

Staffing for Housekeeping Operations



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Prelude to Staffing

Staffing is the third sequential function of management. Up until now the executive housekeeper has been concerned with planning and organizing the housekeeping department for the impending opening and operations. Now the executive housekeeper must think about hiring employees within sufficient time to ensure that three of the activities of staffing—selection (including interviewing), orientation, and training—may be completed before opening. Staffing will be a major task of the last two weeks before opening.

The development of the Area Responsibility Plan and the House Breakout Plan before opening led to preparation of the Department Staffing Guide, which will be a major tool in determining the need for employees in various categories. The housekeeping manager and laundry manager should now be on board and assisting in the development of various job descriptions. (These are described in Appendix B.) The hotel human resources department would also have been preparing for the hiring event. They would have advertised a mass hiring for all categories of personnel to begin on a certain date about two weeks before opening.

Even though this chapter reflects a continuation of the executive housekeeper's planning for opening operations, the techniques described apply to any ongoing operation, except that the magnitude of selection, orientation, and training activities will not be as intense. Also, the fourth activity—development of existing employees—is normally missing in opening operations but is highly visible in ongoing operations.

CHAPTER OBJECTIVES

After studying the chapter, students should be able to:

1. Describe the proper methodology to use when staffing housekeeping positions.
2. Describe the elements of a job specification and an employee requisition.
3. Identify proper selection and interview techniques.
4. Describe the important elements of an orientation program.
5. Describe different techniques used to train newly hired employees.
6. Describe how to maintain training and development records.
7. Describe how to conduct an objective performance evaluation.

Job Specifications

Job specifications should be written as job descriptions (see Appendix B) are prepared. Job specifications are simple statements of what the various incumbents to positions will be expected to do. An example of a job specification for a section housekeeper is as follows:

Job Specification—Example

Section Housekeeper (hotels) [often Guestroom Attendant—GRA] The incumbent will work as a member of a housekeeping team, cleaning and servicing for occupancy of approximately 18 hotel guestrooms each day. Work will generally include the tasks of bed making, vacuuming, dusting, and bathroom cleaning. Incumbent will also be expected to maintain equipment provided for work and load housekeeper's cart before the end of each day's operation. Section housekeepers must be willing to work their share of weekends and be dependable in coming to work each day scheduled.

[Any special qualifications, such as ability to speak a foreign language, might also be listed.]

Employee Requisition

Once job specifications have been developed for every position, **employee requisitions** are prepared for first hirings (and for any follow-up needs for the human resources department). Figure 8.1 is an example of an Employee Requisition. Note the designation as to whether the requisition is for a new or a replacement position and the number of employees required for a specific requisition number. The human resources department will advertise, take applications, and screen to fill each requisition by number until all positions are filled. For example, the first requisition for GRAs may be for 20

GRAs. The human resources department will continue to advertise for, take applications, and screen employees for the housekeeping department and will provide candidates for interview by department managers until 20 GRAs are hired. Should any be hired and require replacing, a new employee requisition will be required.

Staffing Housekeeping Positions

There are several activities involved in staffing a housekeeping operation. Executive housekeepers must select and interview employees, participate in an orientation program, train newly hired employees, and develop employees for future growth. Each of these activities will now be discussed.

Selecting Employees

Sources of Employees

Each area of the United States has its own demographic situations that affect the availability of suitable employees for involvement in housekeeping or environmental service operations. For example, in one area, an exceptionally high response rate from people seeking food service work may occur and a low response rate from people seeking housekeeping positions may occur. In another area, the reverse may be true, and people interested in housekeeping work may far outnumber those interested in food service.

Surveys among hotels or hospitals in your area will indicate the best source for various classifications of employees. Advertising campaigns that will reach these employees are the best method of locating suitable people. Major classified ads associated with mass hirings will specify the need for food service personnel, front desk clerks, food servers, housekeeping personnel, and maintenance people. Such ads may yield surprising results.

EMPLOYEE REQUISITION

Requisition no. _____

Date _____ Department _____

Position _____
(Number and Title) _____

New _____ Replacement _____ Number required _____

Classification _____
(Full-time, Part-time, Temporary, Pool)

Working hours _____ Estimated no. of hours/week _____

Desired starting date _____

Starting rate of pay _____ Base rate _____

Specification (General description of duties)

Special qualifications (desired or required)

_____ Department Manager

Figure 8-1 Employee requisition, used to ask for one or more employees for a specific job.

If the volume of response for housekeeping personnel is insufficient to provide a suitable hiring base, the following **sources** may be investigated:

1. Local employment agencies
 2. Flyers posted on community bulletin boards
 3. Local church organizations
 4. Neighborhood canvass for friends of recently hired employees
 5. Direct radio appeals to local homemakers
 6. Organizations for underprivileged ethnic minorities, and mentally disabled people (It should be noted that many mentally disabled persons are completely capable of performing simple housekeeping tasks and are dependable and responsible people seeking an opportunity to perform in a productive capacity.)

If these sources do not produce the volume of applicants necessary to develop a staff, it may become necessary to search for employees in distant areas and to provide regular transportation for them to and from work.

If aliens are hired, the department manager must take great care to ensure that they are legal residents of this country and that their green cards are valid. More than one hotel department manager has had an entire staff swept away by the Department of Immigration after hiring people who were illegal aliens. Such unfortunate action has required the immediate assistance of all available employees (including management) to fill in.

Processing Applicants

Whether you are involved in a mass hiring or in the recruiting of a single employee, a systematic and courteous procedure for **processing applicants** is essential. For example, in the opening of the Los Angeles Airport Marriott, 11,000 applicants were processed to fill approximately 850 positions in a period of about two weeks. The magnitude of such an operation required a near assembly-line technique, but a personable and positive experience for the applicants still had to be maintained.

The efficient handling of lines of employees, courteous attendance, personal concern for employee desires, and reference to suitable departments for those unfamiliar with what the hotel or hospital has to offer all become earmarks for how the company will treat its employees. The key to proper handling of applicants is the use of a **control system** whereby employees are conducted through the steps of **application, prescreening**, and if qualified, **reference to a department** for interview. Figure 8.2 is a typical **processing record** that helps ensure fair and efficient handling of each applicant.

Note the opportunity for employees to express their desires for a specific type of employment. Even though an employee may desire involvement in one classification of work, he or she may be hired for employment in a different department. Also, employees might not be aware of the possibilities available in a particular department at the time of application or may be unable to locate in desired departments at the time of mass hirings. Employees who perform well should therefore be given the opportunity to transfer to other departments when the opportunities arise.

According to laws regulated by federal and state Fair Employment Practices Agencies (FEPA), no person may be denied the opportunity to submit application for employment for a position of his or her choosing. Not only is the law strict on this point, but companies in any way benefiting from interstate commerce (such as hotels and hospitals) may not discriminate in the hiring of people based on race, color, national origin, or religious preference. Although specific hours and days of the week may be specified, it is a generally accepted fact that hotels and hospitals must maintain personnel operations that provide the opportunity for people to submit applications without prejudice.

Prescreening Applicants

The **prescreening interview** is a staff function normally provided to all hotel or hospital departments by the *human resources* section of the organization. Prescreening is a preliminary interview process in which unqualified applicants—those applicants who do not meet the criteria for a job as specified in the job specification—special qualifications—are selected (or screened) out. For example, an applicant for a secretarial job that requires the incumbent to take shorthand and be able to type 60 words a minute may be screened out if the applicant is not able to pass a relevant typing and shorthand test. The results of prescreening are usually coded for internal use and are indicated on the Applicant Processing Record (Figure 8.2).

If a candidate is screened out by the personnel section, he or she should be told the reason immediately and thanked for applying for employment.

Applicants who are not screened out should either be referred to a specific department for interview or, if all immediate positions are filled, have their applications

placed in a department pending file for future reference. All applicants should be told that hiring decisions will be made by individual department managers based on the best qualifications from among those interviewed.

A suggested agenda for a prescreening interview is as follows:

1. The initial contact should be cordial and helpful. Many employees are lost at this stage because of inefficient systems established for handling applicants.
2. During the prescreening interview, try to determine what the employee is seeking, whether such a position is available, or, if not, when such a position might become available.
3. Review the work history as stated on the application to determine whether the applicant meets the obvious physical and mental qualifications, as well as important human qualifications such as emotional stability, personality, honesty, integrity, and reliability.
4. Do not waste time if the applicant is obviously not qualified or if no immediate position is available. When potential vacancies or a backlog of applicants exists, inform the candidate. Be efficient in stating this to the applicant. Always make sure that the applicant gives you a phone number in order that he or she may be called at some future date. Because most applicants seeking employment are actively seeking immediate work, applications more than 30 days old are usually worthless.
5. If at all possible, an immediate interview by the department manager should be held after screening. If this is not possible, a definite appointment should be made for the candidate's interview as soon as possible.

The Interview

An **interview** should be conducted by a manager of the department to which the applicant has been referred. In ongoing operations, it is often wise to also allow the supervisor for whom the new employee will work to visit with the candidate in order that the supervisor may gain a feel for how it would be to work together. The supervisor's view should be considered, since a harmonious relationship at the working level is important. Although the acceptance of an employee remains a prerogative of management, it would be unwise to accept an employee into a position when the supervisor has reservations about the applicant.

Certain personal characteristics should be explored when interviewing an employee. Some of these characteristics are native skills, stability, reliability, experience, attitude toward employment, personality, physical traits, stamina, age, sex, education, previous training, initiative, alertness, appearance, and personal cleanliness. Although employers may not discriminate against race, sex, age, religion, and nationality, overall considerations

PROCESSING RECORD FOR EMPLOYEE CANDIDATE	
Name _____	Position desired _____
Address _____	_____
Phone _____	Date of application _____
Hours when can be reached _____	_____
<u>Record of human resources department prescreening</u>	
Date _____	By _____ Recommended for _____ (Position)
Screening code _____	
<u>Department interview endorsement</u>	
Date interviewed _____	Interviewed by _____
Comments _____ _____	
<u>Recommendation</u>	
Hire _____	Refer to _____ Department—File
References checked by interviewing department _____ (Yes/No)	
Who was contacted? 1. _____ 2. _____ 3. _____	
<p>Note: References will be checked on all people offered employment. The human resources department will make reference checks on all candidates before making offers <i>if requested by the interviewing departments</i>. No offers will be extended before completion of satisfactory reference checks.</p>	
<u>Disposition</u>	
Offer extended _____ (Date)	Accepted/Denied _____
Will report to work on _____	
Application filed _____ (Date/By)	_____

Figure 8-2 Processing Record for Employee Candidate, used to keep track of an applicant's progress through the employment process.

may involve the capability to lift heavy objects, enter men's or women's restrooms, and so on. In a housekeeping (or environmental services) department, people should be employed who find enjoyment in housework at home. Remember that character and personality cannot be completely judged from a person's appearance. Also, it should be expected that a person's appearance will never be better than when that person is applying for a job.

Letters of recommendation and references should be carefully considered. Seldom will a letter of recommendation be adverse, whereas a telephone call might be most revealing.

If it were necessary to select the most important step in the selection process, interviewing would be it. Interviewing is *the* step that separates those who will be employed from those who will not. Poor **interviewing techniques** can make the process more difficult and may

produce a result that can be both frustrating and damaging for both parties. In addition, inadequate interviewing will result in gaining incorrect information, being confused about what has been said, suppression of information, and, in some circumstances, complete withdrawal from the process by the candidate.

The following is a well-accepted list of the steps for a successful interview process.

1. *Be prepared.* Have a checklist of significant questions ready to ask the candidate. Such questions may be prepared from the body of the job description. This preparation will allow the interviewer to assume the initiative in the interview.
2. *Find a proper place to conduct the interview.* The applicant should be made to feel comfortable. The interview should be conducted in a quiet, relaxing atmosphere where there is privacy that will bring about a confidential conversation.
3. *Practice.* People who conduct interviews should practice interviewing skills periodically. Several managers may get together and discuss interviewing techniques that are to be used.
4. *Be tactful and courteous.* Put the applicant at ease, but also control the discussion and lead to important questions.
5. *Be knowledgeable.* Be thoroughly familiar with the position for which the applicant is interviewing in order that all of the applicant's questions may be answered. Also, have a significant background knowledge in order that general information about the company may be given.
6. *Listen.* Encourage the applicant to talk. This may be done by asking questions that are not likely to be answered by a yes or no. If people are comfortable and are asked questions about themselves, they will usually speak freely and give information that specific questions will not always bring out. Applicants will usually talk if there is a feeling that they are not being misunderstood.
7. *Observe.* Much can be learned about an applicant just by observing reactions to questions, attitudes about work, and, specifically, attitudes about providing service to others. Observation is a vital step in the interviewing process.

Interview Pitfalls

Perhaps of equal importance to the interviewing technique are the following **pitfalls**, which should be avoided while interviewing.

1. Having a feeling that the employee will be just right based on a few outstanding characteristics rather than on the sum of all characteristics noted.
2. Being influenced by neatness, grooming, expensive clothes, and an extroverted personality—none of which has much to do with housekeeping competency.

3. Overgeneralizing, whereby interviewers assume too much from a single remark (for instance, an applicant's assurance that he or she "really wants to work").
4. Hiring the "boomer," that is, the person who always wants to work in a new property; unfortunately, this type of person changes jobs whenever a new property opens.
5. Projecting your own background and social status into the job requirement. Which school the applicant attended or whether the applicant has the "proper look" is beside the point. It is job performance that is going to count.
6. Confusing strengths with weaknesses, and vice versa. What is construed by one person to be overaggressiveness might be interpreted by another as confidence, ambition, and potential for leadership, the last two traits being in chronic short supply in most housekeeping departments. These are the very characteristics that make it possible for management to promote from within and develop new supervisors and managers.
7. Being impressed by a smooth talker—or the reverse: assuming that silence reflects strength and wisdom. The interviewer should concentrate on what the applicant is saying rather than on how it is being said, then decide whether his or her personality will fit into the organization.
8. Being tempted by overqualified applicants. People with experience and education that far exceed the job requirements may be unable for some reason to get jobs commensurate with their backgrounds. Even if such applicants are not concealing skeletons in the closet, they still tend to become frustrated and dissatisfied with jobs far below their level of abilities.

The application of the techniques and avoidance of the pitfalls will be valuable tools in the selection of competent personnel for the housekeeping and environmental service departments.

For many years, the approach of many managers was to write a job description and then fill it by attempting to find the perfect person. This approach may overlook many qualified people, such as disadvantaged people or slow learners. Job descriptions may be analyzed in two ways when filling positions: (1) what is actually required to do the work, and (2) what is desirable. Is the ability to read or write really necessary for the job? Is the ability to learn quickly really necessary? A person who does not read or write or who is a slow learner can be trained and can make an excellent employee. True, it may take additional time, but the reward will be a loyal employee as well as less turnover. It has been proven many times that those who are disadvantaged or slightly retarded, once trained, will perform consistently well for longer periods. There are agencies who seek out companies that will try to hire such people.

Results of the Interview

If the results of an interview are negative and rejection is indicated, the candidate should be informed as soon as possible. A pleasant statement, such as "Others interviewed appear to be more qualified," is usually sufficient. This information can be handled in a straightforward and courteous manner and in such a way that the candidate will appreciate the time that has been taken during the interview.

When the results of the interview are positive, a statement indicating a favorable impression is most encouraging. However, no commitment should be made until a *reference check* has been conducted.

Reference Checks

In many cases, **reference checks** are made only to verify that what has been said in the application and interview is in fact true. Many times applicants are reluctant to explain in detail why previous employment situations have come to an end. It is more important to hear the actual truth about a prior termination from the applicant than it is to hear that they simply have been terminated. Reference checks, in order of desirability, are as follows:

1. Personal (face-to-face) meetings with previous employers are the least available but provide the most accurate information when they can be arranged.
2. Telephone discussions are the next best and most often used approach. For all positions, an in-depth conversation by telephone between the potential new manager and the prior manager is most desirable; otherwise a simple verification of data is sufficient to ensure honesty.
3. The least desirable reference is the written recommendation, because managers are extremely reluctant to state a frank and honest opinion that may later be used against them in court.

Applicants who are rated successful at an interview should be told that a check of their references will be conducted, and, pending favorable responses, they will be contacted by the personnel department within two days. Applicants who are currently employed normally ask that their current employer not be contacted for a reference check. This request should be honored at all times. Applicants who are currently working usually want to give proper notice to their current employers. If the applicant chooses not to give notice, chances are no notice will be given at the time he or she leaves your hotel.

In some cases, the applicant gives notice and, upon doing so, is "cut loose" immediately. If such is the case, the applicant should be told to contact the department manager immediately in order that the employee may be put to work as soon as possible.

Interview Skills versus Turnover

There is no perfect interviewer, interviewee, or resultant hiring or rejection decision in regard to an applicant. We can only hope to improve our interviewing skills in order that the greatest degree of success in employee retention can be obtained. The executive housekeeper should expect that 25 percent of initial hires into a housekeeping department will not be employed for more than three months. (This is primarily because the housekeeping skills are easily learned and the position is paid at or near minimum wage.) Some new housekeeping departments have as much as a 75 percent turnover rate in the first three months of operation. Certainly this figure can be improved upon with adequate attention to the interviewing and selection processes. However, regardless of the outcome of the interview, the processing record (Figure 8.2) should be properly endorsed and returned to the personnel department for processing.

Orientation

A carefully planned, concerned, and informational **orientation program** is significant to the first impressions that a new employee will have about the hospital or hotel in general and the housekeeping department in particular. Too often, a new employee is told where the work area and restroom are, given a cursory explanation of the job, then put to work. It is not uncommon to find managers putting employees to work who have not even been processed into the organization, an unfortunate situation that is usually discovered on payday when there is no paycheck for the new employee. Such blatant disregard for the concerns of the employee can only lead to a poor perception of the company. A planned orientation program will eliminate this type of activity and will bring the employee into the company with personal concern and with a greater possibility for a successful relationship.

A good orientation program is usually made up of four phases: employee acquisition, receipt of an employee's handbook, tour of the facility, and an orientation meeting.

Employee Acquisition

Once a person is accepted for employment, the applicant is told to report for work at a given time and place, and that place should be the personnel department. Preemployment procedures can take as much as one-half day, and department managers eager to start new employees to work should allow time for a proper **employee acquisition** into the organization. Figure 8.3 is an **Employment Checklist** similar to those used by most personnel offices to ensure that nothing is overlooked in assimilating a new person into the organization.

At this time it should be ensured that the application is complete and any additional information pertaining to

EMPLOYMENT CHECKLIST	
Name _____	Social Security number _____
Address _____	
City _____	State _____ Zip _____
<u>Item</u>	<u>Complete</u>
Application	_____
Employment history	_____
Security identification (Health card/Work permit)	_____
Health and welfare documents	_____
W-4 forms submitted	_____
Deductions from pay (if any) (union, state income tax)	_____
Hotel employee handbook issued (acknowledgment received)	_____
Data processing	_____
Personnel action form filled out	_____
Employee payroll number assigned	_____
Wage dept. classification number	_____
Application for name tag (First name only except for management)	_____
Employee has been turned over to _____ in the _____ department for training and department orientation.	
Property orientation meeting has been scheduled for this employee on _____	
Personnel supervisor	Receiving department
Signature _____	Supervisor signature _____

Figure 8-3 Employment Checklist. Once an applicant has been prescreened and interviewed, has had references checked, and has received an offer of employment, the checklist is used to ensure completion of data required to place the employee on the payroll.

employment history that may be necessary to obtain the necessary work permits and credentials is on hand. Usually the security department records the entry of a new employee into the staff and provides instructions regarding use of employee entrances, removing parcels from the premises, and employee parking areas. Application for work permits, and drug testing, will be scheduled where applicable. All documents required by the hotel's health and welfare insurer should be completed, and instructions should be given about immediately reporting accidents, no matter how slight, to supervisors. The federal government requires that every employer submit a W-4 (withholding statement) for each employee on the payroll. The employee must complete this document and give it to the company. Mandatory deductions from pay should be explained (federal and state income tax and Social Security FICA), as should other deductions that may be required or desired. At this time, some form of

personal action document is usually initiated for the new employee and is placed in the employee's permanent record. Figure 8.4 is an example of such a form.

Figure 8.4 is a computer-printed document called a **Personnel Action Form** (PAF) indicating all data that are required about the new employee. Note the permanent information that will be carried on file. The PAF is serially numbered, is created from data stored on magnetic discs, and is maintained in the employee's personnel file. When a change has to be made, such as job title, marital status, or rate of pay, the PAF is retrieved from the employee's record, changes are made *under* the item to be changed, and the corrected PAF is used to change the data in the computer storage. Once new information is stored, a new PAF is created and placed in the employee's record to await the next need for processing. A long-time employee might have many PAFs stored in the personnel file.

SOCIAL SECURITY NO.	COMPANY		PERSONNEL ACTION FORM		DATE PRINTED										
	<input type="text"/> NO.	<input type="text"/> DIVISION				SEO.									
LAST NAME		FIRST NAME M.I.		PAYROLL CHANGE											
<input type="text"/>		<input type="text"/>													
ADDRESS			CITY		STATE ZIP CODE										
<input type="text"/>		<input type="text"/>		<input type="text"/>		<input type="text"/>									
TELEPHONE		BIRTHDATE	EMPLOYMENT DATE	EEO	WORKMAN'S COMP	TYPE	STATUS								
<input type="text"/>		<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>								
PRIMARY RATE		JOB NO. JOB DESCRIPTION		JOB RATE	ACCT NO.	PAY CLASS	REASON CODE	EFFECTIVE DATE	NEXT REVIEW	PAY CODE	SCHEDULE HRS				
<input type="text"/>		<input type="text"/>		<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>				
LAST JOB RATE		<input type="text"/>		<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>				
NEXT TO LAST JOB RATE		<input type="text"/>		<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>				
TAX INFORMATION															
FEDERAL		STATE		MUNICIPAL		COUNTY		OTHER							
AMOUNT	%	STD	AMOUNT	%	STD	AMOUNT	%	STD	AMOUNT	%	STD				
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>				
DISTRIBUTION															
COST CENTER	REPORT	DEPT NO.	DEPARTMENT		LEVEL	PER	GRAD	GROUP INSURANCE		TYPE COVERAGE					
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>		<input type="text"/>	<input type="text"/>	<input type="text"/>	DED AMOUNT	CLASS	EFFECTIVE DATE	<input type="text"/>				
DEDUCTIONS															
NO.	DESCRIPTION	FIXED AMOUNT	%	LIMIT	CHANGE TO		FIXED AMOUNT	%	LIMIT	EMPLOYEE OK					
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>		<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>					
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TERMINATION															
LAST DAY WORKED		REASON	RESUME	VOL.	LEAVE OF ABSENCE		EFFECTIVE DATE	REASON	LOA RETURN DATE	DATE RETURNED TO WORK					
<input type="text"/>		<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>		<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>					
REASON CODES															
RATE CHANGE				VOLUNTARY TERMINATION				INVOLUNTARY TERMINATION				LEAVE OF ABSENCE CODES			
10. PERFORMANCE IMPROVE. 11. PERFORMANCE IMPROVE. 12. EMPLOYEE AGREEMENT 13. MERT. 14. POSITION ADJUSTMENT 15. LATERAL TRANSFER 16. VOLUNTARY LEAVES 17. PROMOTION 18. DEMOTION 19. VOLUNTARY DENIAL 20. CORRECT OR CHANGE INFORMATION	21. ACCEPT OTHER EMPLOYMENT. 22. VOLUNTARY LEAVES. 23. GO INTO OR OPERATE OWN OR FAMILY BUSINESS 24. TRANSFER TO ANOTHER DIVISION/SUBSIDIARY 25. DIVISION SPIN OFF 26. DISCONTINUED WITH JOB (SALARY, HOURS, DUTIES, CONDITIONS) 27. UNABLE TO RELATE WITH SUPERVISOR, SUBORDINATES OR CO-WORKERS 28. UNWANTED SUPERVISION OR UNPREDICTABLE 29. QUIT WITHOUT NOTICE/NO REASON UNKNOWN 30. FAILURE TO APPROVE OR CALL OFF ON THREE CONSECUTIVE SHIFT 31. FAILURE TO APPROVE OR CALL OFF ON THREE CONSECUTIVE SHIFT 32. TO GET MARRIED 33. RELOCATE TO MORE DESIRABLE AREA 34. RETIREMENT 35. TRANSFERENCE OF DUTIES 36. MENTAL/PHYSICAL CONDITION 37. DEATH 38. VOLUNTARY TO RETURN FROM LEAVE OF ABSENCE 39. VOLUNTARY RETIREMENT 40. DEATH				50. GROWTH OPPORTUNITY OR ABSENTEEISM 51. DIVISION OF COMPANY PULSES 52. DOCUMENTED UNSATISFACTORY PERFORMANCE 53. DOCUMENTED INADEQUATE POSITION 54. INSURANCE/RETIREMENT 55. UNPREDICTABLE 56. UNWANTED POSSESSION OR REMOVAL OF COMPANY PROPERTY. 57. REASONS OF CHARACTER OR INTENSITY. 58. DIVISION SPIN OFF 59. UNWANT TO RELATE TO SUPERVISOR, SUBORDINATES OR CO-WORKERS 60. UNWANTED SUPERVISORY POSITION 61. JOB ELIMINATION 62. VOLUNTARY LEAVES 63. PLANNED REDUCTION IN FORCE/PERMANENT LAYOFF 64. RESIGNATION IN LIEU OF DIVISION SPIN OFF AGREEMENT 65. DIVISION SPIN OFF 66. WORK RELATED ACCIDENT/ILLNESS 67. LEARNER/APPRENTICE COMPENSATION 68. POOL STATUS/HAS NOT SIGNED IN THREE MONTHS.				51. STD - PREGNANCY 52. STD - MEDICAL 53. LTD/MEDICAL 54. STD - TEMPORARY 55. UNPAID PREGNANCY 56. MILITARY 57. VOLUNTRY SERVICE 58. WORKERS COMP 59. TEMPORARY LAYOFF 60. LTD						
SUPERVISOR _____ DATE SIGNED _____															
AUTHORIZED APPROVAL _____ DATE SIGNED _____															

Figure 8-4 Personnel Action Form (PAF) is a data-processing form used to collect and store information about an employee. Note the various bits of information collected. (*Courtesy of White Lodging Services.*)

When either regular or special **performance appraisals** are given, the last (most current) PAF will be used to record the appraisal. Figure 8.5 is a standard form used to record such appraisals, as well as written warnings and matters involving terminations. These forms are usually found on the reverse side of the PAF. Since performance appraisals may signify a raise in pay, the appropriate pay increase information would be indicated on the front side of the PAF (Figure 8.4). All recordings on PAFs, whether on one side or both, require the submission of data, storage of information, and

creation of a new PAF to be stored in the employee's record.

The PAF and performance appraisal system should be thoroughly explained to the new employee, along with assignment of a payroll number. The employer should also explain how and when the staff is paid and when the first paycheck may be expected.

The Employee Handbook

The new employee should be provided with a copy of the **hotel or hospital employee's handbook** and should

Strengths						
Objectives						
1.	<input type="checkbox"/>	MET	<input type="checkbox"/>	NOT MET	<input type="checkbox"/>	N/A
2.	<input type="checkbox"/>	MET	<input type="checkbox"/>	NOT MET	<input type="checkbox"/>	N/A
3.	<input type="checkbox"/>	MET	<input type="checkbox"/>	NOT MET	<input type="checkbox"/>	N/A
Weaknesses						
Counseled action						
What the employee will do to improve performance.						
What the supervisor will do to assist in improving performance.						
Estimate ready for promotion on _____						
Written warning <input type="checkbox"/> reevaluate not later than _____						
Termination reason _____						
Signature of evaluator _____		Date _____				
Action reviewed by _____		Date _____				
Employee signature _____		Date _____				
Employee comment						

Figure 8-5 The reverse side of the PAF may be used to record performance appraisals, written warnings, or matters involving terminations.

be told to read it thoroughly. Since the new housekeeping employee is not working just for the housekeeping department but is to become integrated as a member of the entire staff, reading this handbook is extremely important to ensure that proper instructions in the rules and regulations of the hotel are presented. The handbook should be developed in such a way as to inspire the new employee to become a fully participating member of the organization. As an example, a generic employee's handbook is presented in Appendix C. Note the tone of the welcoming letter and the manner in which the rules and regulations are presented.

Familiarization Tour of the Facilities

Upon completion of the acquisition phase, a **facility tour** should be conducted for one or all new employees. For new facilities, access to the property should be gained within about one week before opening, and many new employees can be taken on a tour simultaneously. It is possible for employees to work in the hotel housekeeping department for years and never to have visited the showroom, dining rooms, ballrooms, or even the executive office areas. A tour of the complete facility melds employees into the total organization, and a complete informative tour should *never* be neglected.

For ongoing operations, after acquisition, the new employee may be turned over to a department supervisor, who becomes the tour director. An appreciation of the total involvement of each employee is strengthened when a facilities tour is complete and thorough. If necessary, the property tour might be postponed until after the orientation meeting; however, the orientation activity of staffing is not complete until a property tour is conducted.

Orientation Meeting

The **orientation meeting** should not be conducted until the employee has had an opportunity to become at least partially familiar with the surroundings. After approximately two weeks, the employee will have many questions about experiences, the new job, training, and the rules and regulations listed in the Property and Department Handbooks (see the following section on training). Employee orientation meetings that are scheduled too soon fail to answer many questions that will develop within the first two weeks of employment.

The meeting should be held in a comfortable setting, with refreshments provided. It is usually conducted by the director of human resources and is attended by as many of the facility managers as possible. Most certainly, the general manager or hospital administration members of the executive committee, the security director, and the new employees' department heads should attend. Each of these managers should have an opportunity to welcome the new employees and give them a chance to associate names with faces. All managers and new employees should wear name tags. In orientation meetings, a brief history of the company and company goals should be presented.

A planned orientation meeting should not be concluded without someone stressing the importance of each position. Every position must have a purpose behind it and is therefore important to the overall functioning of the facility. An excellent statement of this philosophy was once offered by a general manager who said, "The person mopping a floor in the kitchen at 3:00 A.M. is just as valuable to this operation as I am—we just do different things."

The orientation meeting should be scheduled to allow for many questions. And there should be someone in attendance who can answer *all of them*.

Although the new employee will be gaining confidence and security in the position as training ends and work is actually performed, informal orientation may continue for quite some time. The formal orientation, however, ends with the orientation meeting (although the facility tour may be conducted after the meeting). Finally, it should be remembered that good orientation procedures lead to worker satisfaction and help quiet the anxieties and fears that a new employee may have. When a good orientation is neglected, the seeds of dissatisfaction are planted.

Training

General

The efficiency and economy with which any department will operate will depend on the ability of each member of the organization to do his or her job. Such ability will depend in part on 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 are already trained in the general functions with which they will be involved. However, most institutions recognize the need for training that is specifically oriented toward the new experience, and will have a documented training program.

Some employers of housekeeping personnel find it easier to train completely unskilled and untrained personnel. In such cases, bad or undesirable practices do not have to be trained out of an employee. Previous experience and education should, however, be analyzed and considered in the training of each new employee in order that efficiencies in training can be recognized. If an understanding of department standards and policies can be demonstrated by a new employee, that portion of training may be shortened or modified. However, skill and ability must be demonstrated before training can be altered. Finally, training is the best method to communicate the company's way of doing things, without which the new employee may do work contrary to company policy.

First Training

First training of a new employee actually starts with a continuation of *department orientation*. When a new employee is turned over to the housekeeping or environmental services department, orientation usually continues by familiarizing the employee with *department rules and regulations*. Many housekeeping departments have their own **department employee handbooks**. For an example, see Appendix D, which contains the housekeeping department rules and regulations for Bally's Casino Resort in Las Vegas, Nevada. Compare this handbook with that of the generic handbook (Appendix C). Although these handbooks are for completely different types of organizations, the substance of their publications is essentially the same; both are designed to familiarize each new employee with his or her surroundings. Handbooks should be written in such a way as to inspire employees to become team members, committed to company objectives.

A Systematic Approach to Training

Training may be defined as those activities that are designed to help an employee begin performing tasks for which he or she is hired or to help the employee improve performance in a job already assigned. The purpose of

training is to enable an employee to begin an assigned job or to improve upon techniques already in use.

In hotel or hospital housekeeping operations, there are three basic areas in which training activity should take place: **skills, attitudes, and knowledge**.

SKILLS TRAINING. A sample list of skills in which a basic housekeeping employee must be trained follows:

1. *Bed making:* Specific techniques; company policy
2. *Vacuuming:* Techniques; use and care of equipment
3. *Dusting:* Techniques; use of products
4. *Window and mirror cleaning:* Techniques and products
5. *Setup awareness:* Room setups; what a properly serviced room should look like
6. *Bathroom cleaning:* Tub and toilet sanitation; appearance; methods of cleaning and results desired
7. *Daily routine:* An orderly procedure for the conduct of the day's work; daily communications
8. *Caring for and using equipment:* Housekeeper cart; loading
9. *Industrial safety:* Product use; guest safety; fire and other emergencies

The best reference for the skills that require training is the job description for which the person is being trained.

ATTITUDE GUIDANCE. Employees need guidance in their attitudes about the work that must be done. They need to be guided in their thinking about rooms that may present a unique problem in cleaning. Attitudes among section housekeepers need to be such that, occasionally, when rooms require extra effort to be brought back to standard, it is viewed as being a part of rendering service to the guest who paid to enjoy the room. Carol Mondesir,¹ director of housekeeping, Sheraton Centre, Toronto, states that:

A hotel is meant to be enjoyed and, occasionally, the rooms are left quite messed up. However, as long as they're not vandalized, it's part of the territory. The whole idea of being in the hospitality business is to make the guest's stay as pleasant as possible. The rooms are there to be enjoyed.

Positive relationships with various agencies and people also need to be developed.

The following is a list of areas in which attitude guidance is important:

1. The guest/patient
2. The department manager and immediate supervisor
3. A guestroom that is in a state of great disarray
4. The hotel and company
5. The uniform
6. Appearance
7. Personal hygiene

MEETING STANDARDS. The most important task of the trainer is to prepare new employees to **meet standards**. With this aim in mind, sequence of performance in cleaning a guestroom is most important in order that efficiency in accomplishing day-to-day tasks may be developed. In addition, the *best method* of accomplishing a task should be presented to the new trainee. Once the task has been learned, the next thing is to meet standards, which may not necessarily mean doing the job the way the person has been trained. Setting standards of performance is discussed in Chapter 11 under "Operational Controls."

KNOWLEDGE TRAINING. Areas of knowledge in which the employee needs to be trained are as follows:

1. Thorough knowledge of the hotel layout; employee must be able to give directions and to tell the guest about the hotel, restaurants, and other facilities
2. Knowledge of employee rights and benefits
3. Understanding of grievance procedure
4. Knowing top managers by sight and by name

Ongoing Training

There is a need to conduct **ongoing training** for all employees, regardless of how long they have been members of the department. There are two instances when additional training is needed: (1) the purchase of new equipment, and (2) change in or unusual employee behavior while on the job.

When new equipment is purchased, employees need to know how the new equipment differs from present equipment, what new skills or knowledge are required to operate the equipment, who will need this knowledge, and when. New equipment may also require new attitudes about work habits.

Employee behavior while on the job that is seen as an indicator for additional training may be divided into two categories: events that the manager witnesses and events that the manager is told about by the employees.

Events that the manager witnesses that indicate a need for training are frequent employee absence, considerable spoilage of products, carelessness, a high rate of accidents, and resisting direction by supervisors.

Events that the manager might be told about that indicate a need for training are that something doesn't work right (product isn't any good), something is dangerous to work with, something is making work harder.

Although training is vital for any organization to function at top efficiency, it is expensive. The money and man-hours expended must therefore be worth the investment. There must be a balance between the dollars spent training employees and the benefits of productivity and high-efficiency performance. A simple method of determining the need for training is to measure performance of workers: Find out what is going on at present on the job, and match this performance with what should

be happening. The difference, if any, describes how much training is needed.

In conducting **performance analysis**, the following question should be asked: Could the employee do the job or task if his or her life depended on the result? If the employee *could not* do the job even if his or her life depended on the outcome, there is a **deficiency of knowledge** (DK). If the employee could have done the job if his or her life depended on the outcome, but did not, there is a **deficiency of execution** (DE). Some of the causes of deficiencies of execution include task interference, lack of feedback (employee doesn't know when the job is being performed correctly or incorrectly), and the balance of consequences (some employees like doing certain tasks better than others).

If either deficiency of knowledge or deficiency of execution exists, training must be conducted. The approach or the method of training may differ, however. Deficiencies of knowledge can be corrected by training the employee to do the job, then observing and correcting as necessary until the task is proficiently performed. Deficiency of execution is usually corrected by searching for the underlying cause of lack of performance, not by teaching the actual task.

Training Methods

There are numerous methods or ways to conduct training. Each method has its own advantages and disadvantages, which must be weighed in the light of benefits to be gained. Some methods are more expensive than others but are also more effective in terms of time required for comprehension and proficiency that must be developed. Several useful methods of training housekeeping personnel are listed and discussed.

ON-THE-JOB TRAINING. Using **on-the-job training** (OJT), a technique in which "learning by doing" is the advantage, the instructor demonstrates the procedure and then watches the students perform it. With this technique, one instructor can handle several students. In housekeeping operations, the instructor is usually a GRA who is doing the instructing in the rooms that have been assigned for cleaning that day. The OJT method is not operationally productive until the student is proficient enough in the training tasks to absorb part of the operational load.

SIMULATION TRAINING. With **simulation training**, a model room (unrented) is set up and used to train several employees. Whereas OJT requires progress toward daily production of ready rooms, simulation requires that the model room not be rented. In addition, the trainer is not productive in cleaning ready rooms. The advantages of simulation training are that it allows the training process to be stopped, discussed, and repeated if necessary. Simulation is an excellent method, provided the trainer's time is paid for out of training funds, and

clean room production is not necessary during the workday.

COACH-PUPIL METHOD. The **coach-pupil method** is similar to OJT except that each instructor has only one student (a one-to-one relationship). This method is desired, provided that there are enough qualified instructors to have several training units in progress at the same time.

LECTURES. The **lecture** method reaches the largest number of students per instructor. Practically all training programs use this type of instruction for certain segments. Unfortunately, the lecture method can be the dullest training technique, and therefore requires instructors who are gifted in presentation capabilities. In addition, space for lectures may be difficult to obtain and may require special facilities.

CONFERENCES. The **conference** method of instruction is often referred to as **workshop training**. This technique involves a group of students who formulate ideas, do problem solving, and report on projects. The conference or workshop technique is excellent for supervisory training.

DEMONSTRATIONS. When new products or equipment are being introduced, **demonstrations** are excellent. Many demonstrations may be conducted by vendors and purveyors as a part of the sale of equipment and products. Difficulties may arise when language barriers exist. It is also important that no more information be presented than can be absorbed in a reasonable period of time; otherwise misunderstandings may arise.

Training Aids

Many hotels use **training aids** in a conference room, or post messages on an employee bulletin board. Aside from the usual training aids such as chalkboards, bulletin boards, charts, graphs, and diagrams, photographs can supply clear and accurate references for how rooms should be set up, maids' carts loaded, and routines accomplished. Most housekeeping operations have films on guest contact and courtesy that may also be used in training. Motion pictures speak directly to many people who may not understand proper procedures from reading about them. Many training techniques may be combined to develop a well-rounded training plan.

Development

It is possible to have two students sitting side by side in a classroom, with one being trained and the other being developed. Recall that the definition of training is preparing a person to do a job for which he or she is hired or to improve upon performance of a current job. **Development** is preparing a person for advancement or to assume greater responsibility. The techniques are the

same, but the end result is quite different. Whereas training begins after orientation of an employee who is hired to do a specific job, upon introduction of new equipment, or upon observation and communication with employees indicating a need for training, development begins with the identification of a specific employee who has shown potential for advancement. Training for promotion or to improve potential is in fact development and must always include a much neglected type of training—**supervisory training**.

Many forms of developmental training may be given on the property; other forms might include sending candidates to schools and seminars. Developmental training is associated primarily with supervisors and managerial development and may encompass many types of experiences.

Figure 8.6 is an example of a **developmental training program** for a junior manager who will soon become involved in housekeeping department management. Note the various developmental tasks that the trainee must perform over a period of 12 months.

Development of individuals within the organization looks to future potential and promotion of employees. Specifically, those employees who demonstrate leadership potential should be developed through supervisory training for advancement to positions of greater responsibility. Unfortunately, many outstanding workers have their performance rewarded by promotion but are given no development training. The excellent section housekeeper who is advanced to the position of senior housekeeper without the benefit of supervisory training is quickly seen to be unhappy and frustrated and may possibly become a loss to the department. It is therefore most essential that individual potential be developed in an orderly and systematic manner, or else this potential may never be recognized.

While undergoing managerial development as specified in Figure 8.6, student and management alike should not lose sight of the primary aim of the program, which is the learning and potential development of the trainee, not departmental production. Even though there will be times that the trainee may be given specific responsibilities to oversee operations, clean guestrooms, or service public areas, advantage should not be taken of the trainee or the situation to the detriment of the development function. Development of new growth in the trainee becomes difficult when the training instructor or coordinator is not only developing a new manager but is also being held responsible for the production of some aspect of housekeeping operations.

Records and Reports

Whether you are conducting a training or a development program, suitable **records** of training progress should be maintained both by the training supervisor and the student. Periodic evaluations of the student's progress

should be conducted, and successful completion of the program should be recognized. Public recognition of achievement will inspire the newly trained or developed employee to achieve standards of performance and to strive for advancement.

Once an employee is trained or developed and his or her satisfactory performance has been recognized and recorded, the person should perform satisfactorily to standards. Future performance may be based on beginning performance after training. If an employee's performance begins to fall short of standards and expectations, there has to be a reason other than lack of skills. The reason for unsatisfactory performance must then be sought out and addressed. This type of follow-up is not possible unless suitable records of training and development are maintained and used for comparison.

Evaluation and Performance Appraisal

Although **evaluation and performance appraisal** for employees will occur as work progresses, it is not uncommon to find the design of systems for appraisal as part of organization and staffing functions. This is true because first appraisal and evaluation occurs during training, which is an activity of staffing. Once trainees begin to have their performance appraised, the methods used will continue throughout employment. As a part of training, new employees should be told how, when, and by whom their performances will be evaluated, and should be advised that questions regarding their performance will be regularly answered.

Probationary Period

Initial employment should be **probationary** in nature, allowing the new employee to improve efficiency to where the designated number of rooms cleaned per day can be achieved in a probationary period (about three months). Should a large number of employees be unable to achieve the standard within that time, the standard should be investigated. Should only one or two employees be unable to meet the standard of rooms cleaned per day, an evaluation of the employee in training should either reveal the reason why or indicate the employee as unsuitable for further retention. An employee who, after suitable training, cannot meet a reasonable performance standard should not be allowed to continue employment. Similarly, an employee who has met required performance standards in the specified probationary period should be continued into regular employment status and thus achieve a reasonable degree of security in employment.

Evaluation

Evaluation of personnel is an attempt to measure selected traits, characteristics, and productivity. Unfortunately, evaluations are generally objective in nature, and raters are seldom trained in the art of subjective evaluation. Initiative, self-control, and leadership ability do not

HOTEL HOUSEKEEPING MANAGEMENT TRAINEE PROGRAM DEVELOPMENT TRAINING SCHEDULE		
Dates	For _____ (Name)	
ADVISOR	PROJECT TASKS	
Linen room attendant		Time: 1 Month
	Concepts: Maintenance orders Handling and processing telephone calls, including communication with guest and other hotel departments Handling of C/O, VIP rooms, preregistration rooms and in-order as well as out-of-order rooms	
A.M. Room attendant		Time: 2 weeks
	How to clean a guest room.	
P.M. Room attendant		Time: 2 weeks
	Daily procedure and night turndown service	
Floor supervisor		Time: 3 months
	How to inspect a room Opening and closing and other daily procedures	
Training supervisor		
	Training of four new employees Follow-up procedure Orientation booklet	
Head supervisor		Additional duties and responsibilities
Laundry manager		Time: 3 months
	Concepts: Products, equipment, costs, profit, maintenance. Products used, equipment breakdowns	
Washer		
Linen sorter		Poundage figures
Valet presser		Priorities and procedures
Valet runner		Duties
Laundry worker		Counting

Figure 8-6 Hotel Housekeeping Management Trainee Program Development Training Schedule, used to cycle the trainee through the various functions involved in a hotel housekeeping department. Note the position of the person who will coach the development in the various skills, and the time expected to be spent in each area.

lend themselves to measurement; therefore such characteristics are estimated. How well they are estimated depends to a great extent on the person doing the estimating. Two raters using the same form and rating the same person will probably arrive at different conclusions.

Certain policies on the use of evaluations should be established so that they are understood by both the per-

son doing the evaluating and the person being evaluated. These policies must be established and disseminated by management. In order to establish such policies, the following questions, among others, must be answered and communicated to all those involved in the evaluation: What will evaluations be used for? Will evaluations influence promotions, become a part of the em-

Chief engineer	Time: 2 months
	Concepts: To learn all duties and responsibilities of all housekeepers and public area personnel
Head housekeeper	
A.M. Cleaner	Scheduling End-of-month ordering of supplies
P.M. Housekeeper	Restaurant and lobby cleaning Gamedeck procedure
Groundspeople	Second floor and front office cleaning Waterfall and pool cleaning
Window washer	Tennis courts and garden court Procedure
Floor housekeeper	Stocking linen rooms on floors
Lobby attendant	Detailed lobby procedure
Assistant director of housekeeping	Time: 1 month
	Concepts: Payroll—Time cards Daily labor analysis Daily scheduling of room attendants Employee interviews
Director of housekeeping	Time: 1 month
	Concepts: Staffing Renovation programs Budget and capital improvement items Selection and ordering of supplies Maintaining records—inventory—maintenance status Exit interviews Training and retraining subordinates Handling employee grievances Guest complaints Employee disciplinary action and work performance history Motivation of employees (incentive programs) Safety programs Linen ordering, sizes, and storage Uniform ordering Purchase of equipment Procedures for monthly and yearly general cleaning

Figure 8-6 (continued)

ployee's record, be used as periodic checks, or be used for counseling and guidance? What qualities are going to be evaluated? Who is going to be evaluated? Who will do the evaluating?

Reliable evaluations require careful planning and take considerable time, skill, and work. An evaluation must be understood by the employee.

Evaluation should be used at the end of a probationary period, and the employee must understand at the

beginning of the period that he or she will be observed and evaluated. Each item, as well as what impact the evaluation will have on future employment, should be explained to the employee. People undergoing periodic evaluations, such as at the end of one year's employment, should also know why evaluations are being conducted and what may result from the evaluation. In both situations, the evaluation should be used for counseling and guidance so that performance may be improved

Executive Profile**Cigdem Duygulu *Spanning the Globe***

The golden palace surrounded by waving palm trees, vast green plains and the ocean's surf is her home. A gracious hostess, she welcomes her guests with open arms, a warm smile and impeccably clean rooms. Throughout her entire life, Cigdem Duygulu has been completely immersed in the hospitality industry. However, like the many immigrants who come to the U.S. in search of opportunity, she's made a long voyage to get where she is today.

by Andi M. Vance, Editor, *Executive Housekeeping Today*

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The Great Journey

As a small child, Cigdem Duygulu would wander throughout her grandparents' bed and breakfast in Golcuk, Turkey, each summer. She'd make friends with the guests and assist with small tasks, while her parents worked in the kitchen and other areas of the hotel. Her blood runs thick with the hospitality gene; luckily, she recognized this at an extremely early age.

The bed and breakfast welcomed a regular guest each summer, a gentleman from Switzerland who pampered Cigdem with gifts of soap and cookies from his country. He related tales from faraway places, opening her eyes to the world beyond the small city and village in Turkey where she lived with her family. "He showed me that there were so many things in the world to see," Duygulu recalls. "My dream was to get out of the country. I wanted to leave Turkey and travel as much as possible."

Taking her collection of soaps with her, Duygulu left high school to pursue her Bachelor's degree in Tourism and Hospitality management at Gazi University in Ankara, Turkey. Her superior performance and efforts were recognized by the University and rewarded with a six-month internship at the Bade Hotel Baren in Zurich, Switzerland. She went on the internship to gain experience in the hotel industry, but she received much more of an education than she had expected.

"I was on the German-speaking side of the country," she reminisces. "On my first day, the General Manager approached me and told me to go here and there and do this. I didn't know what he said, so I asked the assistant, 'Do you speak English?' She said, 'No.' I said to myself, 'Oh no! What am I going to do? No one speaks English or Turkish!' Later, I found out that the assistant spoke five languages. She just didn't communicate with me in English so I would learn German."

From that point, Duygulu began taking classes so she would learn the language. Already, she was relatively fluent in English and French, but was most familiar with her native tongue of Turkish. As a child, her two aunts would read her stories from America and Europe and assist her in the translation as she went. "They were very fluent in English and French," she relates. "They would teach me a lot and help me with my education."

While she continued learning the language, her eyes were opened to many other things throughout the six-month period, which helped her realize many things about herself and her interests. It was here that she discovered her love for housekeeping. She enjoyed the interactions with the guests and providing them with a warm environment for them to stay. Her attachment to the guests grew stronger, and when she found one of her favorite guests dead from a heart attack one day, she recog-

nized just how attached she had become. "She was from the French side of Switzerland," Duygulu fondly recalls. "She would always make me speak French to her; she was so nice. One morning, I knocked on her door and there was no answer. As I knew her routine, I laid her breakfast trays by the table, but still she didn't awake. When I returned to get the trays, I saw the food was still there and she appeared to be sleeping. I said to myself, 'Oh my gosh! I hope not!' But she was!"

When Duygulu ran downstairs to find the Executive Housekeeper, she found the hotel lobby busy with guests scurrying everywhere. She approached her manager and tried to tell her in broken German that she needed to show her something immediately, while attempting not to portray her dismay to the guests. The Executive Housekeeper brushed her off, telling her she was busy and didn't have the time to go up to the room. When she finally was able to get the Executive Housekeeper to the woman's room, Duygulu found herself in tears, shocked at her death.

"That was my first really traumatic experience in the business," she recalls.

But Duygulu didn't let that dissuade her from continuing her life in hotels. She wanted to pursue her career in housekeeping; she loves housekeeping. "In the housekeeping department," she says, "I feel like I'm the hostess of the hotel. Guests are coming to my hotel, my home, and I want to welcome them. If I'm working in the housekeeping area, I feel I can welcome them more than if I were working in other departments."

Following the conclusion of the internship, she returned to Turkey to finish her degree.

"At the end of it, my general manager wanted me to stay," she acknowledges, "but I went back to Turkey. My country needed me at that time. I put my resume in at a couple of places, and they called me back immediately. As soon as I finished my degree, I became the Assistant Executive Housekeeper at the Golden Dolphin Holiday Resort on the West Coast of Turkey."

Duygulu climbed her way up the ranks, working a variety of positions until becoming the Executive Housekeeper at the Golden Dolphin. After five years of service, her general manager told her he was relocating to Switzerland, and invited her to join him.

She agreed. While waiting on her work papers to arrive, she worked odd jobs throughout the country before growing impatient. "At that time," she says with a grin, "my brother was living in New York City. He said to me, 'Cigdem, why don't you just come here and wait on your papers instead of returning to Turkey and waiting?'

"I thought to myself, it's only a three-hour flight back to Turkey, and a nine-hour flight to the States, but why not? I'd like to see the United States too!"

After arriving in the U.S., Duygulu obtained her green card. She found it difficult to get a job, as many American hotel managers seemed not to recognize the dedication and extensive training required in earning a degree in hotel management in Europe. "I knew that in time I would get the job I wanted," she remembers. "After all, housekeeping basics remain the same no matter where you are: provide quality service to your guests."

Soon thereafter, she found a job and worked for a brief time at the New York Hilton at Rockefeller Center, "It was a great job and everyone was wonderful! Rockefeller Center was just amazing at Christmas time; guests came from everywhere to come and see it."

While in New York, Duygulu married a man she knew from Turkey. The two complement one another well, as he also works in the hospitality industry—in food service. "I'm a terrible cook," she admits with a laugh, "so food and beverage is not my deal."

When her husband opened a restaurant with some of his friends in Coral Springs, Florida, Cigdem accompanied him. She was anxious to continue her travels. After obtaining a position with Prime Hospitality Corporation, she moved throughout the Southern states, opening new hotels for the company. "I like the idea of working in a new hotel," she relates. So, I would keep opening the new hotels and training everyone. I loved it! They were opening new hotels everywhere. I loved traveling and learned a lot of things. I even got to watch a Dallas Cowboys football game!"

After she opened nearly 15 hotels for the company, she took an employment opportunity with John Q. Hammons Hotels, where she opened up more hotels in Oklahoma, North Carolina and Florida, which led her to where she is today. After opening the Radisson Resort-Coral Springs, Duygulu found her palace by the ocean. Not far from the Everglades, the hotel also features over 17,000 square feet of meeting space, a 30,000-square-foot conference center and an 18-hole golf course designed by PGA tour player, Mark McCumber.

Satisfaction Guaranteed

With 224 rooms, Cigdem Duygulu services her guests with a continual smile and dedication that is continually acknowledged by her management and guests. She believes that quality service is a "result of training room attendants to provide more than what is expected." She concentrates on training and educating herself, as well as her staff. Many individuals on her staff come from Haiti. She finds them anxious to learn English, as well as other areas in the Housekeeping department. Just as she was expected to learn German in Switzerland, she tries to help members on her staff learn English by turning on American radio stations for them to listen to as they work in the laundry room. She teaches staff by actually demonstrating what she'd like them to do. "Before I tell them what to do, I have to do it, or do it with them," advises Duygulu. "Particularly those things that they don't necessarily like doing. You have to take the action right away, 'Come on, we'll do it together!' I tell them."

She keeps her staff motivated by constantly recognizing their efforts, "It's the little things that are important for all of us," she says. "You have to communicate with them. You have to give them recognition, appreciation and training. Cross-training is also very important. You have to be positive and always take the action with them. That way, they will go the extra mile to make the guests happy too!"

"Training is knowing what you do; Education is knowing why you do it!"

For Duygulu, I.E.H.A. is her family. As a charter member of the Florida Intercoastal Chapter, she continually pursues prospective members, sharing her excitement about the Association, "You have to know the Association, so you can sell the Association," she says. "Before I became a member, I was in the country for almost six months before finding I.E.H.A. At that time, there was no 800 number. I knew I.E.H.A. existed because my college books in Turkey told me there was an Association for Executive Housekeepers in the U.S., but no one seemed to know how to contact I.E.H.A. I asked everyone: my general manager, assistant managers, hotel owners, even people on the street. I asked, 'Where is this Association?!"

"I asked a vendor, and he told me of an Association he knew of in Palm Beach. I went to the meeting, and found the Florida Gold Coast Chapter. That's how I became a member!

"Now, when I call prospective members in the area, I say to them, 'You know what, you don't have to look for I.E.H.A., I'm calling you and telling you! We have an 800 number now, so everyone can find it! Come on!' It's a big thing, like the airlines, 'Call us on our 800-number and make your reservations now!' I wish all Executive Housekeepers would become members of I.E.H.A. If any company is really looking at the education or degrees, then you won't go wrong being a member. Our conventions are like big reunions for me, because I get to see everyone. So, I have a huge family!"

This past Spring concluded Duygulu's four-year tenure as President of the Florida Intercoastal Chapter. While she's maintained a variety of positions within the Chapter, she's recently stepped up to become the Assistant District Director for the Florida International District.

All in the Family

Cigdem Duygulu has passed down her passion for the hospitality industry to her son, who currently works at the Radisson Resort Coral Springs in room service. "He's following in my family's footsteps, and I'm so happy for that," she relates excitedly. "My family just loves the tourism and hotel business! We love the people! The hotel business is a service business, and not everyone can do it. You have to really love it; otherwise, you can't do it. You have to love the people and love your job."

"People are always complaining, 'Oh, I don't like this, I don't want to be here.' I tell them if you don't like it, then find another job. You'll make the guests miserable with that attitude. You have to give 100% of yourself and sacrifice. When everyone's having fun during holidays and weekends, and you are working, you have to love it."

But then again, when you live in a *palace* off the coast of Florida with a lifetime of hospitality in your blood, how could you not love it?

Cigdem Duygulu can be reached at the Radisson Resort Coral Springs, (954) 227-4108.

upon or corrected if necessary. Certainly, strong points should be pointed out. An employee should be made aware of good as well as not-so-good evaluations.

Evaluations should be made for a purpose and not for the sake of an exercise. They should ultimately be used as management tools. Evaluations should be developed to fit the policies of the particular institution using it and the particular position being evaluated. The same evaluation may not be suitable for every position.

An example of an evaluation—a performance appraisal form—is presented in Figure 8.5 (the backside of the PAF—Figure 8.4). More is mentioned on the subject of performance appraisal in Chapter 11 when we discuss subroutines in the housekeeping department.

Outsourcing

In certain locales, such as isolated resorts, hotels are tempted to use contract labor because the local market does not support the necessary number of workers, particularly in housekeeping. Advocates of **outsourcing** are quick to point out the advantages of the practice. Scarce workers are provided to the property, and there is no need to provide expensive employee benefits. The entire staffing function is assumed by the contractor. There are no worries regarding recruiting, selecting, hiring, orienting, or even training the employees. Merely issue them uniforms and send them off to clean rooms. Some employers may even be willing to relax their responsibilities regarding employment law such as immigration and naturalization requirements.

Management should never forget that once a contracted employee dons a company uniform, the guest believes (and has no reason not to) that person is an employee of the hotel. The guest also believes the hotel has made every reasonable effort to screen that person in the hiring process to ensure that he or she is of good moral character, who has the best interest of the guest at heart.

Unfortunately, there have been several incidents in which the outsourced employees did not quite have the best interest of the guest in their hearts. There have been more than a few cases in which outsourced workers were wanted felons who inflicted considerable bodily harm on guests during the performance of their duties. A number of these incidents have resulted in lawsuits, with awards against the hotel in the millions of dollars.

This author does not recommend outsourcing in housekeeping, and cautions operators who ignore this advice to keep their guard up and continue to meet their legal and ethical responsibilities regarding employees and employment law.

Summary

Staffing for both hospital and hotel housekeeping operations involves the activities of selecting, interviewing,

orienting, training, and developing personnel to carry out specific functions in the organization for which they are hired. Each activity should be performed with consistency, dispatch, and individual concern for each employee brought into the organization. Whereas the major presentation of staffing in this text has been developed for the model hotel where a mass hiring has been performed, each and every aspect of selecting, orienting, and training new employees applies equally to situations in which replacement employees (perhaps only one) are brought into the organization.

Job specifications are the documents that indicate qualifications, characteristics, and abilities inherently needed in applicants. The Employee Requisition is the instrument by which specific numbers and types of candidates for employment are sought by the personnel department for each of the operating departments.

The next step is interviewing, which should be done by people from various departments. Actual selection, however, should only be performed by the department manager for whom the employee will work.

The employee acquisition phase is vital to the successful orientation of a new employee and should not be omitted. Upon acquisition of the new employee, presentation of an Employee's Handbook (Appendices C and D) is appropriate. This handbook should contain major company rules, procedures, and regulations, along with relevant facts for the employee. Orientation is the basis for allowing the new employee to become accustomed to new surroundings. The quality of orientation will determine whether the new employee will feel secure in a new setting, and it will set the stage for the relationship that is to follow.

As training begins, orientation continues but is now conducted by the specific department in which the new employee will work. There are several methods of training, each of which should be used so as to gain the best effect for the least cost. Employee performance in training should be evaluated by methods similar to those used in evaluating operational performance that will follow. After new employees receive approximately 24 hours of on-the-job training in the cleaning of rooms, they should become productive and be able to clean a reasonable number of rooms (about 60 percent efficient). Continued application of skills will develop greater productivity as the new employee spends each day working at the new skills.

As preliminary training ends, orientation should be completed by ensuring that an employee orientation meeting and a tour of the entire facility has taken place. Failure to complete an orientation or to provide sufficient training can plant the seeds of employee unrest, discontent, and possible failure of the employee's relationship with the company that might well have been prevented.

Whether conducting training or development, adequate records of employee progress should be main-

tained. Records of training that have been successfully completed establish a base for future performance appraisal. Measurement of growth in skills and promotion potential may not be recalled if training records and

evaluations are not initiated and continued. Employees have a right to expect evaluations, and usually consider objectively prepared statements about their performance a mark of management's caring about employees.

KEY TERMS AND CONCEPTS

Staffing	Employment checklist	Deficiency of execution (DE)
Job specification	Personnel Action Form (PAF)	On-the-job training (OJT)
Employee requisition	Performance appraisal	Simulation training
Sources of employees	Hotel or hospital employee's handbook	Coach-pupil method
Processing applicants	Facility tour	Lectures
Control system	Orientation meeting	Conferences
Application	Training	Workshop training
Prescreening	First training	Demonstrations
Reference to a department	Department employee's handbook	Training aid
Processing record	Skills	Development
Prescreening interview	Attitudes	Supervisory training
Interview	Knowledge	Developmental training program
Interviewing techniques	Meeting standards	Records
Interview pitfalls	Ongoing training	Evaluation and performance appraisal
Reference checks	Performance analysis	Probationary period
Orientation program	Deficiency of knowledge (DK)	Outsourcing
Employee acquisition		

DISCUSSION AND REVIEW QUESTIONS

1. When should a job specification be prepared? What should it contain?
2. What services should the personnel department of an organization perform in the hiring process? What services should department managers for whom employees will be working perform?
3. Draw up an interview plan. What questions would you ask? What questions should be avoided?
4. After reviewing the hotel handbook in Appendix C and the departmental handbook in Appendix D, discuss the differences in approach offered in these two documents.
5. There are three basic areas in which housekeeping employees should receive training. What are these areas? List several elements found in each area.

NOTE

1. Dan Wilton, "Housekeeping: Cleaning Up Your Hotel's Image." Reported in an interview with Carol Mondesir in *Canadian Hotel and Restaurant*, March 1984, pp. 36–37.