



Preparation



Cleanliness



Equipment



Service



Tools

Management Tools

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Objective and scope

The objective of this procedure is to present tools which are optional in order to control, manage and evaluate the global productivity of the Housekeeping department of the hotel.

The Management and the Housekeeper are responsible for acquiring knowledge of the tools explained and to implement them in case it is necessary for the hotel.

Summary

- 1 Control of the productivity
 - 1.1 Completion of the chart
- 2 Calculation of the ideal number of employees
- 3 Principles of service
- 4 Templates and file
- 5 Validation of procedure

1 Control of the productivity

Responsible: Housekeeper

The purpose of this template: *"Analysis of the daily productivity.xls"* is to:

- Know the productivity of the Housekeeping staff through a detailed analysis of the distribution of the daily work.
- See clearly and thoroughly the management of the shifts of the Housekeeping Department.

The Housekeeper must incorporate in the chart the main tasks performed daily by each employee.

1.1 Completion of the chart

When completing the chart, it is important to contemplate the following information:

Information of each employee:

Name: Specify the name of the employee.

Job title: Indicate the job title of the employee: Housekeeper, Assistant Housekeeper, chambermaid, maid for common areas, maid for evening shifts, laundress, valet, etc.

Contract of employment: Indicate the type of contract of each employee: Permanent, permanent-discontinuous, temporary, job vacancies (extras) for NH, trainees, Employment Agencies, etc.



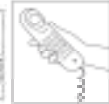
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Information of the rooms:**Daily rooms:**

Number of rooms to clean during the day.

Pending previous day, day use:

Number of rooms pending from the previous day.

Total number of rooms:

Automatically, the total numbers of rooms to be cleaned appear.

Daily information of the productivity to be completed by the Housekeeper:

For the chambermaids, the total number of rooms cleaned will be specified.

For the rest of the employees, it is recommended to only specify this in case they are assigned a different task than what they had been previously assigned (specifying **always** the number of rooms cleaned, regardless of the job title of the employee).

In the absence of a worker, always indicate the reason for the absence.

OFF	Day off	PM	Personal matters
SL	Sick leave	S	Illness, sickness
V	Vacation	OC	Other causes (wedding, etc.)
H	Holiday	PEND	Chambermaid working during day off
Nº	Number of rooms cleaned	E	Evening shift

Below is an example shown of the symbols used:

Example:

JANUARY 2011			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
			SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN
Rooms per day:			104	138	92	111	144	155	146	154	155	89	125	142	158	135	143	154
Pending previous day, day use:			18		35							32	9			3	2	
Total number of rooms:			114	138	127	111	144	155	146	154	142	121	128	142	158	138	145	154
Name	Housekeeper	Permanent	OFF	OFF						OFF	OFF						OFF	OFF
Name	Ass. Housekeeper	Permanent			OFF	OFF						OFF	OFF					2
Name	Chambermaid	Permanent	18	18	18	18	18	18	18	OFF	OFF	18	OFF	OFF	18	18	18	18
Name	Chambermaid	Permanent	OFF	OFF	18	OFF	OFF	18	18	18	18	18	18	18	18	OFF	OFF	18
Name	Chambermaid	Permanent	OFF	OFF	18	OFF	OFF	18	18	18	18	18	18	18	OFF	OFF	18	18
Name	Chambermaid	Permanent	18	18	18	18	18	18	18	OFF	OFF	V	V	V	V	V	V	V
Name	Chambermaid	Permanent	SL	SL	SL	SL	SL	SL	SL	SL	SL	SL	SL	SL	SL	SL	SL	SL
Name	Chambermaid	Permanent	18	18	18	18	18	18	18	OFF	OFF	18	OFF	OFF	18	18	18	18
Name	Chambermaid	Temporary	SL	SL	SL	SL	SL	SL	SL	SL	SL	SL	SL	SL	SL	SL	SL	SL
Name	Chambermaid	Temporary	18	18	18	18	18	OFF	OFF	18	18	18	18	18	18	18	18	OFF
Name	Morning maid	Permanent	OFF	OFF	OFF	OFF								2	OFF	OFF	2	5
Name	Morning maid	Permanent	2	2		2	18	OFF	OFF	18	18	18	14	18	2	2	OFF	OFF
Name	Evening maid	Permanent	18	18	11	18	18	OFF	OFF	3	3	4	4	18	18	18	OFF	OFF
Name	Evening maid	Permanent	2	2			4	1	5	OFF	OFF	OFF	OFF	2	2	2	5	14
Name	Laundress	Permanent	4	4	2	2	5	2	2	OFF	OFF	V	V	V	V	V	V	V
Name	Laundress	Permanent	OFF	OFF	18	18	18	OFF	OFF	18	18	18	18	18	18	18	OFF	OFF
Name	Laundress	Permanent	OFF	OFF	2	2	5	OFF	OFF	5	1				7	7	OFF	OFF
Name	Extra	Job vacancies RH																
Name	Extra	Job vacancies RH																
Name	Extra	Job vacancies RH					17	18	18			18	18	18	18		18	
Name	Extra	Job vacancies RH	18					18	21	20	17		18	18	18	18	21	19
Name	Extra	Job vacancies RH																
Name	Extra	Job vacancies RH						18		20	17		18		18	18	21	19
Name	Extra	Job vacancies RH											14		7	7		5
Total number of rooms cleaned:			114	89	128	114	143	155	147	152	140	134	150	140	154	138	143	131



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2 Calculation of the ideal number of employees

Following, you will find the formula to find the ideal number of employees needed in the Housekeeping Department.

The chart shown below serves as a dual-purpose in order to:

- Forecast: The employees needed yearly for the Housekeeping Department.
- Last evaluation: Observe if the management of the employees was carried out properly the previous year.

Rooms	% Occupancy	Rooms Occupied	Ratio chambermaids	N° Chambermaids month	Ratio days of and vacations	Chambermaid per year	Common areas	Evening shift	Ratio days of and vacations	Common areas + evening shift	HK.	Total staff
100	60%	60	18	3,33	1,62	5,40	1	0	1,62	1,62	1	8,02

The chart is set up so that only the fields in **black** can be completed. The rest of the fields must be calculated automatically or should already have been established by the company. Following is the explanation of how to correctly complete the chart:

Rooms:	Indicate the total number of rooms available at the hotel.
% Occupancy:	Yearly percentage occupancy of the hotel.
Rooms occupied:	The result is obtained automatically. (Rooms Occupied: $\text{Rooms} \times \% \text{Occupancy}$)
Ratio chambermaids:	Add the ratio of the chambermaids established by the Management of the Hotel. (<i>Example: 18 rooms</i>)
N° of chambermaids per month:	This calculation is automatic. (N° Chambermaids per month: $\text{Rooms occupied} / \text{Ratio chambermaid}$)
Ratio days off and vacations:	The Company has defined an average ratio of 1, 62 ; which includes holidays and annual leaves.
Chambermaids per year:	The result is obtained automatically (Chambermaids per year: $\text{N° chambermaids per month} \times \text{Ratio of days off and vacations}$)
Common areas:	The employees needed for the common areas will depend on the dimensions and facilities of the hotel.
Evening chambermaid:	The number of chambermaids needed for the evening shift will be determined by the dimensions and installations of the hotel.
Ratio days off and vacations:	The Company has defined an average ratio of 1,62 ; which includes holidays and annual leaves.
Common areas + evening:	The result is obtained automatically: (Common areas + evening: $[\text{Common areas} + \text{Evening chambermaid}] \times \text{Ratio of days off and vacations}$)
Housekeeper:	This will be established according to the type of hotel. In many cases, there is only one Housekeeper and during vacations or days off, her duties are not 100% substituted.
Total staff:	The result is obtained automatically:



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 (Total staff: Chambermaids per year + Common areas and evening + Housekeeper)

3 Templates and file

The registration forms previously indicated are optional.

In each registration form, there are two icons with their corresponding chart; one chart to be completed by the Housekeeper and the other to be completed as an example.

Template	Responsible	Period
Analysis of the daily productivity	Housekeeper	Opcional
Calculation of the ideal number of employees	Housekeeper	Opcional

4 Procedure validation

Version	Corporate area	Approved by:		Approval date
1	Operations (Process Owner)	Operations Control Director Chief Operations Officer	Anja Loijens Ramón Aragonés	March 2012
	Internal Audit	SVP Internal Audit		
	Resources	SVP Human Resources		
	Strategy & Development	SVP Quality & Competition		
	Management Committee			Steering Minutes 26/03/2012