolley and bell hop trolley should be provided.
- **Hotel Equipments:** Lifts, Boilers, Kitchen equipment, furniture fitting and building etc. must be protected and for these the Safety and Security should cover up fire safety equipment, bomb threat security system, water floods security system, earthquake security system , safe vault safety and security system etc.
- **Protection of raw materials,** goods, provisions and groceries etc. For this the safety and security system should cover proper storage and pest control systems, apart from the application of total material management system.

**TYPES OF SECURITY:**

1. Physical aspect
  2. Safety and Security of persons
  3. Safety and Security of systems
- 1) Physical aspect is divided into two parts
    - a) Internal
    - b) External

**a) Internal security**

- Against theft
- Fire safety
- Proper lighting
- Safeguarding assets
- Track unwanted guests

**b) External Security**

- Proper lighting outside the building
- Proper fencing of the building
- Fencing of pool area to avoid accidents in the night
- Manning of service gates to restrict entry
- Fixing of closed-circuit TV cameras

**2) Security aspects of persons****a) Staff**

- Effective recruitment and selection
- Identification of staff
- Key control
- Red tag system
- Training
- Locker inspection

**b) Guests:**

- Check scanty baggage guests
- Guests suspected of taking away hotel property should be charged according to hotel policy
- Guest room security:
  1. Provide wide angle door viewer, dead bolt locks, night torch, chains on doors etc
  2. Employees should be trained to not give any information about in-house guests to outsiders.
  3. While issuing a duplicate card key ask for identification if in doubt of the guest. OSHA requires special signs for safety reasons like-
  4. Housekeeping staff should never leave keys expose on unattended carts in corridors

**c) Security aspects of systems**

The term **system** implies the operations of the hotel e.g.: all the equipment used for operation, procedures laid down for operations and policies to be followed. Systems procedures and policies if followed properly shall safeguard the assets and increase life span of equipment as well as avoid any breakdown maintenance

This would mean the following:

- Fix duties and responsibilities: Fix duties of staff members so that they don't interfere with others' work.
- Make surprise checks
- Staff who have access to liquid assets should be made to sign a bond so that in case of theft the concerned person can easily be caught
- Hiring of some independent security company to check the security system of the hotel
- Record of all losses and missing items immediately
- Inventory control should be proper
- Auditing should be done on a regular basis
- Proper system for cash disbursements should be made

**10 important Safety and Security measures necessary in hotels:**

1. **Key Card Locks:** Guest room locking systems these days include punch and magnetic key cards which have locks with flash memory and other functions. The system can directly be linked with PMS.
2. **Security Guards:** Trained security guards working 24-hours every day to provide the best in safety and security for the guests.
3. **Security Cameras:** Security cameras with digital technology, intelligent access central system, software interface with CCTV for matching undesirable visitors and criminals, along with metal detectors, and spy cameras and use of biometric readers like hand key reader or face recognition system etc.
4. **Fire Alarms:** Smoke detectors and fire alarms in each guest room and throughout the entire complex that is monitored 24 hours a day, 7 days per week that pinpoints the exact point of the alarm allowing our security staff to respond immediately to the area of any alarm condition.
5. **Emergency Power:** Provision for emergency power in case of a power cut to provide uninterrupted guest service.
6. **Emergency Manual:** Hotels maintain an emergency manual, detailing exits and help in the event of a variety of emergencies.
7. **Employee Photo ID:** For added security, some hotels have employees wearing a photo ID nametag allowing quick identification.
8. **In-Room Safes:** In addition to the safety deposit boxes offered by most hotels at the front desks, some hotels provide in-room guest safes capable of holding a lap-top computer that use the guest's own credit card as the key.

9. Guest elevators
10. **Defibrillation Units:** A life saving device in case of heart attacks, defibrillation units are starting to be deployed among police and emergency personnel across the nation.
11. **Danger Signs-** they indicate immediate danger and necessity of special precautions. OSHA signs of danger are in the colours-red, black and white.eg where caustic cleaning chemical has spilled.
12. **Caution signs-**they warn against potential hazards. Their colours are yellow and black. Eg. A wet floor due to spillage or mopping.
13. **Safety Instruction Signs-**they give general instructions in certain areas. They are green and white or black and white. Eg. To instruct employees not to eat, drink or smoke in a storage area.
14. **Accident prevention tags-**They are a temporary means of alerting employees of hazardous conditions or defective equipment. They are red with white or grey letters. They are placed near electrical power equipment, ladders and other housekeeping tools.eg. A vacuum cleaner with a frayed cord can read “do not start” or “out of service”.

**Bomb threat security:**

Precautions and measures that may be taken in the above case:

- Security nets and body searches for guests not known to the staff.
- Banqueting suites and other non-public areas should be security checked and locked after use.
- Goods received and bags should be checked and kept tidy.
- If a bomb threat is received via telephone, the telephonist should note carefully what exactly is said, the time of the call received, the accent of the caller and background noise if any. After the alert the GM should stay put in the lobby where he can be reached easily.
- Duties and responsibility of staff during an emergency should be well-defined.
- The hotel should work closely with the police to keep them updated.
- Chamber maids and HK supervisors should be trained to conduct security checks in the guest rooms.

**Safety and Security measures for women hotel guests**

- Mirrored walls of the guestroom floor elevators so that you can see who is walking behind you.
- Well-lit public areas such as lobby, bars etc.
- Valet parking services to avoid the need of a woman to enter the parking lot.
- Assigning rooms closer to the elevator.

- If a woman traveller is not assigned a room on the special executive floor , hotels most often on request, upgrade her accommodation to that floor without an increase in room rate. The floor is staffed almost 24 hours a day with a concierge.

**SAFETY ISSUES**

**It is the management’s duty to ensure “safety” in several areas, such as:**

- The structure itself
- Installations and fixtures (check electrical, plumbing, air-conditioning and other installations)
- Public and work areas (e.g. slippery floors, hazardous obstacles in traffic areas), safety of furniture, equipment, appliances, and utensils.

**This is followed by:**

- Health safety (nontoxic cleaning material and detergents used)
- Good quality air (what we breathe, dependent upon the type of equipment, installations and fixtures used, and regular repairs and maintenance)
- Food safety (a whole world in itself including sanitation, food quality, food spoilage, correct handling procedures, allowable and recommended temperatures, etc.), and checking and control procedures.
- An important “preventive measure” is eliminating the possibility of communicating contagious diseases. Even if local regulations do not require it, it is recommended to send food and beverage handlers for a regular medical check-up. Another preventive measure is the formulation and implementation of policies and procedures related to employee accidents which may present a threat to food sanitation.
- Culinary staff who cut themselves accidentally at work, as often happens while slicing food products, have to immediately stop handling food, and report to their Executive Chef and to the person in charge of First Aid in their company (Security or Human Resources Department) for preliminary treatment and handling. Healing and precautionary measures are taken before they are allowed back at their job.
- There are also some basic “dress” requirements for staff involved in food and beverage preparations: e.g. Chefs’ hats (to prevent hair and whatever hair contains to fall into the food), discreet earrings (non-dangling) or no earrings for women, and long hair neatly and securely tied in a bun at the back of the head.
- Of no lesser importance is the safety of work tools and work procedures covering all areas, such as stable ladders, secure shelving, safety shoes, well-fitting work garments, clearly written and complete safety

procedures and guidelines from management, safety training, and safety installations and equipment, e.g. fire fighting units, regular maintenance schedules for safety equipment and installations, wider traffic areas (to prevent accidents), adequate staffing, and last but not least, continuous effective training in work procedures.

- All of this necessitates comprehensive planning, the creation of clear policies and work procedures, organization, implementation, training of supervisors and employees, supervision and control.

**CHECK THE PROGRESS-I**

Q1. Define safety.

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Q2. Define security.

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**3.4 INFECTIOUS DISEASES IN PROPERTY OPERATIONS**

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Communicable diseases refer to diseases that can be transmitted and make people ill. They are caused by infective agents (pathogens) e.g. bacteria and viruses, which invade the body and multiply or release toxins to cause damages to normal body cells and their functions. In severe cases, they may lead to death. These infective agents can spread from a source of infection (e.g. sick person) to a person through various modes of transmission.

Effective prevention and control of communicable diseases in hotels can safeguard the health of the hotel guests and staff. In order to uphold the reputation of Hong Kong as a world-class destination to overseas tourists, it is incumbent on every hotel staff to learn how to prevent communicable diseases. This guideline is intended to provide practical information on the preventive measures of communicable diseases for those who work in hotels. Every hotel employee has the responsibility to understand the guideline and to take due care of the hotel guests according to what has been laid down therein this guideline

**Management of ill Guests**

- If possible, keep accurate records of events and details of those affected (i.e. name, room number, date and time of when they became ill, symptoms, duration of symptoms etc.).
- Seek medical advice from local GP if you are concerned about any of your guests and contact Northern Ireland Ambulance Service (NIAS) if you consider any case to need urgent medical attention. If guests are admitted to hospital from the hotel the hospital should be informed of the symptoms of vomiting and diarrhoea prior to the guest arriving at the local emergency department.
- Encourage symptomatic guests to remain in their own room until they are 48 hours symptom free or they are checking out of the hotel to go home.
- Encourage good hand hygiene with liquid soap and water for all guests, staff and visitors to the hotel premises after using the toilet and before eating.
- Ensure sufficient amounts of fluids are available to guests for drinking to maintain good hydration.
- Vomit or faecal spillages should be managed as per cleaning advice below.
- Symptomatic staff should be excluded from work until they are a minimum of 48 hours symptom free.
- Notify your local Environmental Health Department if you have two or more cases of vomiting and/or diarrhoea and are concerned about a common source or link between the cases.

**Practical Measures**

Equipment which may be required to manage an episode of vomiting or diarrhoea

- Disposable gloves and aprons and foot covers
- Disposable household waste bags in a distinctive colour
- Soiled linen bags
- Sick bags
- Detergent and disinfectant – contact your supplier for appropriate product
- Disposable paper towel/roll and disposable cloths
- Absorbent granules
- Mop, plastic bucket, dustpan and plastic scraper
- Warm water

- Caution sign

**Staff Safety:** All staff cleaning a contaminated environment must use waterproof protective gloves and plastic aprons. All staff involved must receive adequate training.

Immediate actions:

1. Cordon off the area - Ensure that the area where the spillage takes place is cordoned off and there is no access to guests/visitors.
2. Cover the spillage - Cover the spillage with disposable paper towels/roll and allow spillage to absorb. Pour disinfectant solution onto towels/roll and leave for 3-5 minutes (do not use disinfectant solution on carpets/soft furnishings; instead follow the steps below).
3. Clear the spillage - Lift the soiled paper towels/roll, removing as much of the spill as possible and place in a disposable household waste bag, which can be sealed and double bagged.
4. Clean the area

### **General Cleaning Method**

- Avoid leaving and re-entering the area during cleaning (to avoid spreading contamination).
- Place contaminated material / towels used to cover the spillage directly into a waste bag.
- Wash immediate area with hot water and detergent using disposable cloths or using a wet vacuum containing a detergent solution depending on surface – see below.
  - Apply disinfectant directly to the contaminated area and its surrounds (at least 3 metres in all directions) after cleaning.
  - Dispose of aprons, foot covers, gloves and cloths into the waste bag.
  - Clean and disinfect non-disposable equipment after use.
  - Wash hands thoroughly afterwards.
  - Cordon off and thoroughly air until dry.

**Table Place Settings:** All table place settings i.e. cutlery, crockery, salt and pepper sets, tablecloths etc., within at least 3 metres in all directions of a vomiting incident must be disinfected, for example by the use of a dishwasher cycle at a temperature of at least 70C. Table linen should be handled as per soiled bed linen.



**Hard Surfaces:** All hard surfaces in the vicinity of the incident must be wiped down with a disinfectant solution including hand rails and door handles etc.

Note: Ensure separate disposable cloths are used for ‘dirty’ areas such as toilets.

Even in the absence of vomiting or diarrhoea, the practice of washing crockery in wash-hand basins in bedrooms is unacceptable.

**Soft Furnishings:** Initial cleaning should be followed by steam cleaning if the items are heat tolerant. If this is not possible, washing with a detergent solution should be considered.

**Carpets:** The area to be cleaned should extend at least 3m around the contaminated area. Carpets should be steam cleaned using a steam cleaner which reaches a minimum of 70C, unless the floor covering is heat sensitive and fabric is bonded to the backing material with glue. If this is the case, clean with detergent and water solution, and thoroughly air the area until dry before allowing people back in.

**Bed Linen/Laundry:** Contaminated bed linen/laundry should be placed in separate laundry bags and washed separately using a cold pre-wash sluice cycle (if available) followed by a full wash cycle at a minimum temperature of 60C.

Where available, water soluble bags should be used for gross contamination. If an external laundry service is used, inform the operators of the likelihood of contaminated bedding, etc and identify any special requirements that they may have for the receipt of such articles.

Where there is gross contamination of laundry and disposal is being considered, waste disposal advice is available from your local Environmental Health Department.

Fabrics which can tolerate it should be washed at a temperature of at least 70C which should be attained for at least three minutes: other fabrics may be disinfected by the addition of sodium hypochlorite to the penultimate rinse. This should be of at least five minutes’ duration, at a concentration of at least 150ppm of chlorine.

**Rooms Occupied by ill Guests:** Rooms, which have accommodated ill guests, should be thoroughly cleaned when the guests depart. These rooms should be cleaned before other rooms so that they remain empty of guests for the longest possible time.

All tea making facilities and provisions, cups, spoons, glasses, teapots and other crockery should be placed in a plastic box with a lid. They should be washed and disinfected using a dishwasher cycle at a temperature of at least 70C. This procedure should also be followed when removing crockery etc after the guest has had room service. All items should be washed separately from other hotel crockery etc.

- Dispose of teabags, coffee sachets, biscuits and other consumables.

- Dispose of all toilet rolls and other toiletries and clean the holders.
- When cleaning is complete replace towels and linen as necessary.
- Where possible ventilate the room.

## CHECK THE PROGRESS-II

Q1. Define the word hazard.

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Q2. What do you understand by Communicable diseases?

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## 3.5 ENERGY CONSERVATION

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**Conservation:** The careful use of natural resources like energy and water to prevent them from being lost or wasted in future.

How can you conserve

- Reduce
- Reuse
- Recycle

Energy conservation is not about making limited resources last as long as they can, that would mean that you are doing nothing more than prolong a crisis until you finally run out of energy resources altogether. Conservation is the process of reducing demand on a limited supply and enabling that supply to begin to rebuild itself. Many times, the best way of doing this is to replace the energy used with an alternate source.

**Role of Education:** Education is probably the most powerful of all energy conservation techniques that can be used. Education is not just about teaching people

the importance of conservation, but it is also about the showing the alternative choices that can be used in construction, manufacturing and other processes.

Hotel staff should be aware of the concern regarding the consumption of energy. Energy conservation guidelines should be thoroughly to the hotel staff. Guidelines on Dos and Don'ts should be clearly mentioned Supervision

**Tips for Energy Conservation:****Use of natural light:**

- Turn off lights during the day and use daylight as much as possible. This will reduce the burden on the local power grid and save you a good amount of money in the long run.
- Well-lit windows

**Artificial lighting:**

- Lighting systems with advance controls
- When planning to buy some electrical appliances, prefer to buy one with Energy Star rating. Energy-efficient appliances with Energy Star rating consume less energy and save you money. They might cost you more in the beginning, but it is much more of an investment for you.
- Install chandeliers or decorative fixtures only in public areas as it consumes more energy.

**Use of Energy conserving bulbs:**

- Use HPMV lamps High-Pressure Mercury-Vapor (lighting technology)
  - Use HPSV (High Pressure Sodium Vapour) lamps for street lights
  - Use CFL (Compact Fluorescent Lamp) Try replacing incandescent bulbs in your home with CFL bulbs. CFL bulbs cost more upfront but last 12 times longer than regular incandescent bulbs. CFL bulbs will not only save energy but over time you end up saving money
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- **Use energy efficient heating/ cooling system with thermal efficient building.**
  - **Use minimum glass areas on the east and west exposure.**
  - **Use draperies and sun films on window to cut down on air-conditioning cost**
  - **Use heat reclaiming equipment in air-conditioning plant**
  - **Heat from them can be used for heating water.**
  - **Keep equipments clean for highest energy efficiency**
  - **Minimize electric loads from appliances and equipments.**
  - **Sensors can turn off lights and fans in unoccupied rooms.**

**Alternative Sources**

- Install biogas plant for staff meals
- Use solar powered vehicles to ferry guest
- Consider energy sources like photovoltaic cells Energy conservation checklist for guest rooms
- Turn off lights when not occupied
- Use minimum lighting when servicing guest rooms
- Turn off corridor light when natural light is available.
- Clean lamp shades for better light efficiency.
- Keep windows closed and curtains on.

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**3.6 ENVIRONMENTAL AND SUSTAINABILITY ISSUES**

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Hotels and motels around the world are cutting costs and conserving natural resources by reducing, reusing and recycling the many different products used by their housekeeping staffs. They are also eliminating toxic cleaning chemicals from their housekeeping operations and finding that nontoxic alternatives often get the job done cheaper, safer and just as effectively. Most importantly, they are finding that their guests respond positively to these environmentally friendly initiatives.

Sustainability is widely regarded as the key to a successful business in the 21st century. Sustainability or social responsibility is fast becoming a prime concern for public and private sectors alike and the hotel industry is no exception.

In simple words, sustainability means that natural ecosystems can continue to support life and provide resources to meet the needs of the present and future generations. Evidently, the hotel sector puts increased pressure on the environment and is demanding on the natural resources. However, the industry also relies on the same natural environment – unspoilt landscapes, sandy beaches, turquoise waters, glaciers, waterfalls, coral reefs and fresh air; all of which serve as great tourist attractions. Therefore, there is an inherent danger that the we might harm the very basis on which hospitality is built.

In addition, other business concerns, such as rising costs, increased government pressures and competitors' actions have only motivated hoteliers to embrace sustainability and make it an integral part of the corporate agenda. Tourists themselves are also increasingly aware of the issue of sustainability, expecting hotels to assume responsibility and conduct their business sustainably.

The industry has been quick to respond to these changes and is progressively turning 'green'. Policies and practices have been put into place in order to recycle, re-use grey water, prevent waste, reduce energy use and lower carbon footprints

However, sustainability is a lot more than environmental management, it is also about economic progress and social development. Social concerns such as inclusivity,

promoting work-life balance, promoting employees' health and wellbeing, sourcing supplies locally and stimulating entrepreneurship are all part of the sustainability agenda.

Sustainability equates with not just being profitable, but also as good business sense. Research suggests that more and more customers are willing to reward businesses seen as sustainable by buying products and services from them. Many governments and international agencies (like the EU) offer tax rewards and other monetary incentives in order to promote this cause. There is also evidence that employees take greater pride in their work and are therefore more engaged and productive. There is no doubt that the foundation of hospitality is built on customer experience, but the need of the hour is that this be grounded within sustainable thinking.

There are many benefits for a hotel with sustainable business practices:

- Additional revenue through lower costs.
- Cost saving through cost-reduction measures.
- Easier financing because of lower long-term risk.
- Greater attractiveness to lenders.
- Greater long-term financial stability.
- Increased asset value because of long-term business capability.
- Long-term ability to stay in business and be profitable.

Hotels can also expect to save a good deal of green by going green. Moving toward sustainability means reducing your energy and water consumption, as well as staffing for things like maintenance and guest services.

Here are some tips for sustainability across the many different areas of your hotel operation, with examples of specific eco-friendly best practices to consider.

### **Involve your employee**

Hotel and motel employees can be very motivated by environmental issues and will see management as dynamic and forward-looking when you actively seek to improve your facility's environmental performance. They will also appreciate your efforts to minimize their exposure to hazardous chemicals in the wo

Lodging businesses are very labor intensive, and an important part of your operation is the people providing services to your guests. The efforts of your housekeeping staff will be critical to the success of any new environmentally friendly practices you initiate. The people who are actually doing the work are likely to have some of the best ideas about where the potential savings are and how to design a successful program.

- Create a "green team" of employees to coordinate implementation of new practices, and to help in analysing what you are purchasing, how you can use products more efficiently, what you are throwing away, and what steps you can take to save money and reduce waste.
- Create an incentive program with rewards for employees who come up with the best ideas or who make exceptional contributions to your environmental efforts.

- Consider working with your green team to draft an environmental mission statement.
- Be sure that all employees are fully informed and trained whenever new practices are implemented. And make sure your environmental program is included in the routine training for all new staff.
- Post your mission statement, and summaries of your environmental efforts in areas where you post other company policies and announcements.
- Be sure that your program builds in mechanisms that guarantee follow-through, and provide opportunities for employees to give ongoing feedback.
- Involve your employees in efforts to track accomplishments. Then periodically announce successes, such as gallons of water or kilowatt-hours of electricity saved. And, congratulate employees on their contributions!

**Reduce waste:** For cost savings and overall environmental benefit, it's hard to beat reducing your consumption of the often expensive and sometimes toxic products your housekeeping staff uses on a daily basis. You may be losing a substantial percentage of the cleaning chemicals you buy due to evaporation, equipment leaks, spills, or inappropriate usage.

**Purchasing:**

- Keep good records to track the amounts and measure reductions in use of the various products you purchase.
- Require employees to return empty containers before getting new supplies to reduce the number of partially full containers in your facility.
- Avoid products packaged in aerosol cans. Aerosol cans are generally the most expensive, most wasteful, and least environmentally friendly way of using housekeeping products. Instead, use reusable trigger or pump-spray bottles.
- Purchase cleaning and laundry products in bulk concentrated form to reduce packaging waste.
- Buy materials on an as-needed basis and be careful not to overbuy. A large inventory ties up money that might be needed elsewhere. And stockpiling materials increases the risk of leaks and spills, as well as the likelihood that products will reach their expiration date before they're used up.
- Find out if any of your vendors will let you stock products on a consignment basis and rotate them before they become out-of-date.
- Use vendors who deliver chemicals and other products in returnable and/or reusable containers, boxes, crates and shipping pallets.
- Ask vendors and manufacturers to use a minimum of paper, plastic, cardboard and wood in packaging.

**Day-to-Day Operations:**

- Educate staff on proper mixing of concentrates to avoid waste and save money.

- Use spigots, nozzles and/or funnels for dispensing fluids from bulk containers to reduce the chance of spills and overflows.
- Use products on a first-in-first-out basis to reduce the chance of material deteriorating in storage.
- Clean and reuse mop heads rather than throwing them away when they become dirty. Be sure to clean them by laundering, as required by Montana health regulations.
- Prevent the need to use toxic pest control chemicals by removing food containers, garbage and recycling containers daily; thoroughly cleaning up food scraps, crumbs and spills; and looking for and repairing cracks around doors and windows to prevent pests from entering.
- Extend the useful life of draperies by rotating them to expose different portions to sunlight.
- Start a linen and towel reuse program.

**Storage:**

- Keep storage areas and work areas clean and well organized so that spills and leaks will be more noticeable, staff won't waste time looking for materials and tools, and money won't be wasted purchasing duplicates.
- Store materials on pallets so that you can easily check for leaks.
- Store chemical containers in a cool, dry, well-ventilated place.
- Check chemical containers periodically to ensure they are tightly sealed and not leaking, and have containment pans to catch leaks.
- Periodically check shelving on which chemicals are stored to ensure that it is sturdy.
- Properly label containers to prevent waste and possible damage to equipment from staff using the wrong material.

**Reuse:** Looking for ways to reuse items instead of throwing them away can uncover surprising cost savings opportunities, as well as opportunities to build good will in your community.

- Cut up stained or damaged linens and other textiles for use as cleaning rags or sew them into kitchen aprons.
- Re-dye linens and carpet to match remodelled decor.
- Refinish or reupholster old or damaged furniture.
- Reuse shipping containers such as plastic drums and buckets as recycling collection containers or trash containers at the back of the service areas.
- Donate old furniture, blankets, towels and other items to shelters, charities or disaster relief programs.

- Hold a surplus garage sale so employees have the opportunity to purchase furniture, paint, draperies and other items.
- List usable but unwanted items on the Montana Material Exchange website.

**Recycle:** Relatively low waste disposal costs and limited regional recycling markets mean that recycling is unlikely to result in major cost savings for Montana hotels and motels. But recycling is still an important part of an environmentally friendly management policy. Every aluminium can you recycle represents a tremendous energy savings - it takes 20 times more energy to manufacture a new can from raw ore than it does to manufacture a can from recycled aluminium. For your guests and the public in general, recycling is probably at the top of the list of actions they equate with environmental responsibility.

- Find out what items you can recycle locally. Aluminium cans, newspapers and cardboard can be recycled. Whether you can recycle other items will depend on where you are located and the ups-and-downs of markets for different materials.
- Design a simple and reliable collection system with a materials flow plan that will work. Some facilities place recycling collection bins in central locations in hallways. Others place a bin in each individual guestroom, or just ask guests to leave recyclables in a specified location in their rooms (such as on a table) so that housekeeping staff can collect and separate different types of items.
- Remember to train your staff that it is not safe for them to try to recover recyclables from trash containers.
- Ask the following questions when choosing a storage site for recyclables:
  - Is the site large enough?
  - Can the site be locked?
  - Is the site protected with sprinklers?
  - Is there easy access to a loading dock?

### **CHECK THE PROGRESS-III**

Q1. Explain any two benefits of sustainable business practices

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Q2. What are three R' of conservation?

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### 3.7 SUMMARY

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A safety management programme is designed to eliminate hazards before they cause serious accidents or damage. Safety and Security system in place to protect staff, guests and physical resources and assets such as equipment, appliances buildings, gardens of the hotel and also the belongings of the guest. Safety and Security is always the first priority towards guest service.

Effective prevention and control of communicable diseases in hotels can safeguard the health of the hotel guests and staff. In order to uphold the reputation of Hong Kong as a world-class destination to overseas tourists, it is incumbent on every hotel staff to learn how to prevent communicable diseases. This guideline is intended to provide practical information on the preventive measures of communicable diseases for those who work in hotels. Every hotel employee has the responsibility to understand the guideline and to take due care of the hotel guests according to what has been laid down therein this guideline.

Conservation is the process of reducing demand on a limited supply and enabling that supply to begin to rebuild itself. Many times, the best way of doing this is to replace the energy used with an alternate source. Energy conservation is not about making limited resources last as long as they can, that would mean that you are doing nothing more than prolong a crisis until you finally run out of energy resources altogether.

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### 3.8 KEY TERMS

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**Alternative energy sources:** Energy that does not come from fossil fuels (such as coal, oil, gas), for example wind, flowing water, solar energy and biomass

**Contingency plan:** planning done for uncertain events.

**Conservation:** Preserving or protecting animals and resources such as minerals, water and plants through planned action (such as breeding endangered species) or non-action (such as not letting taps run unnecessarily).

**CCTV-**Close circuit television.

**Energy efficiency:** Actions to save fuels, for example better building design, changing production processes, developing better transport policies, using better road vehicles and using insulation and double glazing in homes.

**OSH standards-** occupational safety and health standards.

**OHSMS-**occupational health and safety management system.

**Hazard-** source of danger or unsafe working condition

**HAZCOMM-**hazard communication under osha as per the right-to-know legislation.

**Hazardous waste:** Waste that poses a risk to human health or the environment and needs to be handled and disposed of carefully. Examples include oil-based paints, car batteries, weed killers, bleach and waste electrical and electronic devices.

**Hopper-**Strong metal container for disposing of garbage.

**MSDS-** Material Safety Data Sheets –they are forms with information concerning chemicals or cleaners. These have list of ingredients, health hazard data, special precautions of use, or protective gear required when using them along with any spill or leak procedures for the product.

**Underwriter's laboratories-(UL)** An independent non-profit organisation that tests and certifies electric equipment or devices to ensure they are free from defects. Like ISI in India.

**Sustainable development:** Development using land or energy sources in a way that meets the needs of people today without reducing the ability of future generations to meet their own needs.

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### 3.10 TERMINAL QUESTIONS

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1. Differentiate between safety and security.
2. outline the three Es of safety in an establishment
3. Explain the importance of safety and security system in an establishment.
4. Write a short note on safety management system.
5. what is the role of housekeeping towards the safety of the hotel?
6. What is energy conservation? What steps should be taken for energy conservation in hotels?
7. Mention some tips for the sustainable development of hotel industry.
8. Mention the effective prevention and control of communicable diseases in hotels.

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# UNIT: 04

## OPENING NEW HOTELS & ROLE OF HOUSEKEEPING

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### Structure

- 4.1 Introduction
- 4.2 Objectives
- 4.3 Opening New Hotels & Role of Housekeeping,
- 4.4 Linen Management,
- 4.5 Guest Laundry Services, Valet Services,
- 4.6 Managing Pests Control,
- 4.7 Out Source Management Practices in Housekeeping,
- 4.8 Housekeeping Beyond hotels
- 4.9 Entrepreneurship Opportunities in Housekeeping
- 4.10 Summary
- 4.11 Key Terms
- 4.12 Bibliography
- 4.13 Terminal questions

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### 4.1 INTRODUCTION

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The housekeeping department of a hotel is the heart of the hotel. It is responsible for the cleanliness –maintenance, and aesthetic upkeep of the hotel. The role of the house keeping unlike the food and beverage or the front of the house department's starts way before the hotel commences as a full-fledged operation.

The pre-opening calendar for any property starts two to three years ahead, but it is unrealistic to suppose that every executive housekeeper can be hired far enough in advance to take part in the original planning with the top management and the architects.

However, in some cases it is possible to plan ahead who your housekeeper will be and consult him/her in advance about his/her entire housekeeping operation.

If the actual person has not been selected. then it is most important that a house keeping consultant be hired to help with the initial planning of the department, to settle such matters as where the department will be;

- Is it logically located with respect to traffic flow?
- Is there enough room for the house cleaners and housemen, to check in and out at the beginning and end of their shifts?
- Where will be the electronic status board is?

- Is the linen room located near enough to the loading dock if the laundry is to be done outside?
- Is there a sufficient storage area?

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## 4.2 OBJECTIVES

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At the end of this lesson, students should be able to Demonstrate appropriate skills, and show an understanding of the following:

- Planning of housekeeping
- Executive Housekeeper as Department Manager
- The Housekeeping Department in Hotel Operations
- Current Trends & Practices

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## 4.3 NEW PROPERTY OPERATIONS INTRODUCTION

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To get oneself involved in a new property in which departmental planning is still to take place, provides the executive housekeeper an opportunity of influencing the departmental set up. Getting involved in such activities is rewarding, enlightening, and challenging. However, one should keep this in mind that ‘good results without planning is good luck, not good management’.

**Starting up housekeeping:** In the initial phase of any new property the housekeeping department consists of only one employee i.e. the executive housekeeper. The position of the executive housekeeper within the organization should be clearly defined. Because in many organizations the executive housekeepers remain as department heads only, but many reach to the corporate levels as well. It must be clearly defined to the housekeeper that if he/she has to report to the rooms division manager, the resident manager, or the general manager.

Just as a kitchen based on a menu, so the services which you intend to give guests, patients or residents must be anticipated and accommodated in the building plan.

Top management must arrive at a number of decisions before being able to direct the architects and planners intelligently. e.g. using non-iron sheets could change the entire lay out of the laundry or the ‘back’ spaces in guest corridors.

In addition, if you plan to provide extra roll in beds, hair dryers, and cribs, these will require considerable storage space.

A minimum of 3 months of work is essential to launch a successful housekeeping department in a hotel.

The work starts for the housekeeping department even while the hotel is in construction and for this purpose; the planning has to be done. The property must be thoroughly understood by the house keeping heads so that a good idea of constructional set backs are compromised with.

Along with the builder, engineers, the housekeeper must design room plan keeping in mind space allocation for linen closets, housekeeping storage areas, and linen and laundry location safety plans. Moreover, purchases of various equipment's and orders for the same are to be placed well before commencement of hotel operations.

As and when new equipment comes in, they should be tested for performance and crosschecked for the right equipment order pinpoint discrepancies in the purchase order.

Equipment that is needed right away for cleaning should not be received because of storage space and the construction; workers might still be on site. On purchase, orders there should be a date of delivery. For purchase, orders there should be a date of delivery.

Blue prints have to be obtained in order to know major load bearing walls that must not be touched. Best type of traffic flow, storage area, and when the space is going to be available have to think of.

Decide on the par stock, by proper calculation regarding linen, and supplies for smooth operation. Moreover, one will have to decide upon jobs that are going to be handed over to contract undertaker.

Determine the phases of completion that would include recruitment of personnel. Screen new application forms. Plan the organizational chart and staffing of staff strengths required. Determining sets of keys and who will be responsible for sets of master keys, which again are a major management decision.

Plan beforehand the list of things that will be placed in the room, how often linen has to be changed in a week. Things like amenity basket containing soaps, shampoos, toothpaste, lotions, sewing kit, shower cap, cologne, shoeshine strips go a long way in establishing the standard of the hotel, and therefore they must be of good quality.

**Housekeeper in a new property:** Following are some initial steps that every housekeeper has to follow in a soon-to-be opened property to make the process of starting up the property smooth.

**Finding your Place:** In several occasions the executive housekeeper has to coordinate with other members of the organization for e.g. for the planning of manpower in his department he has to coordinate with the human resource department and for the procurement of essential equipment he has to coordinate with the purchase department. Hence it is necessary for him/her to know the different managers of different departments. He/she must also develop an understanding of the roles and functions of various departments and their significance in the functioning of the property. In turn, managers of the other departments also should develop an understanding of functions of the housekeeping department and the importance of housekeeping department in the hotel. By knowing each other roles and functions, they would be able develop effective coordination among themselves. The organization chart is a tool which helps the executive housekeeper and the managers in knowing essential information on reporting relationships and coordination within the organization.

**Getting Acquainted:** The next task in the priority list of the executive housekeeper is to make himself/herself acquainted with the new surroundings. He/she should look into the set of working architectural drawings of the rooms in the property. With the help of these drawings he/she would be able to study the physical layout of the hotel thoroughly, which will in turn provide him/her the base for deciding on the scope of involvement needed and the various responsibilities which will come under his/her department and other departments of the hotel. These working drawings will also help him/her in the on-site inspection and will give a fairer idea of the necessary minimum manpower needed to carry out the tasks. The executive housekeeper must also take a look at the temporary working area out of which departmental planning may begin.

**Planning, Organizing, and Priority Recruiting:** It is one of the most important tasks of the housekeeper. Hence, he/she should give adequate time to planning, organizing, and recruiting. The executive housekeeper has to plan and organize for the:

- Manpower
- Designing of systems
- Formulation of procedures
- Determining the supply and equipment needs
- Establishment of the reporting and coordinating relationship within the department.

The executive housekeeper should determine the essential qualifications for his/her two principal assistants i.e. the deputy housekeeper and the laundry manager. And he/she should inform the human resource manager of these requirements as soon as possible. And on the basis of which the personnel manager will place the advertisement and start the recruitment process. The recruitment should be done within 10-15 days after the placement of the advertisement. Because without these two managers, the entire planning, organizing, and staffing functions rests on the shoulders of the executive housekeeper. Due to which he/she is left with very little time for other supervisory and planning duties which are very crucial at this initial stage of any new property.

**Material Resources:** Like any other department housekeeping staff also needs certain materials to accomplish their tasks on time. The responsibility of making the arrangement of these materials lies with the executive housekeeper. Hence, he/she should plan for the procurement of the material resources before making the workforce ready for doing the tasks of the department. To accomplish this task he/she should conduct market surveys to know about the best supplies and equipment available in the market. While selecting the materials he/she should keep in mind the needs of the hotel as well as the cost factor. The executive housekeeper has to coordinate with the purchase department for procuring the various material resources like cleaning supplies, guest supplies, linen, uniforms, and various pieces of equipment.

**Systems and Procedures:** At this stage, the standardized procedures for carrying out various functions of the housekeeping department are developed. The executive housekeeper with the help of his assistants must establish the standard operating

procedures for reporting to work, cleaning procedures of various areas, safety and security and key control procedures. It is a very crucial stage, since the results of the operations are directly linked to the procedures developed for e.g. an effective standard operating procedure for cleaning of public areas will result in effective utilization man and material resources. Before making arrangements for induction of the employees' one should ensure that standard operating procedures, task lists, and the duties and responsibilities of the specific positions are formally established.

**Division of Work:** At the next stage, the executive housekeeper tries to identify the responsibilities of the housekeeping department in the whole property. In order to achieve this objective he/she should take regular rounds of the whole property areas while they are under construction. While taking these tours he/she should pay attention on the location of the service areas and store rooms, which plays an important role in optimizing the whole process of housekeeping. On the basis of these rounds he/she should make a division of work document. It is a document which consists of all the areas and sub-areas which come under the supervision of the housekeeping department and it also specifies the person to whom the cleaning of each area is to be allotted. This document comes into force only after the thorough review and approval of the executive committee of the property. This division of work document should also be sent to the other departments of the hotel so that they could also develop an understanding about the functioning of the housekeeping, which will contribute in making the coordination with the housekeeping department easier.

**Area Responsibility Plan:** This plan assigns the responsibilities of the various areas specified in the division of work document and depicts various cleaning area boundaries on a copy of the floor plan blueprint. These boundary lines play a crucial role in ensuring that no space is left unassigned and no overlaps in cleaning responsibilities occur. A well distributed area responsibility plan is usually the result of the advance thinking and planning of the executive housekeeper, who has made multiple tours of the property while preparing the division of work document. After preparing this document, the executive housekeeper gives it to the hotel's executive committee which does the necessary amendments if they are needed and finalizes it.

**Organizing the New Workforce:** The next big task of the executive housekeeper is to develop the housekeeping department organization. He/she should make the departmental organization chart. It shows the relationship of various positions and the assigned responsibilities of the each position. The executive housekeeper decides upon the supervisors for various areas for e.g. floor supervisors, a public area supervisor, a desk control supervisor, a linen room supervisor, and so on. Once the laundry manager is recruited, the task of organizing the laundry workforce goes on his/her shoulders. He/she should also delegate the responsibilities of laundry to his/her subordinates. At this stage, the executive housekeeper must also plan for zero-base budgeting, which means hiring employees' taking into account the actual occupancy for specified periods of the year.

**House Break-up:** The next major planning step that the executive housekeeper must undertake is the development of the house break-up plan. In order to ensure maximum familiarity with the facility, it is highly recommended that the executive housekeeper personally develop the pictorial representation of the location of all guestrooms as given in the physical layout plan of the hotel. This is done by making a line drawing of the guestroom portion of the hotel, showing the relative position of guestrooms,



corridors, service areas, and other areas significant to guestroom cleaning. Further, on the house break-up plan the executive housekeeper should also mark the room sections of 13-20 rooms at a time, which are adjacent to each other. This is done to ensure that individual guest room attendants (GRAs) or a team's GRAs can be assigned to a particular section each. For convenience, the room sections could be assigned numbers as well. Finally, the house divisions for supervisors is done and marked on the house break-up plan. House divisions consist of 4-6 room sections along with the associated corridors, elevators, stairways, service areas, and storage areas. They are done for the reference of the housekeeping department staff. They can be named according to the theme of the hotel as well.

**Workload of GRAs and Supervisors:** After finalizing the house break-up plan the executive housekeeper decides on the number of rooms that should be assigned to each GRA and to each of their supervisors. The number of rooms that should be cleaned by the single GRA may range from 13 to 20 rooms per day. The executive housekeeper determines the number of rooms by keeping in mind several factors, such as the size of the guestrooms, the types of guestrooms, the kinds of fixtures, furniture, and other contents in the guestroom, whether assignments are made for team cleaning or individual cleaning, and so on.

**Staffing Considerations:** This step is centered at the hiring of workforce. The executive housekeeper must ensure that all documents which play crucial role in management of workforce are in place before the completion of recruitment process for example job description, position description and job specification. For keeping a record of the staff hired, the executive housekeeper should prepare the staffing guide and staff hired on the basis of zero-based budgeting. He/she should prepare the staffing requirements for particular occupancy period in a tabular form for future reference. This table is known as the staffing table and serves as the basis for achieving the objective of zero-base budgeting. It acts as a reference tool for the executive housekeeper in preparing daily schedules for the housekeeping personnel.

**Orientation and Training:** Orientation is the process of reorganizing a new employee and making him accustomed to his department, job role and work culture. This process helps in communicating the organization's basic philosophy, policies, rules, and procedures. In this stage, a handbook is provided to every new employee of the organization, which puts light on the basic philosophies of the organization, policies and practices, rules and regulations, information on various departments of the hotel, benefits available to staff, and safety regulations. The orientation program can be carried out by the executive housekeeper personally or may be done by the assistant housekeeper as per the wish of the executive housekeeper. Training is given to the new employees for developing the necessary skills required for performing the job tasks. It helps in improving the efficiency of the organization. At this stage, the new employees are supplied with a procedure manual, which encompasses the standard operating procedures (SOPs) of the job tasks in simple words. The responsibility of giving training lies with the executive housekeeper. But, he/she can delegate this responsibility to supervisors. Training is not a one-time process rather it is an ongoing process since the employees require different types of skills for carrying out the operations of the hotel at different intervals of time. Hence, the executive must ensure that it turns out to be an ongoing process in the department.

**Scheduling of New Employees :** Once the workloads for various positions of the department are decided and duty rosters are planned out, the need of scheduling of staff (GRAs, supervisors, and houseman etc.) to these positions arises. The responsibility of scheduling of new employees also lies on the shoulders of the executive housekeeper. While scheduling he/she should consider the benefits of team scheduling. Because, in the first weeks the new employees are not confident in carrying out their tasks singly. Hence, team staffing can be applied in that situation for example; a new houseman can be paired with another experienced houseman. This technique is also referred as the ‘buddy system’.

**Countdown:** While inaugurating a new property, the housekeeping department has to fulfill certain responsibilities. The checklist of these responsibilities is given below:

**Three Months** before the Opening the following activities need to be carried out three months prior to the opening.

- Check the blueprints for the housekeeping department
- Check the layout of the linen and uniform rooms.
- Check the layout of the laundry.
- Check the location and layout of the floor pantries.
- Check the layout of the different types of guestrooms.
- Appoint a horticulturist in coordination with the human resource department and.
- Initiate the setting up of a plant nursery and greenhouse.
- Look into the purchasing of saplings and seeds.
- Consider the space allocation for all these areas in accordance with the total front-of-the-house area.
- Evaluate the function and maintenance of furniture and other hard surfaces.
- Work in coordination with the interior designers and architects to plan the indoor spaces.
- Carry out a market survey to identify the best equipment, cleaning supplies,—linen, and guest supplies available and work put the costs. Coordinate the purchase of equipment, cleaning supplies, linen, and guestsupplies with the purchase department, keeping in mind the lead time available (well before the inauguration) for the delivery of the goods.
- Manpower planning needs to be initiated in coordination with the other departments.
- Discuss uniform requirements and designs with the various departmental heads.

**Two Months** in Advance Two months ahead of the opening, the following activities need to be carried out.

- Fin-tune the manpower requirement. Hire only the minimum staff required. Consider contracted services to compensate for a possible high turnover of staff at this initial stage of adjustments and learning.
- Consider contracted services for pest control, florists, and so on so that specifications, terms, and conditions can be worked out.
- Consider the feasibility of these contracted services in terms of needs versus costs.

- Orientation and training of staff should be started on a continuous basis. Follow up with the purchase department regarding the indented items and delivery dates.

**Six Weeks in Advance** when there are about six weeks to go, the following activities need to be taken care of:

- Hire the necessary lower-rung staff.
- Clean up all the newly constructed areas and carry out a thorough inspection before takeover from projects.
- Snag lists should be prepared for all areas and snags rectified by the project team or the concerned staff.
- After the entire construction is over, initiate actual horticulture activities such as landscaping and gardening.
- Organize the storage of all items purchased.
- Work out systems and procedures
- Check the standard operating procedures (SOPs).
- Begin the purchasing of uniforms after getting relevant inputs regarding the staff of all the hotel departments.
- Organize orientation and training for the new staff and continue the training→ schedule for the older staff.

**Four Weeks to go** With four weeks left for the opening, the following areas need to be looked at:

- Check the cleanliness of all areas under the housekeeping department's purview.
- Check the quality and quantity of all the equipment and supplies delivered.
- Ensure that lower-rung staff have had basic training in handling guests.
- Move in and set up the department physically.
- Redefine and fine-tune the systems and procedures as necessary.
- Begin the stitching and issuing of staff uniforms.

**One Week to Go** Finally, a week in advance of the opening, the following activities must be carried out:

- Draw up the duty rosters and schedule staff accordingly.
- Set up the relevant work areas and ensure their cleanliness.
- Work out a frequency schedule for the cleaning up of various areas of the property.
- Constantly tour the property and be available to the housekeeping staff for last minute queries and changes.

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## **4.4 LINEN ROOM MANAGEMENT**

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**Introduction:** Linen is the housekeeping department's second largest expense. Linen is expensive to replace, and it if is well maintained, correctly laundered and properly

stored, its life can be extended. Soiled, worn or created linen leave a bad impression of the cleaning standards in a hotel.

The linen and uniform room is a central depot for all hotel linen and this is the place from where clean articles of linen are distributed the establishment. The uniform room almost always exists in close association with the linen room. The bulk of clean linen and uniforms awaiting reuse are stored here.

**Linen Room Organization:** There are primarily two types of linen rooms:

**a. Centralized**

Linen from all floors are collected and sorted in one central area. The linen room supervisor has complete control over the linen room. All linen issues and receipts go out from here.

**b. De-centralized Linen room**

In this system, each floor maintains its own par stock of linen. These are replenished from the main linen room. The linen par is stored in floor pantries, and the floor supervisors are responsible for maintaining the par level.

In Linen room having various aspects such as layout, inventory maintenance and its functioning, supply of various linen items to the guest rooms, their retrieval after use, their laundering and their recycling will be presented in detail.

## **CLASSIFICATION OF LINEN**

**Guest room Linen:**

- Bed Linen
- Bath Linen

It's considered of bed & bath linen and other linen items to be provided. In all the hotels have their name and logo embroidered into the Linen, for identification and standardization – This called monogramming.

**Activities in the Linen Room:** Objective: Ensure clean, fresh, crisp linen and uniforms are provided for hotel operations within the budgets forecasted by the Housekeeper.

- Collection of soiled linen
- Counting and sorting of soiled linen
- Packing of soiled linen for the laundry
- Dispatch of soiled linen to the laundry
- Receipt of fresh linen from the laundry
- Checking and sorting of fresh linen
- storage of fresh linen
- Distribution of fresh linen to the floors and other areas
- Stocktaking for linen and maintenance of records

**Planning a Linen room****Location:**

- Close to the Housekeeping Office. Easy accessibility for the Housekeeper.
- Close to the Staff lockers for convenience of staff in exchanging uniforms.
- Easy accessibility to the OPL or the Hotel back entrance in case of commercial laundry.
- Easy accessibility to the Service elevators for transporting Room linen to the Floors.
- Away from Food Production area as food smells can get absorbed by linen.

**Space Allocation:** The thumb rule states that the space requirement for a linen & uniform room varies between 4 – 6 sq. ft. per room.

Provide for more area if there is no OPL and if soil linen needs to be stored until it is transported to the laundry.

- Linen storage areas with linen exchange counters.
- Soil Linen collection Area.
- Inspection Area
- Supervisor's desk area.

**Entrance:**

**Ideally the linen** room should have only one entrance/exit point for security reasons. Ideally a stable type door is recommended which could deter unauthorized persons from walking in. Moreover, this could function as an Exchange Counter. The entrance must be at least 4 ft wide without a threshold for easy movement of trolleys.

**Lighting & Ventilation:** Since most of the area in the Linen Room is used for storage, the amount of natural light & ventilation will be very little. Hence adequate shadow less lighting (fluorescent) & fresh air vents are required. Moreover, the air must be humidity free and maintained at around 20 degrees centigrade.

**Floors & Walls:** Floors must be sturdy enough to take the movement of loaded trolleys. Walls must be of the type which can be easily cleaned.

**Linen Storage Area:** Shelves should be designed using maximum utilization of space. Shelves can reach up to the ceiling, with a 6 inches clearance at the bottom. Shelves must be slatted for adequate ventilation.

Items which are stored for a long period of time must have shelves with sliding doors or curtains to prevent dust from settling in. The depth of the shelves should be about 18 -20 inches if against the wall; if accessible from both sides it could be about 36-40 inches.

**The linen Exchange Counter:** The linen exchange counter is normally a window without any grills and wide enough to pass bundles of linen. The window normally opens downward forming a counter. The area below this counter could be used to park trolleys to collect the soiled linen. When not in use this counter must be kept bolted. The entrance stable type door could also function as an exchange counter.

**Inspection Area:** The inspection area is occupied by the Inspection table which should be large enough to accommodate the freshly washed linen which need to be inspected. A 100-room property could perhaps make do with a table of size 10 ft × 6 ft. This need not be one solid piece but could be separated if required. The color of the Inspection table should contrast with the linen. Since this occupies a lot of space, the underneath of the table can be utilized for storage.

**Soil Linen Area:** Should be close to the entrance and must be large enough to accommodate all the soil linen. There should be enough space to sort and count the linen, move and park trolleys. Floor and storage units of this area should be of a surface which does not stain the damp linen.

**Definition of Par Level/ Stock:** Par refers to the standard number of inventoried items that must be on hand to support routine housekeeping operations.

The level is determined differently for recycle & non recycled inventories. The number of recycled inventory items needed for housekeeping functions is related to the operation of the other functions.

Par level of particular cleaning supplies depend upon the how fast they are consumed through routine cleaning task.

Inventory levels of recycled items are measured in terms of a PAR NUMBER or a multiple of what is required to support day to day functions.

Inventory levels of non-recycled items are measured in terms of the range between minimum and maximum requirements.

### Importance of Par Levels

- To make correct and efficient investment on capital.
- To prevent overstocking and thereby avoid chances of spoilage during storage.
- To ensure proper supply at all times.
- To help in effective budgeting.
- To simplify inventory taking.

**Establishing Par Levels for Linens:** The first task in effectively managing linens is to determine the appropriate inventory level for all types of linen used in hotel.

The par number established for linen inventories is the standard stock level needed to accommodate typical housekeeping operations. One par of linens equals the total number of each type of linen that is needed to outfit all guestrooms one time. One par of linen is also referred as house set up.

The executive housekeeping must determine how many par of linen are needed to support efficient operation in the housekeeping department.

**When establishing a par number for linens, the executive housekeeper needs to consider four things**

- The laundry cycles
- Occupancy level and usage
- Replacement linens and
- Emergency situations

**The Laundry Cycles:** The hotel laundry cycle is the most important factor in determining linens par. If the laundry is on premises than three to four pars of linen require and if it is off premises than five pars required.

**Occupancy Level and Usage:** It depends on the type of hotel and the climatic condition.

**Replacement Linens:** A general rule of thumb is to be stored one full par of new linens as replacement stock on an annual basis. The need for replacement stock can be determined by studying monthly, quarterly or annual inventory reports where losses and replacement needs are documented.

**Emergency Situations:** A power failure or equipment damage may shut down a hotel's laundry operations and interrupt the continuous movement of linens through the laundry cycle.

**A minimum of five par of linen should be maintained in an annual basis to avoid any confusion**

1. The first par, would be in circulation "today"
2. The second Par, by way of 'yesterday 's' linen, would be on premises laundry.
3. The third par, Comprises the linen to be stripped from the guestroom beds 'today' and meant for laundering 'tomorrow'.
4. The forth par, being the emergency linen in the linen room.
5. The fifth par, of replacement linen stored in the linen pantry.

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## **4.5 GUEST LAUNDRY MANAGEMENT**

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Among the many amenities provided by a hotel, one of them is laundry service for the guest. It is an amenity which is essential in resort hotels where guests are long-staying and prefer to travel light. Even if a full-fledged laundry service is not available, at least some facility for ironing is required as clothes get crumpled in packing. It is a source of revenue in hotels and may serve as a means of preventing them from washing clothes and hanging them out to dry in hotel guest rooms.



Laundry service may be

**Normal (Ordinary) or Urgent (Express) and provide Dry-cleaning, Washing and Ironing :** The time gap between the collection and delivery is dependent on whether the laundry is on-premises or off-premises.

A guest may avail of laundry service by either telephoning the Housekeeping Desk and a Room Attendant is sent to collect the laundry Alternatively, if the Laundry is on-premises, the Order-taker in the Laundry cabin will receive the call and the Valet Runner will collect the laundry.

If the hotel provides a Laundry Hanger, the guest may hang this out on the doorknob indicating that there is laundry for collection. Laundry lists are provided in the room or the format is printed on the laundry bag. Should the guest wish to avail of laundry services, the necessary details will have to be entered like the date, room no., name of the guest, no. of the type of articles and service required. If a list is filled in, it is signed by a guest and kept along with the articles to be laundered in the laundry bag.

The staff collecting the laundry must check the articles given against the entries made. They must also look out for tears and damages or guest belongings left behind on/in the articles.

It is especially important to check if the guest has left the laundry for collection when the laundry is off-premises.

It is absolutely essential to mark guest articles before despatch to an off-premises laundry in order to prevent any mix-up. Marking is done on a marking machine which usually indicates only the room number but may also indicate the initials of the guest.

The heat-sealed tape used for marking does not come out in the normal wash procedure but can be peeled off if so desired. The laundry list is used for making the bill which is charged according to the service requested. Extra care must be taken when handling guest laundry. If stains and damages are present, they must be dealt with prior to the laundering process. As it is directly related to guest

Guest Find latest hospitality resources at satisfaction, staff working on guest laundry should be most experienced. The machine capacity is also smaller to deal with smaller loads and control the quality of the wash. Instructions for washing and washing symbols on the garment must be strictly adhered to and small items are tied loosely in a net, prior to loading to prevent them from getting lost. When delivering guest articles, some will be folded while others are placed on hangers. Folded articles are put together in a laundry bag with the room number written on it while hanging articles are clubbed with a tie label indicating the room number.

**Laundry Valet Service:** By Valet Service the hotel takes care of the guest laundry needs. A laundry valet is a staff who works for the laundry and so he takes around on the guest floor, two or three times in the morning and collect all the clothes from various rooms in separate laundry bags with appropriate information as to how many pieces of clothes to be washed/pressed or dry cleaned. He is also responsible to return the clean clothes back to the guestrooms. Hotels that provide valet service are often quicker and promote more goodwill. Most important, however revenue, the valet



service generates. An efficient valet service generates and helps in defray the overall laundry cost, offering valet service required, the housekeeping department to setup its own laundry business. To support the business it must:

- Set time for laundry pickup and delivery.
- Determine how laundry will deliver the guestrooms.
- Figure bills to be attached to clean laundry.
- Determine the hotel liability policy in accordance with state and local laws.
- Handles lost and damage article.
- Field guest comments and complaints.

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## **4.6 PEST CONTROL**

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Pests have been a nuisance to mankind from time to time immemorial with the advancement of science there is now a better understanding of the various sanitary practices, chemical treatment and better facilities are available to enable effective pest control. People tend to associate pests (mice, rats, insects etc) with dirty conditions, but this is really an over simplification of the matter. Pests can and will thrive and reproduce in the cleanest conditions if they are given an opportunity. To deny these pests of that opportunity is to practice pest control.

A pest is any living organism which competes with human, domestic animals or desirable plants for food or water. At the same time they spread diseases to mankind & harms the environment.

Pest causes the enormous amount of damage and cause a huge loss to the food business. Often cause serious food poisoning. As a housekeeping staff one must be very much vigilant in controlling of pest by applying of medicines. Pest control is a compulsory activity for hotels, restaurants and any sector of hospitality industry. Here in this article we will discuss about various kind of pests and insects and few common methods of controlling pests in hotels.

### **Importance of pest control**

- Contamination of food leading to food poisoning and other serious diseases in humans.
- Legal requirement - according to the prevention of Food Adulteration Act (1954) serving insect infested food is punishable by law.
- Wastage and destruction caused by the rodents and insects.
- Reputation of any catering establishment depends largely on the prevailing hygienic conditions.

- Pest control measures would go a long way in building up good will among customers and in turn will improve financial gains, provisions of a pest free pleasant atmosphere to customers and employees of the hotel.
- Protection of sensitive equipments like computers, lifts, machinery etc; from malfunction due to gnawing of wires by rats.
- Protection of most expensive assets like carpets and wooden furniture from pests. Like moth, carpet beetles and wood borers.

**Problems associated with pests**

- All pests carry food poisoning bacteria in their droppings, and also on their fur, feathers and feet. They therefore contaminate the food they eat, any exposed food they climb over, and any work surfaces that they run over.
- Rats and mice need to wear down their incisor teeth, which grow continuously. To do this they gnaw woodwork, gas and water pipes, and electric cables, often with disastrous consequences.
- Cockroaches leave a characteristic and very unpleasant smell. They like warm, moist areas where they will be undisturbed and are often found behind ovens and hot water pipes. They are able to squeeze through very narrow gaps and generally emerge only when it is dark.
- Flies feed on a wide variety of matters including infected waste food and animal faeces. They pick up large number of food poisoning bacteria, which they transfer to human food when they land on it. While they are feeding they deposit faeces on food. They also vomit saliva on to the food to digest it partially before sucking it up again.

**Role of housekeeping in pest control**

- The important factor affecting the development of pest is the availability of suitable finding undisturbed condition.
- Other factors like temperature humidity also involved. Thus to maintain environment is vital.
- The main aim is to remove the spillage, food residue on which they feed or breed.
- As some insects complete the life cycle very quickly it is important that the pest control should be done frequently.
- Regular attention should be given to the drains as they are the major source of entrance of rat.
- Professional pest control agencies should be hired if the infestation is serious.

**Pest Identification:** Accurate identification is the first step in an effective pest management program. Never attempt a pest control program until you are sure of what the pest is. The more you know about the pest and the factors that influence its development and spread, the easier, more cost-effective, and more successful your pest control will be. Correct identification of a pest allows you to determine basic information about it, including its life cycle and the time that it is most susceptible to being controlled.

As a certified applicator, you must be familiar with the pests you are likely to encounter in the type of work in your certification category. To be able to identify and control pests, you need to know:

- the physical features of the pests likely to be encountered.
- characteristics of the damage they cause,
- their development and biology,
- whether they are continuous, sporadic. or potential pests, and
- what your control goal is.

If you need help in identifying a pest, contact your commodity or industry organization, Cooperative Extension agent, or State land grant university.

Any time you are considering whether pest control is necessary, remember:

- Control a pest only when it is causing or is expected to cause more harm than is reasonable to accept.
- Use a control strategy that will reduce the pest numbers to an acceptable level.
- Cause as little harm as possible to everything except the pest.
- Even though a pest is present, it may not do very much harm. It could cost more to control the pest than would be lost because of the pest's damage.

**Types of Pests:** Insects-cockroach, termite, beetle, fleas

- *Anthropoids* (eight legged insects)-spider, ants. Ticks
- *Rodents*-rat, mice
- *Microbial organisms* – bacteria
- *Weeds*- any plants growing where they are not needed.
- *Molluscs*- Snail, slugs and ship worm

**Categories of Pests**

- *Continuous*-always present and require regular control

- *Cyclical/ sporadic* – which require control occasionally
- *Potential*-Do not requires control under normal conditions but may require control in certain

**Pest Control Goals:** Whenever you try to control a pest you will want to achieve one of these three goals or some combination of them:

- **Prevention** - keeping a pest from becoming a problem.
- **Suppression** - reducing pest numbers or damage to an acceptable level, and
- **Eradication** - destroying an entire pest population.

**Prevention** may be a goal when the pest' s presence or abundance can be predicted in advance. Continuous pests, by definition, are usually very predictable. Sporadic and potential pests may be predictable if you know the circumstances or conditions that will favor their presence as pests. For example, some plant diseases occur only under certain environmental conditions. If such conditions are present, you can take steps to prevent the plant disease organisms from harming the desirable plants.

**Suppression** is a common goal in many pest situations. The intent is to reduce the number of pests to a level where the harm they are causing is acceptable. Once a pest's presence is detected and the decision is made that control is necessary, suppression and prevention often are joint goals. The right combination of control measures can often suppress the pests already present and prevent them from building up again to a level where they are causing unacceptable harm.

**Eradication** is a rare goal in outdoor pest situations, because it is difficult to achieve. Usually the goal is prevention and/or suppression. Eradication is occasionally attempted when a foreign pest has been accidentally introduced but is not yet established in an area. Such eradication strategies often are supported by the Government. Mediterranean fruit fly, gypsy moth, and fire ant control programs are examples.

In indoor areas, eradication is a more common goal. Enclosed environments usually are smaller, less complex, and more easily controlled than outdoor areas. In many enclosed areas, such as dwellings; schools; office buildings; and health care, food processing, and food preparation facilities, certain pests cannot or will not be tolerated.

**Threshold Levels:** Thresholds are the levels of pest populations at which you should take pest control action if you want to prevent the pests in an area from causing unacceptable injury or harm. Thresholds may be based on esthetic, health, or economic considerations. These levels, which are known as "action thresholds," have been determined for many pests.

A threshold often is set at the level where the economic losses caused by pest damage, if the pest population continued to grow, would be greater than the cost of controlling the pests. These types of action thresholds sometimes are called "economic thresholds."

In some pest control situations, the threshold level is zero: even a single pest in such a situation is unreasonably harmful. For example, the presence of any rodents in food processing facilities forces action. In homes, people generally take action to control some pests, such as rodents or roaches, even if only one or a few have been seen.

**Pest Monitoring:** In most pest control situations, the area to be protected should be monitored (checked or scouted) often. Regular monitoring can answer several important questions:

- What kinds of pests are present?
- Are the numbers great enough to warrant control?
- When is the right time to begin control?
- Have the control efforts successfully reduced the number of pests?

Monitoring of insect, insect-like, mollusk, and vertebrate pests usually is done by trapping or by scouting. Monitoring of weed pests usually is done by visual inspection. Monitoring for microbial pests is done by looking for the injury or damage they cause.

Monitoring also can include checking environmental conditions in the area that is being managed. Temperature and moisture levels, especially humidity, are often important clues in predicting when a pest outbreak will occur or will hit threshold levels.

Monitoring is not necessary in situations where a pest is continually present and the threshold is zero. For example, there is zero tolerance for the presence of bacteria in operating rooms and other sterile areas of health care facilities. In these situations, routine pest control measures are taken to prevent pests from entering an area and to eradicate any pests that may be present.

**Avoiding Harmful Effects:** Pest control involves more than simply identifying a pest and using a control tactic. The treatment site, whether it is an outdoor area or inside a structure, usually contains other living organisms (such as people, animals, and plants) and non-living surroundings (such as air, water, structures, objects, and surfaces). All of these could be affected by the pest control measures you choose. Unless you consider the possible effects on the entire system within which the pest exists, your pest control effort could cause harm or lead to continued or new pest problems. Rely on your own good judgment and, when pesticides are part of the strategy, on the pesticide labelling.

Most treatment sites are disrupted to some degree by pest control strategies. The actions of every type of organism or component sharing the site usually affect the actions and well-being of many others. When the balance is disrupted, certain organisms may be destroyed or reduced in number, and others — sometimes the pests — may dominate.

**Integrated Pest Management:** Integrated pest management is the combining of appropriate pest control tactics into a single plan (strategy) to reduce pests and their damage to an acceptable level. Using many different tactics to control a pest problem tends to cause the least disruption to the living organisms and non-living surroundings

at the treatment site. Relying only on pesticides for pest control can cause pests to develop resistance to pesticides, can cause outbreaks of other pests, and can harm surfaces or non-target organisms. With some types of pests, use of pesticides as the only tactic will achieve very poor control.

To solve pest problems, you must:

- identify the pest or pests and determine whether control is warranted for each.
- determine your pest control goal(s).
- know what control tactics are available.
- evaluate the benefits and risks of each tactic or combination of tactics.
- choose a strategy that will be most effective and will cause the least harm to people and the environment.
- use each tactic in the strategy correctly.
- observe local, State, and Federal regulations that apply to the situation.
- The strategy you choose will depend on the pest you have identified and the kind and amount of control you need.

**Natural Controls:** Some natural forces act on all organisms, causing the populations to rise and fall. These natural forces act independently of humans and may either help or hinder pest control. You may not be able to alter the action of natural forces on a pest population, but you should be aware of their influence and take advantage of them whenever possible. Natural forces that affect pest populations include climate, natural enemies, natural barriers, availability of shelter, and food and water supplies.

**Climate:** Weather conditions, especially temperature, day length, and humidity, affect pests' activity and their rate of reproduction. Pests may be killed or suppressed by rain, freezing temperatures, drought, or other adverse weather. Climate also affects pests indirectly by influencing the growth and development of their hosts. A population of plant-eating pests is related to growth of its host plants. Unusual weather conditions can change normal patterns so that increased or decreased damage results.

**Natural Enemies:** Birds, reptiles, amphibians, fish, and mammals feed on some pests and help control their numbers. Many predatory and parasitic insect and insect-like species feed on other organisms, some of which are pests. Pathogens often suppress pest populations.

**Geographic Barriers:** Features such as mountains and large bodies of water restrict the spread of many pests. Other features of the landscape can have similar effects.

**Food and Water Supply:** Pest populations can thrive only as long as their food and water supply lasts. Once the food source - plant or animal - is exhausted, the pests die or become inactive. The life cycle of many pests depends on the availability of water.

**Shelter:** The availability of shelter can affect some pest populations. Overwintering sites and places to hide from predators are important to the survival of some pests.

**Applied Controls:** Unfortunately, natural controls often do not control pests quickly or completely enough to prevent unacceptable injury or damage. Then other control measures must be used. Those available include:

- Host Resistance,
- Biological Control,
- Cultural Control,
- Mechanical Control,
- Sanitation, And
- Chemical Control.

**Host Resistance:** Some plants, animals, and structures resist pests better than others. Some varieties of plants, wood, and animals are resistant to certain pests. Use of resistant types, when available, helps keep pest populations below harmful levels by making conditions less favorable for the pests.

Host resistance works in three main ways:

- Chemicals in the host repel the pest or prevent the pest from completing its life cycle.
- The host is more vigorous or tolerant than other varieties and thus less likely to be seriously damaged by pest attacks.
- The host has physical characteristics that make it more difficult to attack.

**Biological Control:** Biological control involves the use of natural enemies — parasites, predators, and pathogens. You can supplement this natural control by releasing more of a pest's enemies into the target area or by introducing new enemies that were not in the area before. Biological control usually is not eradication. The degree of control fluctuates. There is a time lag between pest population increase and the corresponding increase in natural controls. But, under proper conditions, sufficient control can be achieved to eliminate the threat to the plant or animal to be protected. Biological control also includes methods by which the pest is biologically altered, as in the production and release of large numbers of sterile males and the use of pheromones or juvenile hormones.

Pheromones can be useful in monitoring pest populations. Placed in a trap, for example, they can attract the insects in a sample area so that pest numbers can be



estimated. Pheromones also can be a control tool. Sometimes a manufactured copy of the pheromone that a female insect uses to attract males can be used to confuse males and prevent mating, resulting in lower numbers of pests. Applying juvenile hormones to an area can reduce pest numbers by keeping some immature pests from becoming normal, reproducing adults.

**Cultural Control:** Cultural practices sometimes are used to reduce the numbers or pests that are attacking cultivated plants. These practices alter the environment, the condition of the host plant, or the behaviour of the pest to prevent or suppress an infestation. They disrupt the normal relationship between the pest and the host plant and make the pest less likely to survive, grow, or reproduce. Common cultural practices include rotating crops, cultivating the soil, varying time or planting or harvesting, planting trap crops, adjusting row width, and pruning, thinning, and fertilizing cultivated plants.

**Mechanical (Physical) Control:** Devices, machines, and other methods used to control pests or alter their environment are called mechanical or physical controls. Traps, screens, barriers, fences, nets, radiation, and electricity sometimes can be used to prevent the spread of pests into an area.

Lights, heat, and refrigeration can alter the environment enough to suppress or eradicate some pest populations. Altering the amount of water, including humidity, can control some pests, especially insects and disease agents.

**Sanitation:** Sanitation practices help to prevent and suppress some pests by removing the pests themselves or their sources of food and shelter. Urban and industrial pests can be reduced by improving cleanliness, eliminating pest harbourage, and increasing the frequency of garbage pickup. Management of pests attacking domestic animals is enhanced by good manure management practices. Carryover of agricultural pests from one planting to the next can be reduced by removing crop residues.

Other forms of sanitation that help prevent pest spread include using pest-free seeds or transplants and decontaminating equipment, animals, and other possible carriers before allowing them to enter a pest-free area or leave an infested area. The proper design of food-handling areas can reduce access and shelter for many pests.

**Chemical Control:** Pesticides are chemicals used to destroy pests, control their activity, or prevent them from causing damage. Some pesticides either attract or repel pests. Chemicals that regulate plant growth or remove foliage also are classified as pesticides. Pesticides are generally the fastest way to control pests. In many instances, they are the only tactic available.

**Pest Control Failures:** Sometimes you may find that even though you applied a pesticide, the pest has not been controlled. You should review the situation to try to determine what went wrong. There are several possible reasons for the failure of chemical pest control.

**Pest Resistance:** Pesticides fail to control some pests because the pests are resistant to the pesticides. Consider this when planning pest control programs that rely on the use of pesticides. Rarely does any pesticide kill all the target pests. Each time a pesticide is used, it selectively kills the most susceptible pests. Some pests avoid the pesticide.



Others withstand its effects. Pests that are not destroyed may pass along to their offspring the trait that allowed them to survive.

When one pesticide is used repeatedly in the same place, against the same pest, the surviving pest population may be more resistant to the pesticide than the original population was. The opportunity for resistance is greater when a pesticide is used over a wide geographic area or when a pesticide is applied repeatedly to a rather small area where pest populations are isolated. A pesticide that leaves a residue that gradually loses its effectiveness over time will help select out resistance. Rotating pesticides may help reduce the development of pest resistance.

**Other Reasons for Failure:** Not every pesticide failure is caused by pest resistance. Make sure that you have used the correct pesticide and the correct dosage and that you have applied the pesticide correctly. Sometimes a pesticide application fails to control a pest because the pest was not identified correctly and the wrong pesticide was chosen. Other applications fail because the pesticide was not applied at an appropriate time - the pest may not have been in the area during the application or it may have been in a life cycle stage or location where it was not susceptible to the pesticide. Also remember that the pests that are present may be part of a new infestation that developed after the chemical was applied.

**Prevention:** Pests are attracted to food premises that provide them with food, water, warmth and shelter. All pests breed rapidly if they are provided with these conditions. For e. g. a female mouse can produce 60 offspring per year. Each of these can begin to breed when it's only two months old.

To stop pests from entering catering premises, it is important to keep the buildings in good repair, to keep doors shut and to keep windows closed or covered with fly screens. As pests often enter the kitchen through food containers, all deliveries should be checked before being taken into the kitchens. Rats drink three times as much as they eat and hence will not stay in premises where water is unavailable. It is important therefore to mend dripping taps and defective gutters as soon as they are spotted.

An effective inspection procedure should include all the following steps:

- Seal utility entries
- Keep doors tight and in good repair
- Keep windows and screens in good repair
- Keep roof in good repair and free of standing water
- Screen ventilation intakes and exhausts
- Keep walls free of cracks and holes
- Clean and cover refuse containers
- Keep parking areas free of litter

- Keep inside, under and behind clothes lockers free from signs of pest activity
- Keep storage rooms (food containers, under skids/pallets, under refrigeration equipment) free from signs of pest activity
- Keep dining areas (under booths, counter/equipment baseboards and legs, behind and under drawers, plants) free from signs of pest activity
- Keep kitchen areas free from signs of pest activity. Check under and behind dishwasher, sinks, drain boards, cutting boards; spaces between equipment, space between equipment and wall; hoods, troughs, and filters; storage of mops and brooms.

In addition to effective, regular inspections and good housekeeping, pesticides might be needed to control certain types of problems.

**Precautions to be taken while handling pesticides:** All pesticides are toxic to humans. Food service workers need to be adequately instructed regarding the hazards involved & should be trained to avoid them.

**These are some of the precaution needed:**

- Using gloves & masks while handling these chemicals is essential
- Wash hands thoroughly after use.
- Never use sprays when food is openly displayed.
- Storage of insecticides away from food articles. Holding these poisons in a separate area with their proper labels is important to avoid accidental poisoning. Also they are to be kept away from heat and open flames.
- Knowledge of the type of pesticides banned & the specific residual limits permissible in food commodities as laid down by the Govt. of India is essential.
- First-hand knowledge of anti-dotes to various poisons is necessary for food service workers.

An encounter with a pest in a hotel can ruin a guest's stay and result in negative comments on social media spreading a bad reputation for the hotel, seriously affecting business. An infestation of pests can also result in authorities taking legal action to ensure public safety, especially if the kitchens, restaurants and bars are affected.

Pests can enter any class of hotel — some are brought in by the guests themselves — so it is essential for every hotel to have effective procedures for preventing, monitoring and controlling pests.

Five of the most common pests that guests encounter in hotels are:

- bed bugs
- cockroaches
- flies
- rodents

**Bed Bugs:** In the last two decades bed bugs have become more common with the increase in international travel. Bed bugs are the most difficult pest to prevent from entering a hotel because they are mainly brought onto the premises by guests themselves — even the best hotels can suffer from an infestation.

Bed bugs can survive for several months without feeding so can easily be taken from hotel to hotel in luggage over several trips.

No guest wants to return from a hotel with a set of irritating bites that can last for days. A lingering reminder of a bad experience is far more likely to lead to a complaint on social media.

The key to preventing bed bugs attacking the guests is to identify the problem as early as possible and take steps to eliminate them.

**Bed Bug Feeding:** Bed bugs are attracted to a feeding host by warmth, carbon dioxide and various body chemicals. They need to stay near potential hosts to be successful at getting a blood meal. If they are starved, however, they will crawl some distance and spread from room to room, both horizontally and vertically to other floors.

Bed bugs are mainly nocturnal feeders, crawling out of their shelters in the dark and using their sensors to find a warm, breathing body. They crawl on the bedding and feed where bare skin touches the bedding, which is usually face, neck, hands and arms, leaving a distinctive line of bites on the skin. Bed bugs need only 5-10 minutes of undisturbed feeding to be full.

With an adequate supply of blood, a female bed bug can lay 200-500 eggs per month. The eggs hatch and the young mature into adults over about 5 weeks, which can lead to a rapid increase in population if not checked.

**Bed Bug Prevention:** Prevention of bed bugs requires an integrated approach to detect and eliminate them economically, with minimal danger to guests and staff, property, and the environment.

An effective bed bug prevention strategy requires a system of:

- inspection, identification and quantification.
- implementing control measures.
- monitoring the effectiveness of controls.

The best strategy is to implement suitable measures to prevent an infestation taking hold:

- good maintenance practices to remove access to harbourage in the building structure and fittings.

- use of bed bug traps to detect their presence.
- train staff how to detect signs of bed bugs.
- include checking for bed bugs in your room cleaning procedures.
- set up an effective policy for dealing with a bed bug infestation.
- have a procedure in place for handling bed bug complaints from guests.

**Cockroaches:** Cockroaches are a pest where there are readily available food sources. In hotels, cockroaches can infest kitchens, restaurants, bars, public washrooms in the lobby or bathrooms in the guest rooms. They are primarily nocturnal, preferring to stay in a shelter during daytime and searching for food at night. They take shelter in small dark places in furniture, equipment, food packaging, cracks and crevices in the building structure, and in hidden places such as along pipework and cables and inside drain pipes and sewers.

There are several species of cockroach with slightly differing habitat preferences, but generally they prefer warm and humid places.

Apart from a negative reaction customers and staff may have on encountering this insect, cockroaches are a health hazard due to their habits of:

**feeding on foul contaminated matter** such as mould, rotting food, faecal matter in sewers, from rodents and birds, and animal carcasses

**contaminating their environment** by defecating where they run, frequently expelling saliva on surfaces to ‘taste’ their environment, and discarding cast skins and egg cases

**carrying pathogenic microorganisms**, such as *Salmonella*, *Staphylococcus*, *Listeria*, *E. coli* and parasitic worms

**producing allergens** from their droppings and shed skins

**Cockroach Prevention:** Cockroaches can feed on almost anything organic, including cardboard, and on tiny amounts of foods and liquids, therefore good sanitation is the key to prevention. This includes:

- good cleaning practices in food storage and preparation areas to eliminate any residues on surfaces, including floors
- store food in cockroach-proof containers
- maintain drainage system in good condition
- implement waste handling processes to remove waste to suitable containers in a well-maintained waste storage area
- good building design and maintenance to deny access and shelter

- implement a good inspection regime to quickly identify the presence of cockroaches eg in deliveries

**Flies:** A number of species of fly that are attracted to food products, including food waste, are pests in hotels. House flies, fruit flies, drain flies and blow flies are attracted to the food odours from kitchens and food preparation areas. The main pest species are the housefly and the fruit fly.

**House Fly:** House flies are not just a nuisance to guests, they are also a health hazard from their habit of feeding and breeding on animal faeces, garbage and rotting food.

House flies are attracted to almost any food, which they will contaminate on landing on it, with matter picked up on their body, from regurgitating digestive juices and from defecating on the food.

Microorganisms that flies carry include: *E. coli*, *Campylobacter*, *Cryptosporidium*, fungi and parasitic worms.

House flies can be a problem in restaurants, bars, kitchens, lobby areas and food delivery areas. Also, where food waste is stored outside flies can become a nuisance and enter rooms nearby via open windows and doors.

**Fruit Fly:** Fruit flies are attracted to fermenting and sugary liquids. Sources of these include food waste, overripe and damaged fruit and some types of vegetable, old drinks bottles, liquid spills, kitchen drains.

Fruit flies can contaminate food because they will pick up microorganisms from wherever they feed, including faeces, which contains both spoilage microorganisms and diseases.

Fruit flies can be a pest in bars and restaurants, where many sweet and fermented drinks are served, kitchens and near food waste storage areas. The eggs are laid in semi-liquid material in rotting fruit and vegetables. The life cycle from egg to adult is completed in 14 days at 20°C or just 8 days at 30°C.

**Fly Prevention:** The most important way to control flies is by using standard food hygiene practices to deny them access to food sources, including food waste. These include:

- adequate cleaning in food preparation, storage and serving areas
- checking the state of food supplies as they are delivered and in storage
- hygienic management of food waste, including use of fly-proof containers
- keep drains clean and free of organic matter
- maintain barriers to flies, by using screens on windows and vents and keeping doors closed

- use UV light traps to eliminate flies in food handling and storage areas apply appropriate pesticides using trained personnel — only use as a last resort

**Rodents:** Rats and mice are attracted to hotels by the food supplies in kitchens, restaurants and waste storage areas. Populations can quickly build up if there are poor food and waste handling practices.

It is not just guests' reactions to rodents that can damage a hotel business; rodents can contaminate food and surfaces they run along with a range of diseases, including Salmonella, E. coli, Leptospirosis. They cause stock loss and can also damage packaging, fixtures, equipment and even wiring.

Staff should be trained how to spot the signs of rodents and implement procedures for their control. Distinctive signs of rats and mice include:

- droppings
- distinctive noises: gnawing, scurrying, squeaks
- smudge marks along walls, piping and electrical cable
- gnaw marks around holes in the building and on food and packaging

**Rodent Prevention:** The most important means of preventing rodents, as with the other pests that are attracted to food, is eliminating their access to food, water and shelter inside and outside the hotel. Standard food hygiene practices in the food delivery, storage, preparation, serving and disposal areas are essential to deny rats and mice access to food.

Doorways, vents, windows and entry points for pipes and cables, should be designed to have no gaps and maintained to prevent holes forming around them. Rats and mice, especially the young, can squeeze through tiny gaps — a pencil-sized gap under a door is enough for a small mouse to get in.

Traps and poisons can be used to control rodents, but these are governed by various pieces of legislation, including food law and also environmental, wildlife, health and safety laws. Hotel operators should use professional pest controllers to ensure legal compliance and effective control, helping to protect brand reputation.

Rentokil's PestConnect system provides a humane, safe and hygienic way to eliminate, monitor and prevent mice and rats from infesting your property.

#### **Housekeeping Pest Control Checklist: 8 Places to Check Out Before Pests Check In**

*Round-the-clock room service*, fresh linens, beautiful landscaping and outdoor amenities all make hotels and motels hospitable to paying guests. But these same conditions can also facilitate pest infestations. Fortunately, regular inspections and maintenance of a few common "hot spots" in and around your property will help keep out flies, mice, cockroaches, bed bugs and other unwelcome guests. Here's a brief guide

to eight places where you're likely to find pests and tips to help prevent pest problems in these areas before they start.

### **1. Lobby & Other Entrances**

**Common Pests:** Flies; ants; cockroaches; mosquitoes

**Where to find them:** In the lobby or near entryway plants; under doors; near cracks and gaps

**How to prevent:**

- Work with an HVAC professional to make sure air flows out of open doors and blows out pests.
- Keep doors shut when possible and install door sweeps and weather stripping to create a secure seal.
- Cut back foliage and low-hanging branches at least two feet from the façade. Install a gravel perimeter two feet deep around the immediate exterior of the building.
- Review landscaping choices with a pest management professional to select varieties that discourage pests.
- Use artificial plants and trees in the interior where possible
- Reduce outside water sources around door areas.

### **2. Guest Rooms**

**Common pests:** Cockroaches; ants; bed bugs

**Where to find them:** Bathrooms; ceiling fixtures; mattresses; headboards; under carpet

**How to prevent:**

- Ask housekeeping staff to keep an eye out for potential hiding places (buckling wallpaper or carpet) or other conditions that may attract pests and report them to maintenance immediately.
- Remove headboards and inspect behind them for bed bugs every six to 12 months.
- Eliminate food debris and excess moisture wherever possible during thorough room cleanings.
- Train housekeeping staff to inspect for tiny, rust-colored stains indicative of bed bugs on mattress tags and seams and under seat cushions during regular room cleanings.

- Quarantine bed bug-infested room(s) and any adjoining rooms immediately for treatment.

### **3. Kitchen**

**Common pests:** Cockroaches; flies; stored-product pests; rodents

**Where to find them:** Inside incoming shipments; in drains; storage and waste disposal areas; underneath or inside kitchen equipment; in ceilings

**How to prevent:**

- Seal all food containers tightly. Store dry foods off the floor and away from walls and rotate products from the storage area on a first in, first out (FIFO) basis.
- Inspect all incoming boxes and shipments for signs of pests.
- Seal areas behind appliances. Line all trash cans and regularly remove waste.
- Clean up spills immediately. Use an organic cleaner to clean floors, drains and grease traps regularly.

### **4. Vending Areas**

**Common pests:** Cockroaches; ants

**Where to find them:** Under vending machines and leaky ice machines; near trash cans

**How to prevent:**

- Clean up food wrappers and drink spills quickly.
- Repair leaks from ice and beverage machines immediately.
- Regularly mop floors to remove food residue.
- Line all trash cans and keep them tightly covered.

### **5. Pool**

**Common pests:** Cockroaches; wasps; bees; mosquitoes

**Where to find them:** In and around pool deck, especially near bushes and other foliage; locker room areas.

**How to prevent:**

- Only allow food and drink in designated areas.
- Eliminate standing water, particularly from rain showers, on or near pool deck.



- Clean up nearby food and drink spills and keep covered trash cans nearby.

**6. Laundry**

**Common pests:** Rodents; cockroaches

**Where to find them:** Underneath and behind laundry machines; in towel/linen storage

**How to prevent:**

- Thoroughly clean behind and underneath washers, dryers and cabinets on a regular schedule.
- Keep the laundry area free of lint and other debris to prevent microfungal growth that attracts pests.
- Repair water leaks promptly.
- Remove floor drain covers and clean drains thoroughly each month with detergent and a brush.

**7. Loading Dock**

**Common pests:** Rodents; flies; birds

**Where to find them:** In and around the loading dock

**How to prevent:**

- Regularly pressure wash the loading dock and surrounding pavement.
- Install bird repellents on ledges and block off nesting areas on the roof.
- Remove empty boxes and other debris to minimize potential rodent nesting sites.
- Keep doors closed when not in use to prevent pests from entering. Consider installing a double-door system for extra protection.
- Seal all unnecessary openings with weather-resistant sealant and mesh wire.

**8. Waste Disposal Area**

**Common pests:** Rodents; cockroaches; flies; ants

**Where to find them:** In and around dumpsters

**How to prevent:**

- Sanitize garbage dumpsters and trash cans frequently.
- Move dumpsters as far away from the side of the building as possible.
- Rotate dumpsters regularly.
- Keep the area surrounding dumpsters free of trash and discarded food.

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**4.7 OUTSOURCE MANAGEMENT PRACTICES IN HOUSEKEEPING**

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The term outsourcing was introduced in the mid-1980s. However, the idea of hiring someone else to do specific jobs or of dividing labour has existed for hundreds of years. In business, outsourcing can be found everywhere; whether big or small, simple or complex. During the pre-1900s, the outsourcing was primarily focused on labour intensive production tasks and business activities outside the company's core competitiveness, such as outsourcing printing press, food preparation and janitorial work, hiring the seasonal migrant farm workers and so on. Hotels are increasingly opting for outsourcing and contract services to sustain cost effective housekeeping operations and to ensure that the resources and assets of the property are utilized to the maximum. Major hotels and corporate companies are depending mostly on outsourced professional housekeeping service providers to cater to their needs. Rapid changes in the business environment require senior management to adopt strategies that focus on both current success and to invest in those activities that will promote a competitive advantage for future success. Many managers view outsourcing as the only way to keep a business competitive into the twenty-first century. Hotels in India are increasingly looking at outsourcing as a means of curtailing operational costs, increasing efficiency and saving space. Outsourcing has grown from being limited to laundry operations to areas such as housekeeping, horticulture, F&B, security, spa and IT.

**Below are some of the services which is most commonly outsourced by the hotel**

- Laundry
- Pool maintenance
- SPA and Health Club
- Saloon
- Housekeeping
- Equipment maintenance
- PR and marketing
- Revenue management

- Information technology
- Reservations / Call Centre / Central Reservations
- Project management
- Loyalty programme management
- Online Distribution management

**Outsourcing in Hotel Advantages and Disadvantages****Advantages of Outsourcing:**

- Outsource non-core activities and spend more time concentrating on the core business processes.
- Offshoring gives the business access to professional, expert and high-quality services.
- The organization can experience increased efficiency and productivity in non-core business processes.
- The company can streamline its business operations.
- Offshore outsourcing can help the business save on time, effort, manpower, operating costs and training costs, giving it overall cost advantage.
- Outsourcing can make the organization more flexible to change.
- Experience increased control of the business.
- Save on investing in the latest technology, software and infrastructure and let the outsourcing partner handle the entire infrastructure.
- Get the assurance that the business processes are being carried out efficiently, proficiently and within fast turnaround time.
- Offshoring can help the organization save on capital expenditures.
- By outsourcing, the company can save on team management problems as its offshore partner will be managing the team who does the work.
- Cater to the new and challenging demands of the business's customers.
- Free up the cash flow of the company.
- Share the business risks.
- Give the business a competitive advantage - increase productivity in all the areas of the business.

- Outsourcing can help the organisation cut its operational costs by 50% if not more.

**Disadvantages of Outsourcing:**

- While outsourcing services such as payroll processing services and tax preparation services, the outsourcing provider will be able to see the company's confidential information and hence there is a threat to security and confidentiality in outsourcing.
- When a company begins to outsource its business processes, it might find it difficult to manage the offshore provider when compared to managing processes within its organisation.
- Offshoring can create potential redundancies for the organisation and the employees might express lack of interest or lack of quality at work.
- The outsourcing provider might not be providing services only for one particular organization.
- Since the provider might be catering to the needs of several companies, they will not be able to give a particular company 100% attention.
- Outsourcing, though cost-effective, might have hidden costs, such as the legal costs incurred while signing a contract between companies.
- The company might also have to spend a lot of time and effort in getting the contract signed.
- With outsourcing, the organisation might suffer from a lack of customer focus.
- There can be several disadvantages, such as renewing contracts, misunderstanding of the contract, lack of communication, poor quality and delayed services amongst others.

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## **4.8 HOUSEKEEPING IN OTHER INSTITUTIONS**

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Whether it be in a hotel, hospital, university, or other residential establishment, the main purpose of the housekeeping and accommodation department is to provide a clean, comfortable, and attractive environment for all those who use the premises and those services must be provided in such a way that they do not lead to any safety, fire or health hazards; hygiene is of particular importance with control of pathogenic organisms and the prevention of cross-infection becoming an important factor.

**The importance of housekeeping:** Housekeeping, the maintenance of a clean, pleasant and orderly environment has always formed an essential part of civilized living. It is a labour-intensive activity though less so now than in earlier times, when there were few mechanical aids and labour was so cheap and plentiful that its cost was not an

important consideration. The importance of the role of the housekeeper in management is rarely fully recognised, and the consequences of poor housekeeping are not always appreciated. The housekeeper will have different duties depending on the priorities of the particular establishment, type and size of establishment, the number of staff employed, company policy, the number and extent of contract services used and the function of other department. The job can be very demanding and time-consuming, and 60-70% of the time may be spent dealing with personnel in all its aspects. Some of the main duties and responsibilities are indicated below:

1. The recruitment and dismissal of staff within the department
2. Staff training and appraisal
3. The control and supervision of staff
4. Implementing the policy of the company, organising work schedules, duty rosters, setting standards and achieving goals
5. The control and supervision of the linen room
6. Security of the establishment
7. Maintenance of the buildings and contents eg. Equipments, furniture's and fittings
8. The keeping of all relevant records on staff, finance, equipment, materials, re-decorating, room occupancy and special functions
9. The welfare of staff and customers
10. The purchasing of supplies and equipment

**Housekeeping in Residential Establishments:** Residential establishments include student's halls of residence or hostels belonging to universities, poly techniques and institutes of higher education, adult education centres, staff colleges, training centres and residential homes, and schools run by local authorities or other organizations. The head of such establishments may be called the bursar, the domestic bursar, the steward, the residence manager, the hall manager or the matron. Providing housekeeping service for people in residential establishments such as hostels, boarding schools is of a different nature to providing similar services in hotels. In hotels perhaps the emphasis is on aesthetics whereas in hospitals it is more important to be concerned with hygiene, and in institutional establishments thought has to be given to people who are living in a room which is to be their home for quite some considerable time. A further problem is usually a very tight budget. In a small college the domestic bursar and his/her assistant will normally share the work of the department between them although the domestic bursar takes overall responsibility. The domestic bursar will also be involved in forward planning operations for the smooth running of the establishment. Traditionally, student hostels have provided a full catering service and a full cleaning service for residents during term time and relied upon vacations to provide the opportunity for staff to carry out periodic cleaning and maintenance. A member of the academic staff,

usually known as a warden, will normally be responsible for the welfare and discipline of residents. In residential homes and schools a full range of catering, cleaning and associated services is usually provided.

**Duties of domestic bursar:** Responsible for the organization and control of all aspects of the services provided including catering, cleaning, and maintenance of the grounds in which the establishment is set. Duties will vary from one establishment to another but specifically they will include:

1. Budgetary control
2. Staff recruitment and discipline
3. Staff training and welfare
4. Establishment and maintenance of standards of service
5. Preparation of work schedules and rotas
6. Reporting and checking of maintenance requirements
7. Control of gardening and maintenance staff
8. Control of laundry and linen room
9. Control of kitchen staff
10. Ordering of food, cleaning equipment, materials, and linen
11. Care of lost property
12. Security, including the care of keys
13. Fire precautions
14. Stock control
15. Provision of advice and reports with respect to staffing and finance
16. Conference organiser

Large universities are managed in several different ways. The accommodation manager may be in charge of the student accommodation on and off campus, but in other management set ups there will be an overall domestic manager sometimes known as a director of the residential organisation. In this case the director will be responsible for

- Catering
- Housekeeping of student halls

- Co-ordination of maintenance and repairs
- Organisation of off campus student accommodation

His/her important responsibility is cost control and standards. In a university all administration comes under the responsibility of the registrar but his/her prime concern is the academic side. The bursar on the other hand is in charge of services. The department heads have following responsibilities:

1. The estate manager is in charge of all building and maintenance including of the grounds.
2. The catering manager is in charge of all the food and beverage outlets including the cleaning of those areas.
3. The service manager or superintendent caretaker is in charge of the cleaning of all public areas, classrooms, lecture theatres, laboratories and any other teaching areas as well as offices and toilets.
4. The accommodation manager is in charge of cleanliness and organisation of all student accommodation.

Although universities do get government grants, they are largely self-financing organisations and they must at least break even at the end of any one financial year. With this policy in mind it is the job of the accommodation manager to play his/her part by marketing accommodation during vacations and keeping control over costs of the accommodation function. Apart from the financial side of the operations the accommodation manager must be concerned with the wellbeing of the students and staff, the cleanliness and hygiene of the accommodation and of course the smooth running of the department. A housekeeper will normally be in charge of a hall of residence containing up to 500 beds. Students usually have single study bedrooms with shared toilets and shower facilities but in some colleges and universities, there are also shared bedrooms. The halls may be single sex or mixed but they are of two types:

- Fully catering halls in which case, the housekeeper is normally responsible for both catering and housekeeping services to the hall.
- Self-catering halls in which case the housekeeper is simply in charge of housekeeping services as the students cook for themselves.

The housekeeper who also is sometimes known as a domestic bursar is responsible for the following in his/her particular hall.

- Cleanliness and hygiene
- Pest control

- Keys and student mail
- His/her own staff welfare, work supplies and organisation
- Linen
- Bed control-one person per bed so avoiding financial/ethical problems for the hall and study problems for the student

The housekeeper in a hall of residence should always on duty when the students check in. A rooming list will have been issued previously from the accommodation secretary so that s/he knows exactly who has been allotted to which room. Room keys are handed out on arrival and often a small deposit is taken to cover the cost of the loss of the key or any damage to the study bedroom or breakages in the hall when students check out. The housekeeper must always be on hand to do an inventory as items do tend to take on the role of souvenirs.

**Housekeeping in Hospitals:** The function of the domestic services department in a hospital is to provide, organize and control an effective cleaning service for the whole of the hospital i.e. wards theatre areas, outpatients, laboratories, specialist e.g. remedial departments, gymnasias, offices, staff facilities, patient's recreational areas and residences. In some hospitals the departments may also be responsible for the cleaning of the catering department. The work of the department is primarily cleaning, with the aim of producing a technically clean, aesthetically pleasant environment which will:

- Assist in promoting the comfort of patients, visitors and staff.
- Contribute to the health care of the patients by using cleaning procedures which will control harmful organisms and help to prevent the spread of infection.
- Contribute to the maintenance of the fabric of the building.

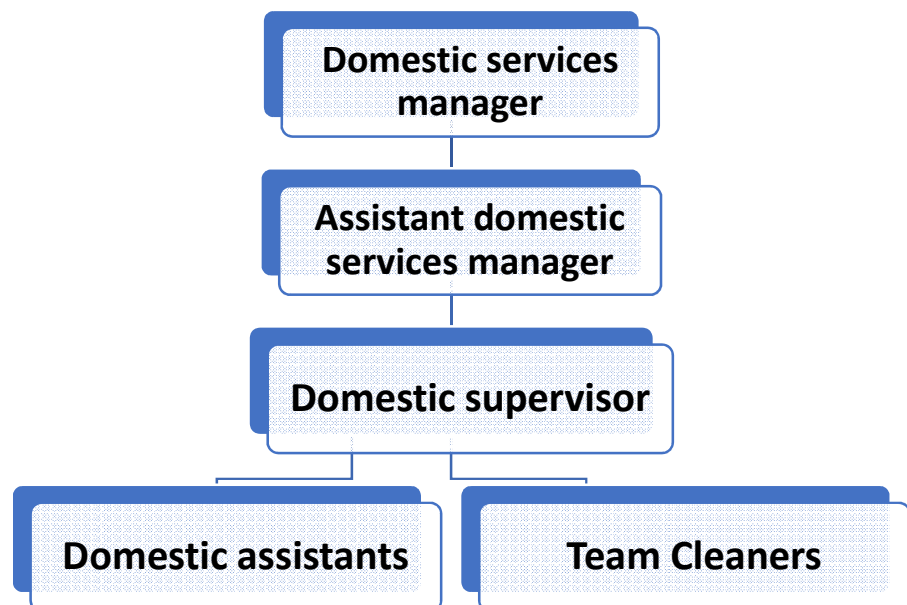
The work in the patient areas is carried out around the patients. The method of work chosen must therefore be quiet, fast and efficient and disturb the patients as little as possible. This also means that the domestic staff who work on patient areas must be of a temperament that can cope with working among sick people. The provision of linen and laundry services is normally the responsibility of the laundry manager and his/her department.

**Duties and responsibilities of domestic services manager in hospitals:** The smooth running of the domestic services department of a particular hospital or hospital units

1. Advice on domestic services within the district
2. Hygiene and cleanliness throughout the unit, with the exception of the catering department, the mortuary and often the operating theatres. These areas usually have their own specialist to deal with cleaning.



3. Health safety and security
4. Pest control
5. Good co-ordination with other departments
6. Control of any contract agencies such as window cleaners
7. Liaison with unions
8. Efficiency and cost effectiveness
9. Cleanliness of staff residencies
10. Staff uniforms
11. Staff recruitment training and welfare



**Assistant domestic services manager** Aids in the running of the department. The assistant DSM will also have some specific responsibility such as staff training or being responsible for a particular unit, perhaps a small specialist hospital.

**Domestic supervisor** Responsible for a certain number of wards and domestic assistants who clean those wards. The main responsibility is to maintain the standard of cleanliness and hygiene within his/her area of the highest level and consequently s/he is

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involved with the organization of work on those wards. Liaison with nursing staff is especially important.

**Domestic Assistant (Grade 1):** They are often employed on part time basis. The job involves cleaning particular areas of the hospital usually the wards. Hospital wards usually consist of three main areas.

1. The sanitary areas (bathrooms and toilets)
2. The kitchen area (each ward usually has a small kitchen for the preparation of beverages etc.)
3. The ward area (patients sleeping area and in some cases a sitting room or day room area)

The domestic staffs are concerned with cleaning these three areas. They may also clear away food trays, but do not normally make beds, this is the task of the nurse. In some hospitals, housekeeping units are in operation. They carry out the following duties.

- Bed making
- Service of food and beverages
- Cleaning any food trays and possibly washing up
- Arranging flowers
- Delivering and collection of patient's mail
- Taking care of patient's needs e.g. shopping
- Care of clothes and personal belongings
- Cleanliness and hygiene in the wards

**Housekeeping in Residential Homes:** While the basic cleaning has to be done and the principles are the same as in other residential establishments, the important word in this heading is "homes". For many of the residents who may be elderly or handicapped people or children, it is indeed their home, in many cases the only one they have or are likely to have. In the case of the elderly or infirm, they may have had to give up their own home and may be fortunate enough to have some of their own possessions in their rooms. In these types of establishments, it is essential to create a happy, homely atmosphere, but since the residents do require care, the cleaning should be thorough. Often there may be soiling which creates extra work and interrupts the regular flow of work and the people doing it require a certain dedication and temperament. There should be a discipline and routine as in other establishments but co-operation with the residents is important and according to their capabilities with and guidance from the medical professionals in charge. They can be allocated certain duties such as bed

making or dusting to give assistance where practicable. However the work must be supervised and inspected so that the required standards are maintained.

**Housekeeping in museums, art galleries, libraries and archives:** Those establishments will include display areas, exhibits, workshops, archive areas for old documents and/or books and extensive shelving carrying books. Particular problems include:

- Dust control and control of ultra-violet light necessary to prevent the deterioration of exhibits.
- Cleaning the extensive numbers of shelves, books, and areas of glass.

The organization and supervision of cleaning and maintenance usually forms part of the curator's or librarian's job description. The cleaning of technical areas and exhibits is normally undertaken by curatorial staff and by cleaning staff under their supervision.

**Public Toilets:** are frequently subjected to heavy soiling and vandalism. Routine cleaning is undertaken by an attendant.

**Sports and Leisure Centres:** Will include squash courts, gymnasias, swimming pools, restaurants and bars, indoor bowling greens and sport courts. Particular problems will include

1. Extensive usage during day and evening
2. Need to maintain the floors of gymnasias and squash courts
3. High standard of hygiene required in wet areas
4. Maintenance of air and water conditioning plant.

#### **Summary of the knowledge and skills required by supervisors in accomodation and cleaning services**

1. An understanding of the contribution of accommodation and cleaning services to the organisation in which they work.
2. Technical knowledge and skills-the nature of soil, cleaning equipments, cleaning agents, protective finishes, materials, fixtures and fittings, cleaning and servicing procedures.
3. Supervisory skills-planning, organizing, controlling, leading.
4. The ability to communicate effectively.

5. Legal requirements-health safety welfare, industrial relations and their application.
6. The ability to develop more efficient methods of work.

**Housekeeping in Offices:** In offices and other buildings open to the public cleaning is a continuous operation of which the occupants and the public are usually unaware. Cleaning and services are varied and relate to the particular organization. But, as a general rule, most large office blocks have a resident caretaker or house manager who has overall charge of the building for security, fire prevention, heating and ventilation and who will either liaise with the tenants for their cleaning arrangements supervise contractors or organise his own staff. All the main cleaning has to be completed before offices are opened or the public are admitted and work may be going on in the evening, overnight or early in the morning with, in most cases, a small back-up staff employed during the day to cope with the toilet areas, dust and debris and for any emergency. The main duties of an office housekeeping manager are:

1. Supervision of the daily cleaning and the organisation and supervision of the periodical cleaning
2. Supervision of contractors for windows, boilers and lifts, floral displays, specialist cleaners.
3. Recruitment and selection of cleaners within the office's establishment.
4. Training organisation and welfare of all cleaning staff.
5. The purchase and stock control of all cleaning supplies and equipment within the budget limits.
6. Maintaining regular inspections of the building fabric, furniture, fittings, plant and equipment and arranging routine repairs. Reporting any major faults to the office administrator.
7. Liaising with tenants and users of the establishment on cleaning and housekeeping requirements.
8. The disposal of confidential waste by shredder and incinerator and the control and disposition of rubbish.
9. Any security measures as determined by the tenants and the office administrator.
10. Any other duties which can be considered part of the housekeeping services.

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**4.9 ENTREPRENEURSHIP OPPORTUNITIES IN HOUSEKEEPING**

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Truthfully, we know that not every graduate will get a corporate job immediately after completing graduation or eventually. Even the biggest economies in the world have shortage of jobs. Some of us know some people who have made up their minds to be business owners immediately after school. As easy as that may sound, that road is not to be travelled by faint hearts.

Entrepreneurship is not an art but a spirit. It is not something you just do. it is fueled by a passion to solve problems, the ability to be able to identify needs/problems and stay on course to solve them. There are many business owners who are not entrepreneurs at heart, and there are many employees and career people who have and display the entrepreneurship spirit every day at work.

In the past decade, despite the fact that there has been a recurring and pressing need for capable housekeepers/house-helps/maids, very few graduates are open to exploring the opportunity, even though it is profitable. Some willing ones have shied back due to the societal conditioning that associates certain kind of people with housekeeping.

Or maybe there is this idea that housekeeping is easy, it requires no special competency. The people who do this job wouldn't agree. I can tell you that all those skills that you listed in your CV sent to accompany; Ability to work under pressure, team player, ability to multitask, resourcefulness etc. are the key competencies required to thrive on the job. It requires that your emotional intelligence and value proposition be high.

Being a housekeeper is never the endpoint for an educated person; except he/she really wants to. Home and abroad, people have used these jobs to pay for their tuition, pay debts and provide for their families. It only serves as a platform. I see it as a small door that would lead to other big doors.

While on the job, he/she would be amazed at the other opportunities that present themselves. The entrepreneurship spirit can help an educated person see that his/her employer's network is their first selling point for other marketable skills.

To conclude, statistics already prove that corporate employers are more likely to favour someone who has volunteered or done some kind of work over another person who has done nothing at all, to fill in a vacant position. So, while still applying for your corporate job, you can be sure to put in your experience as a help in your resume. Don't forget to re-christen the role to something like "Home consultant" or "Personal Assistant on home affairs" as the case may be. Just kidding.

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## 4.10 SUMMARY

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The housekeeping department of a hotel is the heart of hotel. It is responsible for the cleanliness, maintenance, and aesthetic upkeep of the hotel. The role of the housekeeping department unlike food and beverage units or the front of the house department starts way before the hotel commences as a full-fledged operation. Hence, it is necessary for the executive housekeeper to know about in detail the various activities which are needed to be performed in a soon-to-be opened property for making the future operations of the hotel hassle free.

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## 4.11 KEY TERMS

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**Accommodation check list-** List to help the housekeeping staff to check all the items to be check inside the room.

**Area Inventory List (AIL):** Planning the work of the Housekeeping Department begins with creating an inventory list of all items within each area that will need Housekeeping attention.

**Frequency Schedule:** It indicates how often items on inventory list are to be cleaned.

**Line hire:** many hotel hire linen owing to high coast in laundry and upkeep of linen.

**Performance Standard:** They are required levels of performance that establish the quality of work that must be done according to the expectations of the property.

**Routine maintenance-** Activities related to general up-keep of a property

**Team cleaning-** This is a system of scheduling cleaning where a pair of employees organized into a team and are scheduled to perform cleaning task as single unit.

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**4.13 TERMINAL QUESTIONS**

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1. What are SOPs?
2. How does the new housekeeping plan and organize the housekeeping operations in a new opened property?
3. Prepare a checklist of the housekeeping responsibilities in the countdown to the launch of a new property.
4. Suggest some energy conservation method for the hotel.
5. What is complete and partial outsourcing/ Discuss in brief advantages and disadvantages.
6. Why outsourcing becoming so popular?
7. Write a note on different types of pest found commonly in hotels.
8. Write a note on pest control method in hotels.
9. What is laundry valet?
10. What are the important factors which affect par stock?
11. Write a note on Entrepreneurship Opportunities in Housekeeping