

Tourism Competence Guidelines



Competences in Housekeeping Operations

Introduction

The Tourism Competence Guidelines were compiled by the MTA's Strategic Planning and Research Division on behalf of the Human Resource and Support Services Directorate with a view to establishing occupational competence guidelines in the tourism industry.

These guidelines were drawn up following a consultation process with key people from accommodation and catering establishments, together with representatives from the Institute of Tourism Studies. A number of working groups were set up to discuss competences relating to food and beverage service, food preparation and cooking, housekeeping as well as front office operations. The competences are based on the National Vocational Qualifications (NVQs) drawn up by the Hospitality Training Foundation (HTF) in the UK. A number of HR-related research studies, both local and foreign, were also taken into account.

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Disclaimer

The MTA has taken great care and attention to ensure that all the information contained in this booklet was accurate up to the date of printing. This booklet should only serve as a source of reference since the field in which it is concerned is constantly adapting and changing to ensure the improvement of the whole human resource environment. Consultation with professionals in the appropriate field is always advisable prior to taking decisions of a sensitive nature.

These guidelines are also available online at:
www.mta.com.mt.

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Uses of Tourism Competence Guidelines

The Tourism Competence Guidelines are an essential tool in supporting key people in tourism-related establishments through the effective management of human resources. The competence guidelines are intended to help set standards of service in the tourism industry, address skill shortages, enhance the image of tourism employment, provide a more motivated workforce and contribute to the overall improvement of business performance and productivity.

The guidelines offer important benefits to both employers and employees. The benefits for **employers** accrue in terms of improved quality of service leading to better performance. The competence guidelines can be used to:

- Prepare job descriptions and draw up recruitment criteria
- Set in-house standards of performance and develop workplace procedures
- Identify skills and training needs
- Develop training programmes
- Measure training effectiveness
- Appraise staff performance
- Deliver consistent service quality
- Increase employee motivation to learn and perform well

The benefits for **employees** are:

- Recognition for skills and knowledge
- Enhanced status and self-esteem
- Improved motivation and job satisfaction levels
- Career advancement opportunities
- Better workplace relationships

The Tourism Competence Guidelines form part of the MTA's training and development strategy for human resources employed within the industry and will be used in the drafting of an HR plan for the industry. They also help raise the profile of 'service jobs' in the tourism industry by ensuring that the service provided is consistent and of excellent quality, through competent and professional employees.

Structure of the Tourism Competence Guidelines

The Tourism Competence Guidelines reflect a variety of job roles within the hospitality industry. The guidelines consist of **four** booklets highlighting competences in (1) food and beverage service; (2) housekeeping operations; (3) food preparation and cooking; and (4) front office operations. These sub-sectors are the most labour-intensive in tourism employment and are of utmost importance in terms of service quality provided by different categories of staff employed in tourist establishments. The development of the guidelines therefore plays an essential role in ensuring that the right training, education and competences are available.

Job competence is grouped according to (i) staff category (operational, supervisory and managerial) and (ii) the type of work performed. Associated job positions are also identified. **An establishment may have some or all of the mentioned job positions depending on type, size and mode of operation.**

A competent person has the ability to perform a number of **job specific tasks** (by applying vocational skills), **is knowledgeable** about workplace procedures and other work-related issues and possesses the **right personal qualities** and personality attributes for the job.

Job Positions in Housekeeping Operations

A number of job positions relating to housekeeping services are identified and grouped according to staff category, namely operational, supervisory and managerial staff. **These job positions, however, may not be applicable to all establishments but depend on the type of organisation, its size, management style and operational procedures.**

Competences in Housekeeping Operations:

Operational

- 1.1 Room Attendant / Turndown Attendant / House Assistant
- 1.2 Laundry and Linen Attendant / Seamstress
- 1.3 Linen Porter
- 1.4 Linen Sorter
- 1.5 Public Area Attendant / Domestic Cleaner
- 1.6 Cloakroom Attendant

Supervisory

- 2.1 Housekeeping Supervisor / Housekeeping Coordinator
- 2.2 Floor Housekeeper / Housekeeping Floor Supervisor / Senior Room Attendant

Managerial

- 3.1 Head Housekeeper / Executive Housekeeper
- 3.2 Laundry Manager

Human and Generic Skills

Tourism is one of the most dynamic and people-oriented industries. “Personality attributes” or “attitudinal skills” such as enthusiasm, motivation, commitment, flexibility, charisma, responsibility and willingness to learn are of utmost importance for anyone working or aspiring to work in the tourism industry. Successful job applicants and existing employees must have the “right personality” to work in tourism.

For this reason, **all housekeeping personnel** at operational, supervisory or managerial levels must possess a number of generic skills and personality traits:

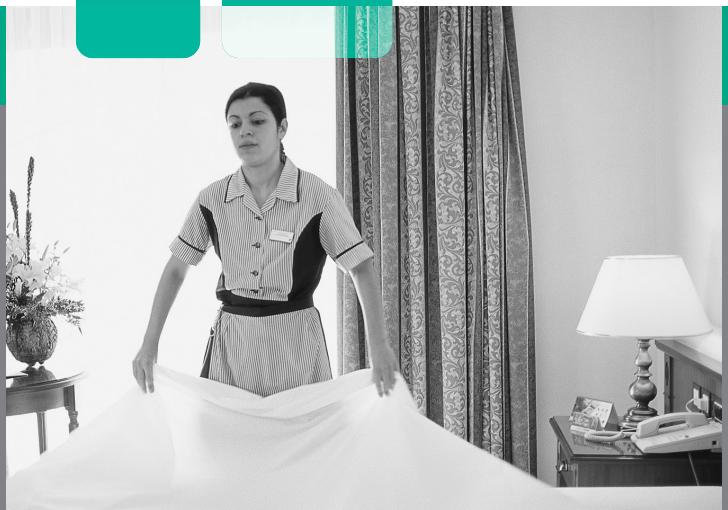
Human & Generic Skills	Attitudes & Personality Traits
Communication skills (management with employees, among employees and with customers)	Enthusiasm, personality, self-confidence, charisma, initiative
Customer care skills	Commitment, dedication, responsibility
Team-working skills	Creativity, innovation
Negotiating skills and the ability to deal with conflict	Self-discipline
Problem-solving, dealing with complaints effectively	Self-presentation and appearance
Leadership (including small business management skills)	Honesty
Time-management skills	Sensitivity and discretion
Entrepreneurial skills	Willingness to learn
Selling and Marketing skills	Willingness to work
Administrative skills (record-keeping, cash-handling)	Flexibility
Computer skills (word-processing, email, internet)	Physical strength and stamina
Foreign languages (especially good knowledge of English)	The right disposition towards employment
Literate - to be able to read and understand signs and instructions	Detail oriented

Housekeeping employees are required to **create and maintain effective working relationships** by passing on information to other members of staff and communicating effectively with other front-office employees. Housekeeping employees must always assist guests in a polite manner.

Customer care skills have to be practised when communicating with customers by using the appropriate body language (e.g. smiling where appropriate), identifying customer needs and passing on the correct information. Employees have to deal with complaints effectively - where possible making suggestions to take action to prevent the same complaint from recurring and informing the appropriate person where necessary. Employees need to promote the establishment by means of promotional material (e.g. leaflets and menus) and by interacting positively with customers.

Housekeeping employees need to have a clean and tidy appearance. They also need to maintain **a safe and secure working environment** for customers and staff. This includes security at the workplace, identifying potential risks and hazards and following appropriate health and safety procedures. It is the responsibility of management to implement training programmes regarding health and safety procedures.

Operational



Competences in Housekeeping Operations

1.1 Room Attendant

Associated job positions:

- Turndown Attendant
- House Assistant

Job purpose: To clean and prepare guest rooms

Room attendants may perform some or all of the following tasks:



Job Specific Tasks

Job Specific Tasks - Getting Started

Reporting to office	<ul style="list-style-type: none"> • Sign for section key • Pick up work paper
Preparing to start	<ul style="list-style-type: none"> • Prepare trolley • Prepare chemicals and cleaning products • Prepare linen
Getting Started	<ul style="list-style-type: none"> • Check paperwork for any departures • Check if room is vacated and if so, start with it or according to hotel occupancy and policies • Knock before entering and allow sufficient time for guest to answer • If guest is in the room, ask for an appropriate time for cleaning

Job Specific Tasks - Cleaning and Preparing Guest Rooms

Prepare beds	Make beds for customer use <ul style="list-style-type: none"> • Prepare the bed so that it is ready to be used • Ensure that when appropriate, mattresses have been turned • Ensure that the bed base, bed head, linen and bed coverings are clean and undamaged • Make the bed with the correct linen and bed coverings according to whether the customer is a new or stay-over guest • Ensure that corners are folded properly • Always pay attention for stains or hairs
Handle linen and bed coverings	Handle linen <ul style="list-style-type: none"> • Remove all linen and coverings from beds • Handle and store dirty linen and coverings • Collect and transport clean linen and coverings • Deal with any linen or coverings that do not meet the required standards, in line with suitable workplace procedures • Secure linen stores against unauthorised access
Clean windows, glass and façade of buildings	<ul style="list-style-type: none"> • Remove soilage from windows, glass surfaces and façade, surfaces including frames and curtain walling using the appropriate cleaning products • Identify and report damaged or unsecure windows, glass

	<p>surfaces and façade to the appropriate person</p> <ul style="list-style-type: none"> • Always ensure windows and balcony doors have a sticker with logo clearly visible at eye level for safety purposes
Service toilet and bathroom areas	<ul style="list-style-type: none"> • Clean toilet, bathroom appliances and surrounding areas including floors, walls, mirrors and other surfaces • Replenish customer supplies and accessories • Ensure all rubbish and waste is disposed of safely • Report stock shortages appropriately • Always use gloves and allow time for chemicals to work
Other core functions	<ul style="list-style-type: none"> • Ensure all rubbish and waste is disposed of correctly • Ensure correct procedures are undertaken when using machinery, and faults reported appropriately • Report lost property to the appropriate person • Respond to customer enquiries and complaints promptly and report to the appropriate person • Ensure security procedures are followed • Comply with health and safety, fire and hygiene regulations • Maintain high standards of personal presentation and punctuality • Attend and participate in staff meetings • Attend training sessions



Room Attendants should be knowledgeable about

- Personal presentation, punctuality and initiative
- Communication and literacy
- Using and maintaining equipment appropriately
- Maintenance procedures and waste management
- Guest facilities and products
- Security procedures
- Maintaining a safe environment for colleagues and guests
- Health and safety procedures
 - fire and emergency procedures
 - safe lifting and carrying techniques
 - manual handling
 - use of protective clothing
 - use of hazard signs
 - use of detergents and cleaning products



Personal Qualities

- Customer care
- Effective communication
- Team player
- Language skills, especially spoken English
- Problem solving
- Physical fitness
- Enjoy practical work
- Be flexible about working hours especially during peak season
- Maintain a smart appearance
- Retain confidential information about guests

1.2 Laundry and Linen Attendant

Job purpose: To clean, prepare and issue laundry and linen

Laundry and linen attendants may perform some or all of the following tasks:



Job Specific Tasks

Handle linen and laundry

Linen includes sheets, blankets, bedspreads, pillow cases, duvet covers, valances/mattress covers and duvets

- Receive and sort all linen and laundry
- Process guest laundry to required standards
- Issue laundry and linen using appropriate stock rotation
- Assist with laundry and linen stock-takes
- Ensure working areas and store rooms are kept clean and tidy
- Report all maintenance problems to the appropriate person
- Comply with health and safety, as well as fire and hygiene regulations
- Maintain high standards of personal presentation and punctuality

Additional functions

- Assist in cleaning bedrooms and moving beds and furniture
- Assist in the issue and control of staff uniforms
- Ensure all laundry items are recorded for transportation and check laundry invoices on receipt from outside contractors
- Attend and participate in staff meetings
- Maintain a close link with the housekeeping department
- Attend training sessions



Laundry and Linen Attendants should be knowledgeable about

- Personal presentation, punctuality and initiative
- Guest facilities and products
- Communication, literacy and numeracy
- Correct procedure for sorting out different fabrics
- Cleaning and maintaining different types of laundry and linen
- Using suitably sized linen
- Security procedures of linen stores
- Maintaining a safe environment for colleagues and guests
- Health and safety procedures
 - fire and emergency procedures
 - safe lifting and carrying techniques
 - manual handling
 - use of protective clothing
 - use of hazard signs
 - use of detergents and cleaning products



Personal Qualities

- Customer care
- Effective communication
- Team working and working relationships
- Language skills especially spoken English
- Basic literacy and numeracy skills
- Problem solving
- Physical fitness
- Enjoy practical work



Other Associated Job Positions

Seamstress

A laundry attendant may also be used as a **seamstress** to mend any damaged linen, curtains and uniforms. In this case, laundry attendants would need to know how to sew and how to use a sewing machine.

1.3 Linen Porter

Job purpose: In large establishments, a linen porter may be used to distribute linen to all departments

Linen porters may perform some or all of the following tasks:



Job Specific Tasks

Distribute linen

Linen includes sheets, blankets, bedspreads, pillow cases, duvet covers, valances/mattress covers and duvets

- Ensure distribution of linen to all departments
- Ensure linen stock is replenished daily
- Ensure dirty linen and laundry are removed from all areas
- Ensure correct procedures are followed when using machinery and faults reported to the appropriate person
- Ensure furniture and equipment is relocated as necessary
- Ensure all security procedures are followed
- Comply with health and safety as well as fire and hygiene regulations
- Work in a clean and tidy environment
- Maintain high standards of personal presentation and punctuality

Other specific job functions

- Assist in cleaning rooms when required
- Assist in other areas of the organisation/hotel when required
- Wash and dry linen
- Attend and participate in staff meetings
- Attend training sessions



Linen Porters should be knowledgeable about

- Personal presentation, punctuality and initiative
- Guest facilities and products
- Cleaning and maintaining different types of laundry and linen
- Differentiating between different linen sizes of bed sheets and other linen
- Using and maintaining equipment appropriately
- Security procedures of linen stores
- Maintaining a safe environment for colleagues and guests
- Document linen counts
- Health and safety procedures
 - fire and emergency procedures
 - safe lifting and carrying techniques
 - manual handling
 - use of protective clothing
 - use of hazard signs
 - use of detergents and cleaning products
 - maintenance procedures and quality control



Personal Qualities

- Customer care
- Effective communication
- Team working and working relationships
- Language skills especially spoken English
- Basic literacy and numeracy skills
- Problem solving
- Physical fitness
- Enjoy practical work

1.4 Linen Sorter

Large establishments may employ a **linen sorter**

Job purpose: Sorting and counting of linen

Linen sorters may perform some or all of the following tasks:



Job Specific Tasks

Sort and count linen

Linen includes sheets, blankets, bedspreads, pillow cases, duvet covers, valances/mattress covers and duvets

- Collect all soiled linen from guest room floors
- Assist and liaise on a daily basis with washroom attendant to ensure that all items that are washed in-house are given to be done on time as per occupancy levels
- Take up items to room attendants on a daily basis
- Supervise the use of the chemical room and give out chemicals to associates if required
- Daily cleaning of the chemical room
- Monitor and assist in any housekeeping requests
- Clean laundry area at the end of the shift

Other specific job functions

- Assist in cleaning rooms when required
- Assist in other areas of the organisation/hotel when required
- Attend and participate in staff meetings
- Attend training sessions



Linen Sorters should be knowledgeable about

- Personal presentation, punctuality and initiative
- Guest facilities and products
- Cleaning and maintaining different types of laundry and linen
- Sorting different linen sizes of bed sheets and other linen
- Using and maintaining equipment appropriately
- Security procedures of linen stores
- Maintaining a safe environment for colleagues and guests
- Documenting linen counts
- Health and safety procedures
 - fire and emergency procedures
 - safe lifting and carrying techniques
 - manual handling
 - use of protective clothing
 - use of hazard signs
 - use of detergents and cleaning products
 - maintenance procedures and quality control



Personal Qualities

- Customer care
- Effective communication
- Team player
- Language skills especially spoken English
- Basic literacy and numeracy skills
- Problem solving
- Physical fitness
- Enjoy practical work

1.5 Public Area Attendant

Associated job positions:

- Domestic Cleaner

Job purpose: To clean and prepare public areas

Public Area Attendants may perform some or all of the following tasks:



Job Specific Tasks

Clean public areas and front of house

Public areas relate to the lobby, reception, public toilets, passenger lifts, telephone booths and the front entrance

- Clean public areas using the correct cleaning equipment and cleaning materials
- Use hazard warning signs as appropriate
- Wear protective clothing as appropriate
- Ensure surfaces (including front steps, floors/floor coverings, furniture and toilet appliances) are clean
- Undertake the regular emptying of ashtrays

Clean windows, glass and façade surfaces of buildings

- Clean windows, glass surfaces and façade including frames and curtain walling using the appropriate cleaning products
- Identify and report damaged and unsecure windows, glass surfaces and façade to the proper person

Additional functions

- Ensure all products are replenished
- Store cleaning equipment correctly and safely after use
- Ensure all rubbish and waste is disposed of safely
- Ensure correct procedures are undertaken when using machinery and faults reported to the appropriate person
- Report lost property to the appropriate person
- Comply with health and safety, fire and hygiene regulations
- Comply with hygiene procedures
- Comply with security procedures
- Maintain high standards of personal presentation and punctuality
- Attend and participate in staff meetings
- Attend training sessions in particular on-the-job training



Public Area Attendants should be knowledgeable about

- Personal presentation, punctuality and initiative
- Guest facilities and products
- Cleaning floor and public areas appropriately
- Using and maintaining equipment appropriately
- Different flooring types and their cleaning requirements



continued

- Maintaining strict control of keys
- The ability to work under minimum supervision
- Health and safety procedures
 - fire and emergency procedures
 - safe lifting and carrying techniques
 - manual handling
 - use of protective clothing
 - use of hazard signs
 - use of detergents and cleaning products and their correct usage
 - maintenance procedures and quality control



Personal Qualities

- Customer care
- Effective communication
- Team player
- Language skills especially spoken English
- Problem solving
- Flexibility - may be required to work longer hours at short notice
- Physical fitness
- Enjoy practical work

Attention to detail is of paramount importance in public area cleaning

1.6 Cloak Room Attendant

Cloakroom attendants may be available in larger establishments and are especially needed during functions such as conferences and weddings

Job purpose: Prepare cloakrooms for guests and front office areas

Cloak room attendants may perform some or all of the following tasks:



Job Specific Tasks

Prepare cloakroom for guests and front office areas

- Ensure area is clean and tidy
- Allocate tags to bags and coats
- Ensure guests receive correct tags
- Ensure lost property procedures are followed
- Ensure toilets and washbasins are clean
- Ensure all security procedures are followed
- Ensure rubbish and waste is disposed of safely
- Comply with health and safety, fire and hygiene regulations
- Work in a clean and tidy environment
- Maintain a high standard of personal presentation and punctuality

Additional functions

- Attend and participate in staff meetings
- Attend training sessions
- Maintain awareness and comply with health and safety procedures



Cloakroom Attendants should be knowledgeable about

- Personal presentation, punctuality and initiative
- Guest facilities and products
- Communication, literacy and numeracy
- Dealing with customers, maintaining cloakrooms
- Cleaning and maintaining public areas
- The ability to work under minimum supervision
- Security procedures
- Health and safety procedures
 - fire and emergency procedures
 - safe lifting and carrying techniques
 - manual handling
 - use of hazard signs



Personal Qualities

- Customer care
- Effective communication
- Team working and working relationships
- Language skills especially spoken English
- Problem solving
- Be flexible as they may be required to work long hours at short notice
- Physical fitness
- Enjoy practical work

Supervisory



Competences in Housekeeping Operations

2.1 Housekeeping Supervisor

Associated job positions:

- Housekeeping Coordinator

Job purpose: To ensure associates of the housekeeping department clean and maintain guestrooms and public areas

Housekeeping supervisors may perform some or all of the following tasks:



Job Specific Tasks

Maintain the housekeeping service

Prepare for the housekeeping service

- Establish and update procedures for the running of the housekeeping service including cleanliness of guest rooms and public areas, replenishment of customer and staff supplies and special guest requirements
- Brief staff on established procedures and any variations to their work
- Ensure staff are provided with all required resources to carry out their work effectively

Supervise the running of the housekeeping service

- Ensure housekeeping procedures are fully implemented
- Take appropriate action to minimise problems that may disrupt the housekeeping service
- Ensure faults and maintenance defects are recorded and passed on to the appropriate person
- Ensure relevant information is accurately recorded and passed to the appropriate person

Undertake a review of the housekeeping service

- Feedback from staff and customers is collected, analysed, recorded and passed on to the appropriate person
- Respond to customer enquiries, complaints and ensure suitable action is undertaken
- Ensure established procedures are reviewed to ensure the needs of customers are met
- Performance records (including room status reports, room checklists, maintenance reports, periodic cleaning records, customer feedback forms, complaint reports and incident reports) are compiled and passed on to the appropriate person

Maintain the linen service

Prepare for the linen service

- Establish and update procedures for the running of the linen service including collecting dirty items, storing and distributing linen, ordering supplies and reporting faults
- Brief staff on established procedures and any variations to their work
- Ensure staff are provided with all required resources to carry out their work effectively

Maintain the linen service (continued)

Supervise the running of the linen service

- Ensure linen service procedures are fully implemented
- Appropriate action is taken to minimise problems that may disrupt the linen service
- Ensure faults and maintenance defects are recorded and passed on to the appropriate person
- Ensure relevant information is accurately recorded and passed on to the appropriate person

Undertake a review of the linen service

- Feedback from staff and customers is collected, analysed, recorded and passed on to the appropriate person
- Respond to customer enquiries, complaints and ensure suitable action is undertaken
- Established procedures are reviewed to ensure that customer needs are met
- Take part in yearly/quarterly/monthly stock-takes
- Maintain strict linen inventory

Additional Functions

Create effective working relationships

- Maintain effective communication with team and other departments
- Gain the trust of colleagues, team members and management
- Create an effective working environment that enables problem solving to take place so as to avoid conflict
- Team building

Contribute to the provision of required personnel and development of existing team members

- May assist the head housekeeper or executive housekeeper to recruit and select housekeeping operational employees
- Train new and existing housekeeping operational employees
- Identify skill gaps and provide the necessary training to existing employees

Maintain the health, safety and security of the working environment

- Maintain awareness of environmental issues and procedures
- Undertake activities in line with health and safety and risk assessment procedures
- Ensure activities are undertaken in line with security procedures
- Maintain high standards of personal presentation and punctuality

Personal development

- Attend and participate in staff meetings
- Attend training sessions
- Communicate effectively with colleagues, management and customers
- Develop new skills to improve performance
- Manage time
- Delegate work

Administrative duties

- Coordinate information between front office and housekeeping
- Prepare staff attendance sheets and payroll administration
- Record supplies and usage
- Ensure all correspondence is completed promptly
- Develop and maintain computer records
- May be involved in capital expenditure and budgeting preparations



Housekeeping Supervisors should be knowledgeable about

- Personal presentation, punctuality and initiative
- Knowledge of guest facilities and products
- Communication, literacy and numeracy
- Managing the cleaning of guest rooms and other surface areas appropriately
- Using and maintaining equipment appropriately
- Security procedures, maintenance procedures, quality control and computer software packages
- Maintaining a safe environment for colleagues and guests
- Supervising staff
- Developing and training staff and self
- Dealing with customers
- Health and safety procedures
 - fire and emergency procedures
 - risk assessment procedures
 - safe lifting and carrying techniques
 - manual handling
 - use of protective clothing
 - use of hazard signs
 - use of detergents and cleaning products



Personal Qualities

- Customer care
- Effective communication
- Team work and fostering working relationships
- Language skills especially spoken English
- Decision making skills
- Problem solving
- Physical fitness
- Enjoy practical work

2.2 Floor Housekeeper

Associated job positions:

- Housekeeping Floor Supervisor
- Senior Room Attendant

In large establishments, the housekeeping supervisor may be assisted by a floor housekeeper.

Job purpose: Supervise aspects of housekeeping operations

Floor housekeepers may perform some or all of the following tasks:



Job Specific Tasks

Supervise aspects of housekeeping operations

- Supervise the cleaning of bedrooms and public areas following cleaning procedures
- Supervise the control and replenishment of stock
- Ensure all equipment faults are reported to the appropriate person
- Supervise the security of rooms and equipment
- Assist in administrative functions and organising staff rosters
- Ensure work is carried out in a clean and tidy environment
- Assist to maintain costs within budget
- Assist in staff training and development
- Monitor compliance with health, safety, fire and hygiene regulations
- Maintain a high standard of personal presentation and punctuality

Additional functions

- Comply with all hygiene procedures
- Attend and participate in staff meetings
- Attend training sessions
- Communicate effectively with colleagues, management and customers
- Develop new skills to improve performance
- Manage time
- Delegate work
- Respond to customer queries and complaints and ensure suitable action is taken
- Assist in the issue of staff uniforms
- Plan and implement special periodic cleaning projects



Housekeeping Supervisors should be knowledgeable about

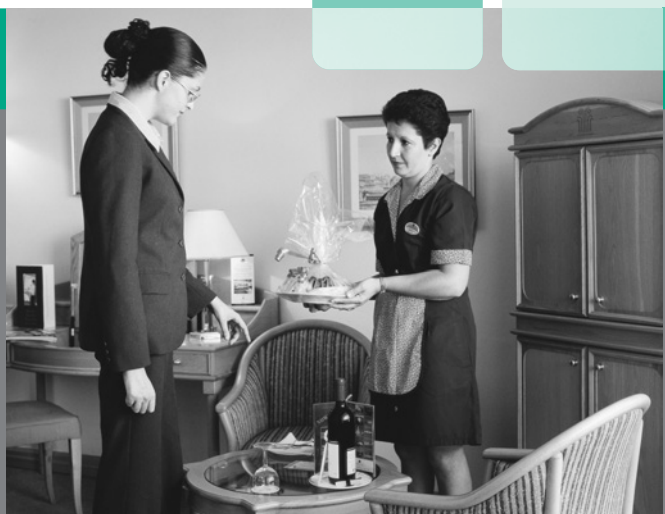
- Personal presentation, punctuality and initiative
- Knowledge of guest facilities and products
- Communication, literacy and numeracy
- Managing the cleaning of guest rooms and other surface areas appropriately
- Using and maintaining equipment appropriately
- Security procedures, maintenance procedures and quality control
- Use of modern technology to assist in carrying out housekeeping operations
- Maintaining a safe environment for colleagues and guests
- Supervising staff
- Developing and training staff and self
- Dealing with customers
- Health and safety procedures
 - fire and emergency procedures
 - risk assessment procedures
 - safe lifting and carrying techniques
 - manual handling
 - use of protective clothing
 - use of hazard signs
 - use of detergents and cleaning products



Personal Qualities

- Customer care
- Effective communication
- Team work and fostering working relationships
- Language skills especially spoken English
- Decision making skills
- Problem solving
- Physical fitness
- Enjoy practical work

Managerial



Competences in Housekeeping Operations

3.1 Head Housekeeper

Associated job positions:

- Executive Housekeeper

Job purpose: Managing housekeeping operations

Head and/or Executive Housekeepers may perform some or all of the following tasks:



Job Specific Tasks

Manage the housekeeping service

Control the quality of the housekeeping service

- Clear procedures are devised to maintain the quality of housekeeping operations. Procedures relate to the cleanliness of customer rooms and public areas, provision of supplies, processing and distribution of linen, as well as reporting faults and repairs
- Procedures are communicated to team members
- Resources required to provide the housekeeping service are identified and supplied to team members
- Ensure consistent quality of cleaning in all areas
- Develop and update quality standards; where standards are available, maintain standards as dictated by brand or company
- Take action to overcome inappropriate deviations from quality standards
- Ensure relevant information is accurately recorded, analysed and passed to the appropriate person

Manage housekeeping operations

- Monitor housekeeping staff ensuring they maintain their personal presentation
- Ensure housekeeping staff communicate with customers in an appropriate manner
- Minimise the effect of problems that may disrupt housekeeping service operations
- Monitor the condition of housekeeping areas
- Ensure performance records and forecasts are analysed and results reported to the appropriate person. These include records of performance against budgets, status of rooms and demand for linen services
- Take responsibility for monitoring waste
- Take responsibility for purchasing equipment and supplies
- Maintain security of stock and equipment
- Ensure all equipment faults are reported and dealt with by the appropriate person

Additional Functions	
Create effective working relationships	<ul style="list-style-type: none"> • Maintain effective communication with team and other departments • Gain the trust of colleagues, team members and immediate manager • Create an effective working environment that enables problem solving to take place to avoid conflict • Build effective teams • Liaise with other departments to ensure effective co-operation • Organise team meetings
Contribute to the provision of required personnel and development of existing team members	<ul style="list-style-type: none"> • Recruit and select housekeeping employees • Manage the training and development of housekeeping employees including induction, on-the-job training and performance appraisals • Organise staff meetings • Identify skill gaps and provide the necessary training to existing employees • Monitor staff performance
Ensure the health, safety security and hygiene of the working environment	<ul style="list-style-type: none"> • Maintain awareness of environmental issues and procedures • Undertake activities in line with health and safety and risk assessment procedures • Comply with hygiene procedures and legal requirements • Ensure activities are undertaken in line with security procedures • Ensure a high standard of personal presentation of staff
Personal resource development	<ul style="list-style-type: none"> • Attend and participate in staff meetings • Attend training sessions • Develop new skills to improve performance • Manage time • Delegate work • Plan and evaluate housekeeping operations
Manage the use of financial resources	<ul style="list-style-type: none"> • Make recommendations for expenditure • Review and control expenditure against budgets
Administrative duties	<ul style="list-style-type: none"> • Coordinate information between front office and housekeeping • Prepare staff attendance sheets and payroll administration • Organise staff shift work • Take responsibility for staff discipline • Record supplies and usage • Ensure all correspondence is handled promptly • Develop and maintain computer records



Head Housekeepers should be knowledgeable about

- Personal presentation, punctuality and initiative
- Guest facilities and products
- Managing the cleaning of guest rooms and other surface areas appropriately
- Using and maintaining equipment appropriately
- Security procedures, maintenance procedures, quality control and computer software packages
- Maintaining a safe environment for colleagues and guests



continued

- Managing staff
- Developing and training staff and self
- Dealing with customers
- Re-ordering and managing stock
- Producing room status forms
- Health and safety procedures
 - fire and emergency procedures
 - risk assessment procedures
 - safe lifting and carrying techniques
 - manual handling
 - use of protective clothing
 - use of hazard signs
 - knowledge of detergents and cleaning products



Personal Qualities

- Customer care
- Effective communication
- Good leadership skills
- Good decision-making skills
- Team work and fostering working relationships
- Language skills especially spoken English
- Problem solving
- Be physically fit
- Enjoy practical work

3.2 Laundry Manager

In large establishments and where in-house laundry is carried out, a **laundry manager** may be required to ensure the smooth operation of laundry.

Job purpose: To ensure staff of the laundry and washroom areas work in accordance to company policies for an efficient laundry operation

Laundry managers may perform some or all of the following tasks:



Job Specific Tasks

Ensure the smooth operation of laundry

- Oversee staff in laundry and washroom areas (laundry attendants, linen keepers, linen sorters, linen porters)
- Ensure that all soiled linen is collected from landings
- Supervise the sorting process to make sure it is sorted in separate piles of linen
- Maintain a strict record of all linen rejects both with delivery and also from guest rooms
- Maintain a strict inventory of linen - both rooms and food and beverage
- Collect and issue uniforms
- Train linen porters to meet guests' requests within the shortest amount of time
- Keep a spreadsheet record of all transactions for linen between departments
- Check invoices for costings in relation to monthly statement and follows up on pending invoices
- Conduct regular meetings
- Inspect staff as they are working, giving guidance so as to ensure that deficiencies are corrected and standards are met
- Ensure a detailed and systematic report to the Head Housekeeper to ensure that all guest rooms are well supplied with linen
- Evaluate performance in accordance to company policies
- Compile laundry staff schedules and prepares rosters
- Ensure staffing levels based on occupancy and anticipated projects
- Train associates and new staff members laundry procedures and techniques
- Carry out effective stock taking of all linen including guest room linen, all food and beverage linen and uniforms
- Report all items that are lost and found
- Follow up on maintenance work orders

Additional functions

- Maintain safety and cleanliness of work areas
- Control and safeguard keys for the laundry and uniform stores
- Report all incidents
- Comply with all hygiene procedures
- Communicate with colleagues and customers
- Manage time
- Delegate work
- Respond to customer queries and complaints and ensure suitable action is taken



Laundry Managers should be knowledgeable about

- Personal presentation, punctuality and initiative
- Guest facilities and products
- Managing the cleaning and maintenance of laundry and linen
- Using and maintaining equipment appropriately
- Security procedures, maintenance procedures, quality control and computer software packages
- Maintaining a safe environment for colleagues and guests
- Managing laundry and linen attendants
- Developing and training staff and self
- Managing customer care
- Re-ordering and managing stock
- Health and safety procedures
 - fire and emergency procedures
 - risk assessment procedures
 - safe lifting and carrying techniques
 - manual handling
 - use of protective clothing
 - use of hazard signs
 - knowledge of detergents and cleaning products



Personal Qualities

- Customer care
- Effective communication
- Team work and fostering working relationships
- Language skills especially spoken English
- Decision-making skills
- Problem solving
- Physical fitness
- Enjoy practical work

