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|---------------------|---|
| <b>Programme-</b>   | <b>BHM</b>  |
| <b>Course -</b>     | <b>Accommodation Management -I</b>  |
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## **INTRODUCTION:**

In the day to day running of the housekeeping department, the executive housekeeper relies to a great extent on her supervisory team to train and monitor the semi-skilled and unskilled workforce. Good supervision leads to efficient work using the correct cleaning agents, equipment, and procedures. Good supervisors will themselves have thorough, up-to-date, and practical knowledge of cleaning agents, equipment, and methods, so that junior staff members respect them and their abilities. The supervisory - level staff in the housekeeping department include the assistant housekeeper, floor housekeeper, linen room supervisor, public area supervisor, and so on. They also maintain the records of the housekeeping department and ensure that the staff

**The housekeeping department usually has the following supervisory position:-**

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

## **ROLE OF A SUPERVISOR:**

The supervisor's role is much more than just overseeing the work of semi-skilled and unskilled staff supervisors takes the responsibility of directly managing the human resources, the most important resource of the housekeeping department. Though an executive housekeeper may call meetings or meet all the staff during briefings, the actual link between the managerial level and the lower rung staff are the supervisors. The supervisors keep the managers apprised of the standard of performance of their workforce. They have the whole and sole responsibility of not only getting the work done but getting it done efficiently and within the time period set as a standard by the hotel. Many hotels debate whether supervisory posts are required in their hierarchy and quite a few organizations choose not to have them these days. Before taking the decision to do away with supervisory staff, a lot of thought must go into the quality of lower - rung employees to be recruited, the type of training to be given, and the kind of follow up required. Another resource that the executive housekeeper has is money. It is with the availability of this resource in mind that he/ she prepares the budget. The enormous task of implementing the budget by operating within the forecasted costs falls on the supervisors' shoulders. The supervisor makes sure that the correct cleaning agents are used in the proper dilution and only on the surfaces they are meant for. They oversee the use of the cleaning equipment suited for a particular cleaning procedure. They train the junior staff to meet the standards of cleanliness expected by the hotel and this is an ongoing on-the-job training. The physical control of cleaning standards is also the responsibility of the supervisory staff. The supervisors pass on information from the housekeeping managers to the workers, and vice versa. They also maintain the records of the housekeeping department and ensure that the staffs under their supervision follow the codes of conduct and discipline set down by the management. And it is the supervisor who is directly responsible for any deterioration in or failure to meet the standards set by the executive housekeeper. In their supervisory role, supervisors automatically become representatives of the teams working under them. An elective supervisor recognizes all the employees on the team individually as unique human beings, empathizes with them, helps them increase their productivity while always considering their safety, and motivates them to perform collectively towards achieving the set goals. An efficient supervisor delegates responsibility to attendants by

assigning them cleaning areas or room sections, welcomes their ideas and opinions, and implements their ideas after ratification. The supervisor, apart from offering skills training to team members, also trains up the member in basic etiquette, formal speech, and in case there is a language barrier, a working knowledge of English, thus helping them to interact with guests. On the other hand, a supervisor also needs to anticipate the guest's needs, looking at things from the guest's perspective so that proactive service can be provided. Proactive guest service is possible only when the supervisors keep their staff highly motivated. A motivated employee is professional, takes pride in her work, and provides quality service consistently.

**The housekeeping department usually has the following supervisory position:-**

- Floor supervisor
- Public area supervisor
- Linear room supervisor
- Uniform rules Supervisor
- Night supervisor
- Control desk supervisor
- Laundry supervisor

**General duties of a supervisor:**

The general duties responsibilities of supervisor are as follows:-

To ensure that staff are aware of their hours of work and that they adhere to the planned duty Roaster.

- To instruct the staff in cleaning routine and schedules.
- To regularly fill up the cleaning and maintenance checklist and inventories after a complete physical check.
- To co-ordinate with the maintenance department for any maintenance work required in guest room or public areas.
- To inspect and record room status regularly and co-ordinate with the reception desk.
- To be responsible for following the correct procedure in dealing with the lost and found article when employees hand these in.
- To check the stock regularly, take delivery of stocks, and issue supplies to attendants.
- To coordinate with the staff other departments in a way that shows respect for their skills and abilities.

**Functions of supervisors:** Following are the most important functions that a supervisor is responsible for in the housekeeping department:

▪ **Guest Room Inspection:**

This is a planned, systematic process in which guestroom are checked for cleanliness and maintenance and accordingly approved for occupancy by supervisors. The supervisors inspect guestrooms keeping in mind that their last look will be the guest first look will be the guest first look at the room. —An eye for the detail is the most important aid to supervisors inspecting guestrooms, the supervisor inspect for anything that is not up to the hotel standards before the guest finds them amiss. The executive housekeeper should develop an efficient checklist to help supervisor in this aspect of their work.

▪ **Inspection checklist:**

Checklist should be developed for all the areas that the housekeeping department is responsible for cleaning and maintaining. The ideal checklist itemizes all surfaces and

articles, Lays down the standards of cleanliness to be achieved and allow space for supervisors to indicate and record any observation.

▪ **Inspection of V.I.P. rooms:**

V.I.P. rooms are checked personally by the assistant housekeeper or executive housekeeper. The guest room is opened and looked over to gauge how it will be seen by the V.I.P. Guest when he/she enters the room. The room should smell fresh, with no bad orders. The toilet bowl should be checked and running damp cotton swap under the rim. The housekeeper should check that all the V.I.P amenities are in Place.

▪ **Handling guest complaints:**

Guest often Express their displeasure when certain situations or services at the hotel or not to their satisfaction.

**Check- list for inspection:**

| HOUSEKEEPING CHECKLIST                   |     |    |     |                 |                  |         |                       |
|--|-----|----|-----|-----------------|------------------|---------|-----------------------|
| Workplace Inspected By:                  |     |    |     |                 | Inspection Date: |         |                       |
| Inspection Item                          | Yes | No | N/A | Action Required | By Who           | By When | Completed Yes/No/Date |
| <b>Floors</b>                            |     |    |     |                 |                  |         |                       |
| Clean and uncluttered                    |     |    |     |                 |                  |         |                       |
| Free of slip, trip and fall hazards      |     |    |     |                 |                  |         |                       |
| Aisleways unobstructed                   |     |    |     |                 |                  |         |                       |
| In good repair                           |     |    |     |                 |                  |         |                       |
| <b>Stairways</b>                         |     |    |     |                 |                  |         |                       |
| Clear, with effective emergency lighting |     |    |     |                 |                  |         |                       |
| Handrails in good order                  |     |    |     |                 |                  |         |                       |
| <b>Exits</b>                             |     |    |     |                 |                  |         |                       |
| Clearly marked                           |     |    |     |                 |                  |         |                       |
| Locking devices work                     |     |    |     |                 |                  |         |                       |
| Doors open outwards                      |     |    |     |                 |                  |         |                       |
| Is there more than one exit?             |     |    |     |                 |                  |         |                       |

  

|                     |  |                          |
|---------------------|--|--------------------------|
| Date<br>Sept 07     | COMPANY NAME<br>Housekeeping Checklist | Reference No<br>20.4     |
| Page<br>Page 1 of 6 | Authorised by                          | Revision Date<br>Sept 09 |
|                     | Version 1.0                            |                          |

Exhibit 13.1 Sample inspection checklist for a guestroom

| Bedroom  | Room no. | Remarks | Bathroom   | Room no. | Remarks |
|--|----------|---------|--|----------|---------|
| <b>Doors, door frames, and door fixtures</b> <ul style="list-style-type: none"> <li>Free from dust, dirt, smears, stains, and scuff marks.</li> <li>Hinges operating smoothly, free from dust, and dirt.</li> <li>Locks, knobs, and bolts working smoothly.</li> <li>'DND', 'CLEAN MY ROOM', and 'POLISH MY SHOE' cards intact and fresh, and hung neatly on the door knob behind the door.</li> </ul> |          |         | <b>Doors, door frames, and door fixtures</b> <ul style="list-style-type: none"> <li>Free from dust, dirt, smears, stains, and scuff marks.</li> <li>Hinges operating smoothly, free from dust, and dirt.</li> <li>Locks, knobs, and bolts working smoothly</li> </ul>  |          |         |
| <b>Ceiling and ceiling lights</b> <ul style="list-style-type: none"> <li>Free from cobwebs, spots, and marks.</li> <li>Lights in working order and fixtures clean.</li> </ul>  |          |         | <b>Ceiling and ceiling lights</b> <ul style="list-style-type: none"> <li>Free from cobwebs, spots, and marks.</li> <li>Lights in working order and fixtures clean.</li> <li>Air vents free of dust, dirt, and cobwebs; kept open.</li> </ul>   |          |         |
| <b>Wall and baseboards</b> <ul style="list-style-type: none"> <li>Free of cobwebs, dust, dirt, smears, stains, scuff marks.</li> </ul>   |          |         | <b>Vanity unit</b> <ul style="list-style-type: none"> <li>Free from dust, dirt, debris, stains, lime sediments, scum, and any residual cleaning agent, both inside and out.</li> <li>Mirror free from dust, dirt, smears, and streaks; frame dust-free.</li> <li>Faucets and fittings in proper working order and polished to a shine.</li> <li>Waste grids, stoppers, and overflows free from fluff, hair, and any residue; draining properly.</li> <li>Standard supplies present and neatly arranged. Tooth glasses free of water marks and stains.</li> </ul> |          |         |

### Typical areas usually neglected where special attention is required:

#### Commonly Neglected Cleaning Areas in Hotel Guest Rooms :

There are different inspection methods and checklists used for the thorough inspection of guestrooms so that certain areas and aspects that tend to be neglected while cleaning and inspection are particularly checked by the housekeeping floor supervisors. Most of the hotels have separate checklists for such neglected areas and some incorporate these areas into their routine room inspection checklists. Such checklists have easy-to-remember names like Room Inspection or the Dirty Dozen Checklist. These areas as follows:

- ❖ The area between the bed and the nightstand, where food particles, dirt and debris may accumulate since this area is usually hidden by the bedspread.
- ❖ The interiors of drawers and wardrobes, where dust may accumulate in the crevices.
- ❖ The surface below all lamps and other accessories kept on the table, where dust accumulates because they tend to be overlooked.
- ❖ The tops of all picture frames hung on walls, which tend to gather dust as they are not easily visible to the eye.
- ❖ The top of all speakers fixed for the home theatre systems.
- ❖ Telephone mouthpiece and earpiece which accumulate a dirt if not cleaned regularly.
- ❖ The top edges and backs of doors, which if not cleaned on a regular basis may collect a lot of dust.
- ❖ The diffuser grilles of radiators or air-conditioners which can collect stubborn dirt.

- ❖ Room Ceilings, which may have cobwebs if not attended or cleaned on a daily basis.
- ❖ The carpet area behind free-standing furniture that is near but not against the wall, such as a wooden TV stand, luggage rack or credenza standing to one side.
- ❖ Pillows and pillowcases, which should be free of wrinkles or stray hairs and should have a fresh smell.
- ❖ The general odour of the room, which is often overlooked as the room should always have a fresh smell.
- ❖ The tiled area next to the shower, which collects grime and shows water marks if not attended to daily.
- ❖ The area under the shower mat which often collects lots of dirt and fungus.
- ❖ The area behind the toilet bowl, including pipes, cisterns and the toilet-rolls receptacles, which all provide surfaces and nooks where dirt settles.
- ❖ The area under the toilet seats and also the rubber bush which fits to the toilet seat to the toilet bowl.
- ❖ The area under the vanity unit and towel racks, which are hard to reach and may accumulate a lot of dust and debris.
- ❖ The tiles behind the vanity unit also get water marks and soap marks easily.
- ❖ The faucet filters, which also stained to brown colour due to dirt collecting in them.
- ❖ The air vents in the toilet, which are hard to reach and which if neglected during routine cleaning, may collect stubborn grime and dust.
- ❖ The baseboards in the guest bedroom as well as the bathroom, which to accumulate dust.
- ❖ For rooms with glass sliding doors and windows, the railings will accumulate dirt and dust over time.
- ❖ The top side of floor skirting can accumulate dirt and also cobwebs if left unattended.

### **Credenza & Night Stand:**

**Credenza:** Check the carpet behind the credenza for dust, trash.



**Night Stand:** Check the area between bedside table & bed for dust, cigarette butts etc. This area is hidden by the bedspread & visible when bedspread is removed.



**Bed Linen & Vanity Wall:**

**Bed Linen:**

Check for wrinkles, stains, holes or torn sheets, properly tucked or not, for hairs etc.



**Vanity Wall:**

Check cleanliness of wall near waste basket. The wall may have dirt or splashed with soap, water which comes in a direct view of guest.



**Shower Wall, Toilet:**

**Shower Wall:**

Hard to reach & the hand glides when rubbed across due to accumulation of white soap residue.



### **Toilet:**

Check the scrubbing of w/c. Make a q tip of tissue paper and rub under the rim of w/c to check the cleanliness.



### **Degree of discretion/ delegation to cleaning staff:**

- By delegation we mean authorizing subordinates to make certain decisions.
- It means passing authority to someone who will act on behalf of the manager.
- Only the authority can be delegated and not the responsibility.
- The person being delegated is accountable but ultimately the responsibility lies with the manager delegating.
- Hence the manager will be fully responsible for the acts & decision taken by his subordinates to whom he has delegated.

### **Methods of Delegation:**

#### **By Results Expected:**

The manager simply finds out & calculates the results when a job has been done completely.

#### **By Setting Performance Standards:**

The manager can give different performance ratings when a job has been done. For e.g. **Inspection checklist**. The manager can declare the performance to be **satisfactory** when all conditions of the checklist are met.



### **By Establishing S.O.P.'s:**

The S.O.P. indicate the manner & procedure in which the tasks have to be done. It also indicates who will do, how & what has to be done to complete a task. Hence there is a delegation of appropriate tasks to people.

### **Reasons for not Delegating:**

#### **A manager is not able to understand his role.**

- Newly appointed managers or promoted.
- Little expertise or no expertise in new role
- No training given before giving new position

#### **Some managers love to perform the job physically.**

- Manager performs work physically
- He will not be able to take management decisions.

### **Reasons for not delegating:**

#### **In-competent managers fear that they will be outperformed by others.**

- Manager's ability is in getting things done rather than doing work by him self.
- Fear factor in mind that he will be outperformed by others & their incompetence magnified.

### **Staffing matrix:**

#### **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**

**Executive housekeeper:** 1 for a 300 room property

**Assistant housekeepers:** 2 (1 per morning and evening shift)

**Floor supervisors:** 1 per 60 rooms for the morning shift; 1 for the evening shift; 1 for the night shift.

**Public area supervisors:** 1 for each shift

**Linen/uniform room supervisors:** 1

**Room attendants:** 1 per 16 rooms for the morning shift; 1 per 30 rooms for the evening shift (if turn down service is provided)

**Linen and uniform room attendants:** 2

**Housemen:** depends on the size of public areas and functions expected, but on average, 1 per 60 rooms

**Desk attendants:** 1 per shift

**Tailors/upholsterers:** 2 (may differ depending on the size of the hotel)

**Horticulturist:** 1

**Head gardeners:** 1 per 20 horticulturists

**Gardeners:** 1 per 4500 sq. ft of landscaped area

### **Duty roasters:**

#### **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.
- Those 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.

## **TEAMWORK AND LEADERSHIP IN HOUSEKEEPING:**

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

**Team cleaning-an example of teamwork:** In team cleaning, two or more GRAs together clean one guestroom at a time. Usually teams of two GRAs each are assigned to 30-35 rooms. Team members rotate duties of bedroom and bathroom cleaning. Team cleaning is successful when ideas come from the employees themselves and they are given a free hand in their implementation. Team cleaning works in hotels that are willing to make a change to meet new challenges. Promoting teamwork within each team requires special effort. A teamwork checklist should be followed by the executive housekeeper to make it a success.

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

### **Advantages of teamwork:**

**There are many advantages of teamwork. Some of these are as follows:**

- A principal advantage to the manager is in being able to schedule a group of people as though they were one entity.
- Co-operation and workers morale will be higher when they are part of a small unit rather than solitary individuals in a large group of people.
- Team spirit will cause the entire group to excel in operations. GRAs who excel in room cleaning help the poorer performers on the team to improve.
- Absenteeism and tardiness get better resolved at the team level because one member being absent or late could have a negative effect on the entire team's reputation.
- With increasing concern for safety and security, assigning two or more GRA's to clean a room could save expenses on liabilities and lawsuits.
- Mundane cleaning tasks may become fun when performed as a team.
- Fewer tools are needed-for example, one room attendant's cart, one vacuum cleaner, and one hand caddy can equip a team of two.
- Some heavier cleaning tasks are accomplished more easily and faster with two people-for example, moving beds, turning over heavy mattresses, making up a double bed, and so on.

- Bringing new employees up to the required standards becomes easier since they have buddies to coach them along the way.
- There is saving on labour costs since team workers complete work faster, have better attendance, meet with fewer accidents, and develop greater interest in improving the processes.

**When planning for team cleaning, the executive housekeeper must address the following considerations:**

- Have linen and cleaning inventories equally distributed so that teams do not fight over supplies.
- If a team must stop because it is faced with some hurdle, the work output of 2-3 people is stopped, as opposed to only one in the traditional method of guestroom cleaning. Hence the executive housekeeper should make sure that adequate supplies are available and teams are given an accurate list of room assignments.
- Scheduling may require special effort to accommodate team members getting the same days off.

### **LEADERSHIP:**

For teamwork in housekeeping to be successful, the department leader, that is, the executive housekeeper needs to be an inspiring role model as a team player as well as an effective leader. The leader of any group can help to build its members into a well-knit team by sharing vision, goals, and strategies with them. Leadership is the capacity to frame plans that will succeed and the faculty to persuade others to carry them out in the face of difficulties. Leadership quality in a manager makes people look up to him/her for advice, feel motivated to work for and respect the manager, and be loyal to the manager. An executive housekeeper who can mobilize the trust and support of the staff achieves great heights. Some executive housekeepers who are good planners and organizers fail to achieve results because they are not effective as leaders. An executive housekeeper who is a good leader will ensure the following activities:

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

Different leadership styles may be used by the executive housekeepers. Some distinctly make people work by force or order; others join the group and initiate activity; still others use persuasion; while some, by their pleasant and endearing manner, generate the enthusiasm for work and achieve goals in the best possible manner. An executive housekeeper who is an effective leader uses all these styles to different extents, according to the nature of the decisions to be made and as the situations demands.

## Styles of leadership:

- **Autocratic:** imposes own decision with/without explanation to subordinates
- **Participative:** decision made after prior consultation with subordinates
- **Democratic:** joint decision arrived at
- **Laissez faire:** decisions taken by delegation

Most often, executive housekeepers tend to use the participative style and depend more on communication, adopting a supportive attitude and sharing needs, values, goals, and expectations with their staff. When employees, regardless of their level of education, are involved in decision making, they become highly contributive to successful decisions of major consequence. They are then not only committed to the outcome of these decisions, they are involved in the success or failures of such decisions are thereby motivated to continue their participation and personal growth. A self assessment needs to be carried out by executive housekeepers to find out which style of leadership they adopt as their principal one in actuality.

**STAFF DUTY CHART - <http://www.setupmyhot>**

| Staff Name | Date    | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|------------|---------|---|---|---|---|---|---|---|
|            | January |   |   |   |   |   |   |   |
| STAFF 1    | PLAN    |   |   |   |   |   |   |   |
|            | ACTUAL  |   |   |   |   |   |   |   |
| STAFF 2    | PLAN    |   |   |   |   |   |   |   |
|            | ACTUAL  |   |   |   |   |   |   |   |
| STAFF 3    | PLAN    |   |   |   |   |   |   |   |
|            | ACTUAL  |   |   |   |   |   |   |   |
| STAFF 4    | PLAN    |   |   |   |   |   |   |   |
|            | ACTUAL  |   |   |   |   |   |   |   |
| STAFF 5    | PLAN    |   |   |   |   |   |   |   |
|            | ACTUAL  |   |   |   |   |   |   |   |
| STAFF 6    | PLAN    |   |   |   |   |   |   |   |
|            | ACTUAL  |   |   |   |   |   |   |   |
| STAFF 7    | PLAN    |   |   |   |   |   |   |   |
|            | ACTUAL  |   |   |   |   |   |   |   |
| STAFF 8    | PLAN    |   |   |   |   |   |   |   |
|            | ACTUAL  |   |   |   |   |   |   |   |

  

| LEGEND        |    |
|---------------|----|
| 07:00 - 15:00 | M  |
| 15:00 - 23:00 | A  |
| 23:00 - 06:00 | N  |
| Weekly OFF    | WO |

## Different Types of Rosters:

**The type of roster used, is dictated by the nature and the needs of the business it serves:**

- ❖ **Full-time Rosters:** used when staff work on a full time basis and the business is operational 7 days per week. Award rules which govern the limit to how many consecutive days that are allowed to be worked and the number of hours that may be worked a week, must be considered when rostering staff to fully cover the business opening hours.
- ❖ **Part-time and Casual Rosters:** used to boost staff levels when trade levels dictate the need.
- ❖ **Duty Rosters and Cyclic Rosters:** duty rosters are used to alternate various jobs for staff (this avoids repetitious work and shares duties that are considered more or less pleasant to perform, amongst staff). Cyclic rosters alternate desirable and undesirable time slots within a 24hour day.

The hours that staff are required to work are usually designated in a **SHIFT Roster**. Shifts are often about 8 hours in length. A **STAGGERD Roster** is used where start times and/or shift length, and/or amount of staff on duty, vary more widely to accommodate the volume of business. **SPLIT Rosters** are used when staff work two separate periods in a shift with a long break in between (for example in a gym where the maximum amount of business is done before and after normal working hours). These shifts can be unpopular with staff.

**Many businesses will incorporate the use of all of these roster types, as different systems suit different parts of the operation.**

Considerations which influence the choice of roster type include:

- Opening and operational hours, and fluctuation in the volume of business;
- Operational procedures, policies and Industry Awards;
- Staff availability, skill levels and ratio of full-time to part-time and casual staff.

**Here is an example of a busy hotel that will use different types of rostering for different purposes within its workforce:**

- Shift rosters for administration and reception staff.
- Duty rosters for security staff, grounds staff, housekeeping and trainees.
- Staggered rosters are used for staff working in the restaurant and bar.
- Split-shift rosters used when rostering workers in the kitchen.
- Cyclic rostering for kitchen and housekeeping staff.

**By implementing the organisational benefits from all of these different types of rostering, the manager has:**

- Increased operational efficiency,
- Minimised wage costs,
- Maintained customer service,
- Complied with award conditions and
- Allowed staff to vary their work and have some weekends off.

Some businesses take into consideration their employee's work time preferences, before planning and writing up the next roster. These preferences can be nominated by the employee on their previous time-sheet. Using this procedure is an individual company decision and can help to maintain staff moral; but can also cause grievances as it is difficult to please everyone all of the time.

## **Staff appraisals:**

Performance Appraisal management is about getting better results from the organization, teams and individuals by understanding and managing performance within an agreed framework of planned goals, standards and competing requirements. It is a process for establishing shared understanding about what is to be achieved, and an approach to managing and developing people in a way which increases the probability that it will be achieved in the short and long term. It is owned and driven by management.

## **Features of performance management**

- Individual annual performance appraisal



- Objective setting and review
- Personal development plans
- Career management and/or succession planning
- Coaching and/or mentoring
- Competence assessment
- Performance related pay
- Self-performance appraisal
- Twice yearly/biannual appraisal
- Continuous assessment
- Subordinate feedback
- Peer performance appraisal
- Competence related pay
- Team performance appraisal
- Contribution related pay
- Team pay



## **PERFORMANCE APPRAISAL**

Performance appraisal is defined as the process of evaluating the performance and assessing the development/training needs of an employee. Performance Appraisal is a process that allows for an individual employee's overall capabilities and potential to be assessed for the purposes of improving their performance.

### **Benefits of Performance Appraisal**

- To ensure that employees are aware of what is expected of them
- Improve current performances
- Provide feedback
- Increase motivation
- Identify training and development needs
- Identify potential
- Focus on career development and succession planning
- Award salary increases/performance related pay
- Solve job problems
- Set objectives

### **General performance factors marked during appraisal**

- Knowledge, ability and skill on the job.
- Attitude to work, expressed as enthusiasm, commitment and motivation.
- Quality of work on a consistent basis and attention to detail.
- Volume of productive output.
- Interaction, as in communication skills and ability to relate to others in teams.

### **The Performance Appraisal Form**

- Basic personal details, such as name, department, post, length of time in the job;
- Job title;
- Job description;
- A detailed review of the individual's performance against a set of job related criteria;
- An overall performance rating;
- General comments by the senior manager;
- Comments by the employee;
- Plan for development and action.

On the one hand a 'good' and constructive appraisal meeting is one in which:

- Appraisers do most the talking.
- Appraisers listen actively to what they say.
- There is scope for reflection and analysis.
- Performance is analysed and not personality.
- The whole period is reviewed and not just recent or isolated events.
- Achievement is recognized and reinforced.
- Ends positively with agreed action plans.

On the other hand a 'bad' appraisal meeting:

- Focuses on a catalogue of failures and omissions.
- Is controlled by the appraiser.
- Ends with disagreement between appraiser and appraisee.

## **MANAGING POOR PERFORMANCE**

There are five basic steps in handling performance problems:

1. Identify the problem through analysing feedback and getting agreement from the employee what the shortfall has been.
2. Establish the reason(s) for the shortfall and avoid crudely attaching blame for problems in the job.
3. Decide and agree on the action required, whether it be things like a change in attitude, behaviour or improvements in certain skills or abilities.
4. Resource the action by providing coaching, training and guidance to ensure that changes can be made.
5. Monitor and provide feedback, which may also include an element of self-management in the learning process.

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