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THE RATHBONE HOTEL

INTERNSHIP REPORT



2020

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INTERNSHIP REPORT

Master's Degree in Hospitality Management

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UNIVERSIDADE DO ALGARVE

ESCOLA SUPERIOR DE GESTÃO, HOTELARIA E TURISMO

2020

THE RATHBONE HOTEL: INTERNSHIP REPORT

Declaration of Authorship:

I _____ hereby declare that I am the author of this internship report, which is original and unpublished. Authors and works consulted are properly cited in the text and listed in the included list of references.

Signed: _____

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Master's in Hospitality Management

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“Achievement seems to be connected with action. Successful men and women keep moving. They make mistakes, but they don’t quit. Success... seems to be connected with action. Successful men keep moving. They make mistakes, but they don’t quit.”

Conrad Hilton

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List of Acronyms

AC – Air Conditioning
ADMIN – Administrator Rate
ADOTA – Advanced Purchase Rate (Online Travel Agency)
ADVP – Advanced Purchase Rate
AR – Accounts Receivable
BAR – Best Available Rate
BARCB – Best Available Rate (inclusive of Continental Breakfast)
BKF – Breakfast
BREXIT – Britain’s Exit from the European Union
C/O – Check-out
CLBR – Celebration’s Package
COMP – Complimentary Rate
CONF – Confirmed
CORP – Corporate Rate
CCD – Credit Card
COSHH – Control of Substances Hazardous to Health
CXL – Cancelled
DBL – Double Room
DIR – Direct Booking Rate
DH – Daniel Harris
DM – Duty Manager
DND – Do Not Disturb
EB – English Breakfast
EDM – Early Duty Manager
EU – European Union
FIFO – First In First Out
F&B – Food and Beverage
FIT – Flexible Independent Travel
GDS – Global Distribution System
GM – General Manager
HOD – Head of Department
HM – Hotel Manager

HSK – Housekeeping
LDM – Late Duty Manager
NG – Non-guaranteed Booking
OOO – Out of Order
OTA – Online Travel Agency
OXI – Opera Xchange Interface
P – Porter (Housekeeping)
PDQ – Process Data Quickly (Credit Card Terminal)
PIN – Personal Identification Number
PM – Posting Master
PMS – Property Management System
RA – Room Attendant
REVPAR – Revenue per Available Room
REVPAS – Revenue per Square foot of function space
RMC – Rathbone Members Club
RSVN – Reservations
R/S – Room Service
SGL – Single Room
SL – Sales Ledger
SOP – Standard Operating Procedure
SWOT – Strengths, Weaknesses, Opportunities, Threats
UALG – University of Algarve
US – United States
UK – United Kingdom
VAT – Value-Added Tax
VIP – Very Important Person
VPO – Visitors Paid Out

Acknowledgments

This internship would not have been possible without the guidance and support of my wife, my family, my friends and several other individuals who in one way or another helped me throughout this period.

I would like to thank my beloved wife, without whom this would not have been possible. Words cannot express how much you mean to me... Thank you for all of your support, understanding, friendship, love and time. Thank you for taking up with all my mood swings during this tough year, for not giving up on me and for giving me hope. You were always there for me. I love you, now and forever.

To my family, thank you for your support, for everything you have done for me, for your encouragement and for understanding that this was an opportunity I could not lose.

My friends, thank you for your support and for understanding my absence.

I would also like to express my gratitude to Mr. Miguel Silva and Mr. Daniel Harris for giving me the chance to do my internship at the Rathbone Hotel and for recognizing all my hard work.

I would like to thank Professor Carlos Sousa for his support during the elaboration of this report.

Last, but not least, I am thankful to all my colleagues (past and present) at the Rathbone. Thank you for taking time from your busy schedules for teaching me and enduring with my shenanigans. We laughed, we worked, we argued, we got mental, but we prevailed.

Thank you all.

Sincerely,

André Faleiro

In order to complete their studies for their Master's Degree in Hospitality Management at the University of Algarve, students were given several options: to write a thesis; develop and put into practice a project or to do an internship and present a final report. Bearing in mind that I was looking for a challenge, I decided to do a one-year internship abroad, namely, at The Rathbone Hotel, a *boutique* hotel in London, to acquire more practical experience in the hospitality industry and to hone the skill sets I acquired during my course, so that I could become a better professional in my area of expertise.

The fact that Rathbone Hotel is a boutique hotel greatly influenced my choice, as I have always had a particular interest in better understanding what this concept truly means. This interest derived from having a preference for this style of hotel, as a customer (which, after all, is at the heart of the hotel industry, “everything is because of the guest, his perception and how he feels!!!”). As I already had the perception of being a customer in several boutique hotels, I wanted to learn and understand how they work and function on the other side of the barricade, as an employee and future manager.

After going through a selection process, we developed an internship plan in collaboration. This plan had all the data regarding the functions I would perform in each operational department of the hotel, as well as the scheduled length of time I would spend in every department. I started my internship working in Reservations. Afterwards, I went to Housekeeping, Food and Beverage – Breakfast Service, Accounts, Front Office – Reception, Food and Beverage – Bar and Room Service and I completed my internship as a Duty Manager. The main objective of this internship (and how it was outlined) focused on the acquisition and application of knowledge regarding hotel management and operation, namely with regards to the planning, execution, optimization, control and monitoring phases, in an attempt to improve processes and to develop skills in the hospitality industry.

During my internship, I developed and acquired several skill sets, performing several tasks in all of the hotel's departments, I did specific reports under management's requests, I met many people and developed a solid network, I learnt, and I became a Rathbone Hotel family member. I successfully completed all the tasks I was assigned, according to their deadline and to the hotel's standards.

The opportunity to work at The Rathbone Hotel (and in almost all of its departments, without going through the Maintenance department - for security reasons) provided me with ample opportunities, not only for learning, but also for exposing knowledge acquired through the

Master's in Hospitality Management course, by working and performing my duties as an extremely competent hospitality professional. During the internship period, I developed several essential skills, such as solving the most diverse queries and real problems (in real time, in front of a guest). I believe that there could be no better way to test our knowledge and our ability to respond to different requests, since in the professional world everything works differently. I had immense opportunities to put my theoretical knowledge into practice, having participated in several strategic meetings, where I shared my knowledge and points of view regarding the performance of the various departments of The Rathbone Hotel. At the end of each stage of my internship, a meeting was held with the participation of the Hotel Manager (Mr. Miguel Silva), the General Manager (Mr. Daniel Harris) and myself. In these meetings, I presented my conclusions about the various departments to both (strengths, weaknesses and points to improve), something that made me feel, more and more, as a valuable member of the hotel team. After this first meeting, a second meeting was scheduled with the person responsible for each department to outline an action plan, in order to correct some existing problems and to optimize the functioning of each department and the hotel, as a whole.

This report chronicles my one-year experience as an intern at The Rathbone Hotel, starting with a brief description of the company, the unit's characterization, an internal and external analysis (SWOT) and a brief analysis on BREXIT's possible impacts on the United Kingdom's tourism. Then, there's a thorough description of all of the hotel's departments and of all of the tasks I was assigned, as well as a description of the issues I found during my internship and their possible solutions. As an advanced research, I developed Standard Operational Procedures for the Accounts department and, finally, on the last chapter, we can find my concluding remarks about my internship.

I think that the choice to have done this internship was one of the best choices I could have made. Not only did I grow a lot, as a professional and as a person, but I was also able to see, first-hand, the functioning of a boutique hotel, in the centre of one of the busiest cities in the world. I learnt the correct way to communicate with guests and how to maintain a close relationship with them, without ever losing professionalism and posture. Even to this day, I believe that being able to reconcile these behaviours is one of the best feelings in my line of work. All of these guidelines have helped me to become the professional I am today and will help to shape the professional I want to be in the future.

I would like to end this section by saying that I strongly advise all students to pursue a curricular internship of this nature for several reasons. The first is related to the fact that they will manage to reconcile all the theoretical knowledge learnt during the Master's course in Hospitality

Management at the University of Algarve with the practical knowledge that they will develop. The second reason is related to the fact that it is an extremely valuable professional experience, that is, even if they already have a good practical knowledge (*e.g.* they already work in the industry), this experience will force them to expand their horizons, to leave their comfort zone and ultimately acquire new knowledge that can be applied in their future professional life. Lastly, but not least, it will enrich them on a personal level, due to all the situations experienced as a result of the internship.

Keywords: Accounts, Hospitality, Hospitality Management, Internship, The Rathbone Hotel, University of Algarve.

De modo a concluírem o curso de Mestrado em Direção e Gestão Hoteleira da Universidade do Algarve, foi dada aos estudantes a seguinte escolha: a realização de uma tese; de um projeto ou de um estágio e o seu respetivo relatório. Considerando que estava em busca de um desafio, decidi optar por realizar um estágio de um ano no estrangeiro, nomeadamente, no The Rathbone Hotel, um *boutique* hotel em Londres, para adquirir uma maior experiência prática na indústria hoteleira e desenvolver as competências adquiridas durante o curso, de modo a tornar-me, no futuro, num profissional de excelência, na minha área.

O facto do Rathbone Hotel ser um *boutique* hotel influenciou bastante a minha escolha, visto que sempre tive um interesse particular em perceber melhor o que este conceito verdadeiramente significa. Este interesse derivou de ter uma preferência por este estilo de hotel, como cliente (o que, no final de contas, é o cerne da hotelaria, “*tudo é por causa do hóspede, da sua perceção e de como ele se sente!!!*”). Como já tinha a perceção de ser cliente em vários *boutique* hotéis, queria aprender e perceber como funcionam do outro lado da barricada, como funcionário e futuro gestor.

Após ter passado por um processo de seleção, foi elaborado um plano de estágio contendo informação referente aos vários departamentos e às funções a desempenhar em cada um, organizado por datas. Iniciei o meu estágio no departamento de Reservas, indo depois (por ordem): para o departamento de Housekeeping; Food and Beverage (F&B) – Pequeno-Almoço; Contabilidade; Receção; Food and Beverage (F&B) – Bar e Serviço de Quartos, terminando o estágio como Assistente de Direção. O objetivo principal deste estágio (e como foi delineado) centrou-se na aquisição e aplicação de conhecimentos referentes à gestão e operação hoteleira, nomeadamente no que diz respeito às fases de planeamento, execução, otimização, controlo e monitorização, numa tentativa de melhorar processos futuros e desenvolver competências na área da hotelaria.

Durante o meu estágio desenvolvi e adquiri várias competências técnicas, desempenhando várias funções em todos os departamentos operacionais do hotel, elaborei vários relatórios solicitados pela direção, conheci imensas pessoas, desenvolvi vários contactos, aprendi e tornei-me um membro da família The Rathbone Hotel. Todas as tarefas que me foram atribuídas foram completadas com sucesso, dentro dos prazos pré-determinados e de acordo com os padrões do hotel.

A oportunidade de trabalhar no The Rathbone Hotel (e em quase todos os seus departamentos, ficando a faltar só a passagem pelo departamento de Manutenção – por questões de segurança)

proporcionou-me amplas oportunidades, não só de aprendizagem, mas também para expor os conhecimentos adquiridos no Mestrado em Direção e Gestão Hoteleira, trabalhando e executando as minhas funções como um profissional da área de Hotelaria extremamente competente. Durante o decorrer do período de estágio, desenvolvi várias competências essenciais, tais como resolver as mais diversas questões e problemas reais (e em tempo real, face a um hóspede). Considero que não poderia existir melhor forma de testar os nossos conhecimentos e a nossa capacidade de resposta às diferentes solicitações, uma vez que no mundo profissional tudo é diferente. Tive imensas oportunidades de pôr o meu conhecimento teórico em prática, tendo participado em várias reuniões estratégicas, onde compartilhei os meus conhecimentos e pontos de vista em relação ao desempenho dos vários departamentos do The Rathbone Hotel. No final de cada etapa do meu estágio, era efetuada uma reunião com a minha participação, do Hotel Manager (Mr. Miguel Silva) e do General Manager (Mr. Daniel Harris). Nestas reuniões, apresentava as minhas conclusões acerca dos vários departamentos a ambos (pontos fortes, pontos fracos e pontos a melhorar), algo que me fez sentir, cada vez mais, como um membro valioso da equipa do hotel. Após esta primeira reunião, era agendada uma segunda reunião com o respetivo responsável por cada departamento para traçar um plano de ação, de modo a corrigir alguns problemas existentes e para otimizar o funcionamento de cada departamento e do hotel, num todo.

O presente relatório de estágio é uma crónica da minha experiência como estagiário no The Rathbone Hotel, iniciando-se com uma breve descrição da empresa e do grupo, caracterização da unidade, uma análise interna e externa (SWOT) e uma pequena análise dos possíveis impactos do BREXIT no turismo inglês. Seguidamente, foram descritos todos os departamentos do hotel e todas as tarefas que desempenhei, assim como todos os problemas encontrados durante o decorrer do estágio e as soluções propostas. Na área de pesquisa avançada, encontram-se os procedimentos operacionais que desenvolvi para o departamento de Contabilidade e, no último capítulo, as minhas considerações sobre o estágio.

Considero que a escolha de ter feito este estágio foi uma das melhores escolhas que poderia ter tomado. Não só cresci imenso, como profissional e como pessoa, mas também pude ver, em primeira mão, o funcionamento de um *boutique* hotel, no centro de uma das cidades mais movimentadas do mundo. Aprendi a forma correta de me comunicar com os hóspedes e de como manter uma relação de proximidade, sem nunca perder o profissionalismo e a postura. Até hoje em dia, acredito que conseguir conciliar estes comportamentos é uma das melhores sensações do meu trabalho. Todas estas diretrizes ajudaram-me a tornar-me no profissional que sou hoje e vão ajudar a moldar o profissional que quero ser no futuro.

Queria terminar esta seção ao dizer que aconselho vivamente a todos os estudantes a perseguirem um estágio curricular deste cariz por várias razões. A primeira prende-se com o facto de conseguirem conciliar todos os conhecimentos teóricos aprendidos no decorrer do Mestrado em Direção e Gestão Hoteleira da Universidade do Algarve com o conhecimento prático que irão desenvolver. A segunda prende-se com o facto de ser uma experiência profissional extremamente valiosa, ou seja, mesmo que já tenham um bom conhecimento prático *à priori* (e.g. já trabalhem na indústria), esta experiência vai obrigá-los a expandir os seus horizontes, a que saiam da sua zona de conforto e que, em última instância, adquiram novos conhecimentos que poderão ser aplicados futuramente na sua vida profissional. A última razão prende-se simplesmente pelo enriquecimento a nível pessoal, devido a todas as situações vivenciadas decorrentes do estágio.

Palavras-Chave: Contabilidade, Direção e Gestão Hoteleira, Estágio, Hotelaria, The Rathbone Hotel, Universidade do Algarve.

In order to complete our Master's Degree in Hospitality Management at the University of Algarve (UALG), students were given several options: write a thesis; develop and put in practice a project or to do an internship and present a final report. Since I wanted to hone my personal and professional skills in my area of expertise, I opted to take an internship.

When I finished the first year of my Master's Degree in Hospitality Management, I found out that the University of Algarve had established a successful partnership with The Rathbone Hotel, in London. I did some research on the hotel and, after speaking with a few of my teachers who highly recommended this internship offer, I decided that I wanted to apply to this really interesting offer. After going through a selection process, I was chosen, and I went to London to start this life changing experience.

This internship report covers my experience as an intern at The Rathbone Hotel as well as all the tasks that I undertook, the problems that I faced and skills that I acquired.

1.1. Objectives and Expectations

The master's degree in Hospitality Management of the University of Algarve aims to prepare its students to: develop scientific, technical, creative and innovative knowledge; improve their personal, interpersonal and professional relationships and to develop leadership skills and entrepreneurship in the field of hospitality.

As previously stated, on our senior year, we were given several choices: write a thesis, to develop and put in practice a project or to do an internship and present a final report. I chose to do an internship abroad to develop new skills and to practice and improve my English language. In my personal opinion, an internship provides the student with the possibility to acquire the best conduct and techniques in hotel management, since we can gain practical and operational knowledge of all the departments of a hotel. During an internship abroad, you will be challenged to adapt both personally and professionally, and the payoff of this adaptation will be enormous. Intercultural communication is a vitally important part of the modern professional world, so employers will undoubtedly appreciate the fact that you have already undertaken an internship abroad, and therefore have experience in a multicultural environment.

By leaving the comforts of your home to immerse yourself in an entirely new culture, you will be pushing the boundaries of what you are capable of. Some even say that the travel and life

experience acquired through internships abroad is arguably even more important than the professional experience.

My internship's main objectives were:

- ❖ To get a valuable working experience in a hotel with high standards;
- ❖ To have a good insight on how both hospitality industry and tourism operate and grow alongside each other;
- ❖ To get an understanding of how each department operates and to learn how to cope with its issues;
- ❖ To learn how theoretical knowledge can complement practical skills and knowledge;
- ❖ To try and grasp the multiples challenges and issues that are faced daily by a Hotel Manager;

Being accepted as an intern at The Rathbone Hotel was an opportunity that changed my life. Since I already moved abroad once, I already knew the challenges of adapting to a new culture beforehand, but each country is different since it was its own laws and culture. It took me awhile to get used to London and its customs but given its due time it already feels like a second home. Before going to the Rathbone Hotel, I did some research on the hotel to get an impression and understanding of what kind of hotel it was. Since it is a *boutique* hotel, therefore privileging guest service and satisfaction, it was the right fit for my expectations and since it is a small hotel, I knew that I would have the opportunity to do a proper interdepartmental internship that would give me the chance to understand how all hotel departments work. After being accepted by Mr. Miguel Silva as an intern at the Rathbone Hotels, we exchanged e-mails and he provided me with all the necessary information about the internship: he sent me my internship plan with all the different departments where I was going to work and the tasks that I would learn; we spoke about my contract and he informed me about all the paperwork necessary to work in the United Kingdom (UK). Once I saw my internship plan (Annex 1), my expectations soared as it was exactly what I had in mind, so I packed my bags and left Portugal for the adventure of a lifetime.

1.2. Internship's Report Structure

This report is composed in total by five chapters (being that the current chapter is number 1).

Chapter 2 starts with a brief description of the hotel's company (Carnarvon Group), followed by The Rathbone Hotel's **mission, vision** and **core values**, its corporate and organisational culture and structure, the unit's characterization, an internal and external analysis (SWOT) and a brief analysis on BREXIT's possible impacts on the United Kingdom's tourism.

In Chapter 3 we can find a thorough description of all of the hotel's departments and of all of the tasks I was assigned (Reservations, Housekeeping, Food and Beverage – Breakfast Service, Accounts, Front Office – Reception, Food and Beverage – Bar/Room Service and Front Office/Administration Department – Duty Manager), as well as a description of the issues I found during my internship and their possible solutions.

Chapter 4 is the chapter where I describe my advanced research project (creating Standard Operational Procedures – SOP's – for the Accounts department). In this chapter we can also find what SOP's are, their importance for businesses and for the hospitality industry, how to write them and how they are (or should be) applied in general.

In the last chapter (Chapter 5) we can find my concluding remarks about my internship, such as what do I think of the internship's experience in general, suggestions for improvement and my future perspectives.

Chapter 2

The Rathbone Hotel: Description, Strategy and Operations

The Rathbone Hotel is owned and operated by Carnarvon Hotels Ltd, a private family company, third generation hoteliers which have their head office in Camden, London, that has been in hospitality industry for over 40 years. Nowadays, Carnarvon Group operates three properties in the United Kingdom (The Rathbone Hotel, 2015a; 2016):

- ❖ **The Rathbone Hotel** – The Rathbone is a comfortable, intimate, boutique style hotel with 72 en suite, air-conditioned rooms, offering a customized and personal service to its guests. Located in the heart of London's famous West End and one of the city's best-known restaurant areas, "Fitzrovia". The Hotel goal is to excel in the service industry, exceeding guest's expectations during their stay, while trying to, as much as possible, attract a repeat client portfolio;
- ❖ **The Winchester Hotel & Spa** – A 4 Star resort hotel renowned for its award winning (AA Rosette) Huton's Brasserie, entertaining Bar and its extensive Spa & Health Club facilities, situated in the city of Winchester within easy walking distance of Winchester Main Line Station;
- ❖ **Collingham Serviced Apartments** – Situated in the tranquil backwaters of South Kensington overlooking Collingham Gardens Square. The Collingham provides a selection of comfortably furnished self-contained apartments ranging from a studio to 1, 2 & 3 bedroom apartments.

The Rathbone Hotel, as a leader in the industry, aims to be innovative, creative, intelligent, motivated and professional. It provides the highest possible quality service to all clients by ensuring that all employees deliver a professional service and treat those with whom they come into contact in a courteous and respectful manner. After all,

"We are a family-run hotel and our staff are part of that family. We put the customer first, always and whatever we do, we do it with grace and a smile! It's the people who work for us that make the difference. We encourage all our staff to grow in their roles, to develop core skills and to be the best they can, and we will help as much as we can."
(The Rathbone Hotel, 2016, p.2).

2.1. Mission, Vision and Core Values

According to Darbi (2012), mission, vision and values are widely regarded as being an integral part of all types and sizes of organisations across all sectors, although it is adamant that we differentiate and evaluate the disparate needs and functions of different organisations and industries. Sufi and Lyons (2003) focussed on one particular industry, hospitality and, on their study, demonstrated the importance, for any organisation, of establishing and maintaining prosperous relationships with stakeholders, employees and customers. These relationships should be shaped by the values, beliefs and behavioural standards outlined by an organisation. Kaplan, Norton and Barrows (2008) make a clear distinction between these notions: **Mission** - a short statement defining the “*fundamental purpose of the organisation*”; **Vision** - the aspirational goal of an organisation within a predetermined time frame; **Values** - the underlying principles of the organisation’s “*behaviour, character and culture*”.

The Rathbone’s Hotel **mission** is to drive the hotel forward into 5 Star status by providing a level of service that consistently exceeds and competes with all equivalent hotels by creating a unique customer experience; its **vision** is to stay ahead of competitors providing a service in London which stands out from the rest with a team of customer focused, professional, yet friendly personnel who are geared to implement change, develop and act faster than our competition, aiming to exceed their guest expectations by far through providing excellent and pro-active service (The Rathbone Hotel, 2015a).

The hotel is ‘home away from home’ renowned for going that extra mile. Small personal touches make the hotel stand out from the rest. The Rathbone Hotel wants their guests to write about them and make the Rathbone Hotel their home in London. The Rathbone Hotel wants to ensure that every guest leaves satisfied and wants to return, thus ensuring customer loyalty (The Rathbone Hotel, 2015a).

The Rathbone Hotel features as its **core values**:

- ❖ **Professionalism** - the high quality of service is determined by our availability to master our duties, train our team members and our constant desire to improve and innovate;
- ❖ **Quality** - a commitment to quality must be shown in all aspects of work as part of everyday routine; finding the best way to serve our guests;
- ❖ **Set good standards** - you represent both your department and the Company and so you should present yourself and behave with pride encouraging other members of staff to follow your example;

- ❖ **Respect** - should be shown at all times in order to project the best possible image and to be aware of colleagues and clients' requirements;
- ❖ **Enthusiasm** - energy, willingness and sense of humour together with a great smile must be the basis for our behaviour;
- ❖ **Profitability** - through our skills and professionalism, each staff member contributes to achieve the best possible results for the Rathbone (The Rathbone Hotel, 2015a).

2.2. Corporate and Organisational Culture

Gareth Morgan (1998) defined organisational culture as the set of beliefs, values, and norms, together with symbols like dramatized events and personalities, that represents the unique character of an organization, and provides the context for action in it and by it. "Beliefs and values" are terms that will come up often in other definitions and "norms" can be referred as traditions, structure of authority or routines. In a workplace environment, this culture is made up of all of the personal and professional life experiences that every employee brings to the organisation. People in organisations, work together to accomplish goals. When these goals start to become more specific, organisations tend to gain beliefs, values and to develop practices of their own, affecting the organisation's success or failure, since these shared beliefs, values and norms influence people's behaviour on their working environment and indicate how they should perform their jobs.

According to The Rathbone Hotel (2015a, p.3):

"We believe that in order to provide great customer service our staff should fulfil certain criteria, as well as understand the importance of teamwork, amongst other values. Please bear in mind that regardless of whether you deal with a guest or your colleagues, the same rules apply, this is what we expect from our team. Employees must conduct and perform themselves with impartiality, integrity, objectivity and honesty and maintain high standards of personal and professional accountability. You are expected to demonstrate commitment to the hotel by ensuring regular attendance at work and efficient completion of duties."

2.3. Organisational Structure

The Rathbone Hotel organigram chart represented below (Fig.1.1) shows us the organisational structure of the Hotel (there were a few changes on the staff members, which happened during my internship year, but the aforementioned organigram represents the staff members at the time I started my internship). The functional structure is presented in the form of a schematic diagram

that defines the hierarchical relationships between the groups and individuals who work in the organisation.

At the present moment and during the full length of my internship, the Hotel is/was divided into seven main departments: Front-Office, Reservations & Revenue, Accounts, Sales & Marketing, Housekeeping, Maintenance and Food & Beverage, which are managed by Heads of Department (HOD's) that report directly to the Hotel Manager and General Manager. A few departments are then subdivided into smaller operational units, which have their own shift leader or supervisor. All staff is trained and encouraged to work in a team environment in order to achieve the same objectives (The Rathbone Hotel, 2015a).

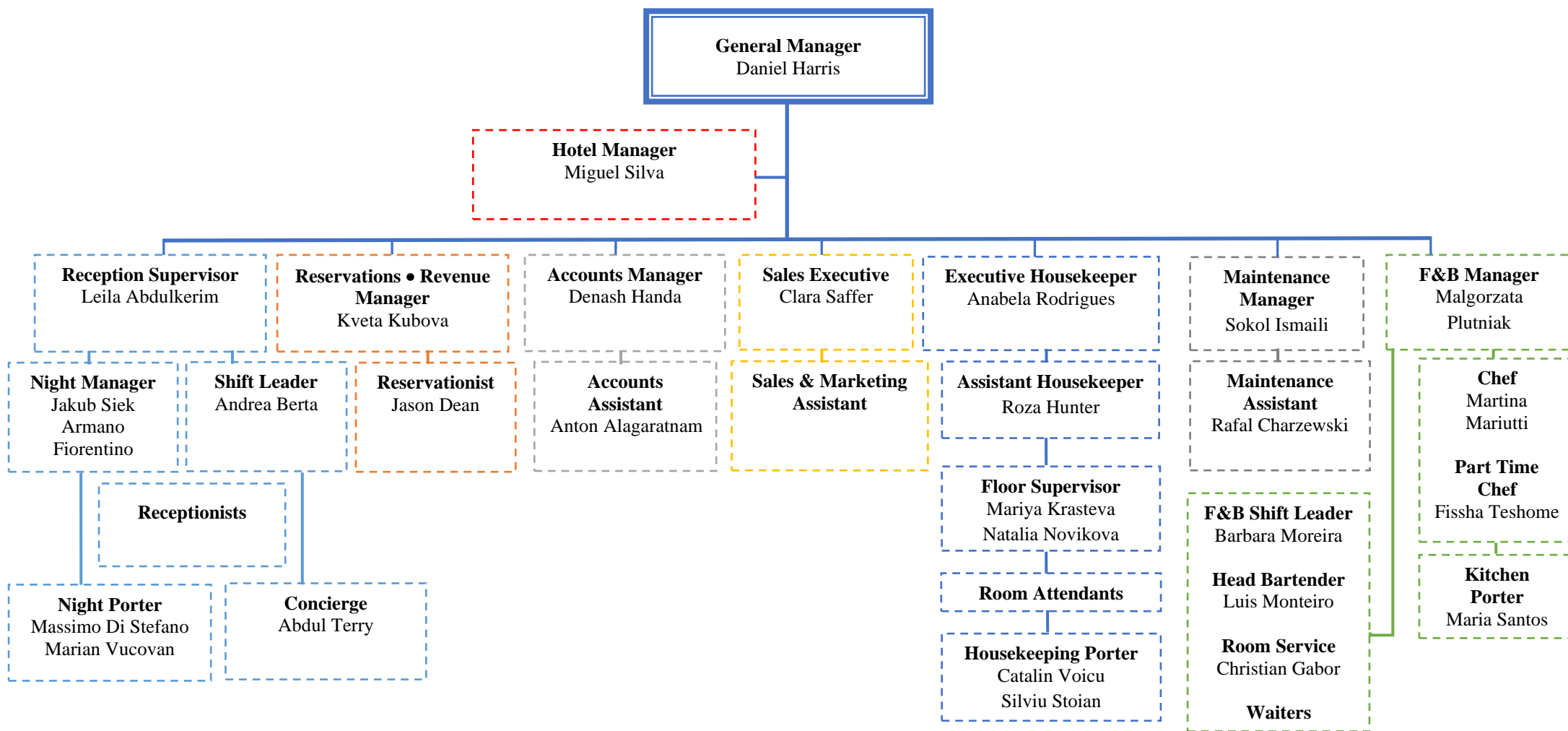


Figure 1.1 – The Rathbone Hotel Organisational Structure. Source: The Rathbone Hotel (2015a, p.15)

2.4. Description and Services

The Rathbone Hotel is located in London's Fitzrovia, just off Charlotte Street in Central London, within walking distance to several underground stations like Goodge Street, Warren Street, Tottenham Court Road and numerous bus routes which provides easy access to all of London's areas.

The Rathbone Hotel is a comfortable, intimate, boutique style hotel with 72 en suite, air-conditioned rooms providing the perfect haven amidst the pace of London's bustling environment for the business and leisure visitors. The Rathbone always aims to provide its guests with a warm welcome and to meet, while trying to exceed their expectations by offering them a personalized service (The Rathbone Hotel, 2015a).

The hotel provides its guests with:

- ❖ 72 En-Suite Guest Bedrooms - including 3 Suites, 1 Studio Suite, Club Rooms, Executive Rooms, Double/Twin Rooms, Junior Double Rooms and Single Rooms;
- ❖ A Breakfast Room on the first floor, with enough space to sit 42 guests in one sitting (breakfast can also be served in the room upon request without extra charge);
- ❖ A Bar/Lounge area, which is also available to the general public within permitted hours;
- ❖ 24 Hours Reception;
- ❖ 24 Hours Room Service (also available to non-residents within permitted hours);
- ❖ Meeting Room for up to 12 delegates (boardroom style, with equipment available to hire and coffee break / light lunch option available upon request);
- ❖ Discount Card for guests which provides discounts in selected restaurants and also on beauty treatments in Health & Beauty centres near the hotel.

2.5. Internal and External Analysis

According to Novicevic, Harvey, Autry and Bond III (2004), the SWOT analysis/framework is one of numerous strategic planning tools that are used by organizations to ensure that there is a well-defined objective for the project, and that all factors related to the effort, both positive and negative, are identified and addressed. SWOT framework is often used due to its inherent assumption that managers can plan the strategy of the company's resources accordingly to its environment.

In order to complete this task, the process involves four areas of consideration: Strengths, Weaknesses, Opportunities, and Threats (SWOT). When conducting a SWOT analysis, we must bear in mind that, when identifying and classifying relevant factors, the focus should not be just on internal issues, but also in external components that could influence the success of the project. It's a way of summarizing the current state of affairs of an organization and helping to devise a plan for the future, one that uses the existing strengths, readdresses current weaknesses, exploits opportunities and defends against threats (Hess, n/d).

The following SWOT analysis (Fig.1.2), devised by the author, shows us the current state of The Rathbone Hotel, bearing in mind all the aforementioned factors:

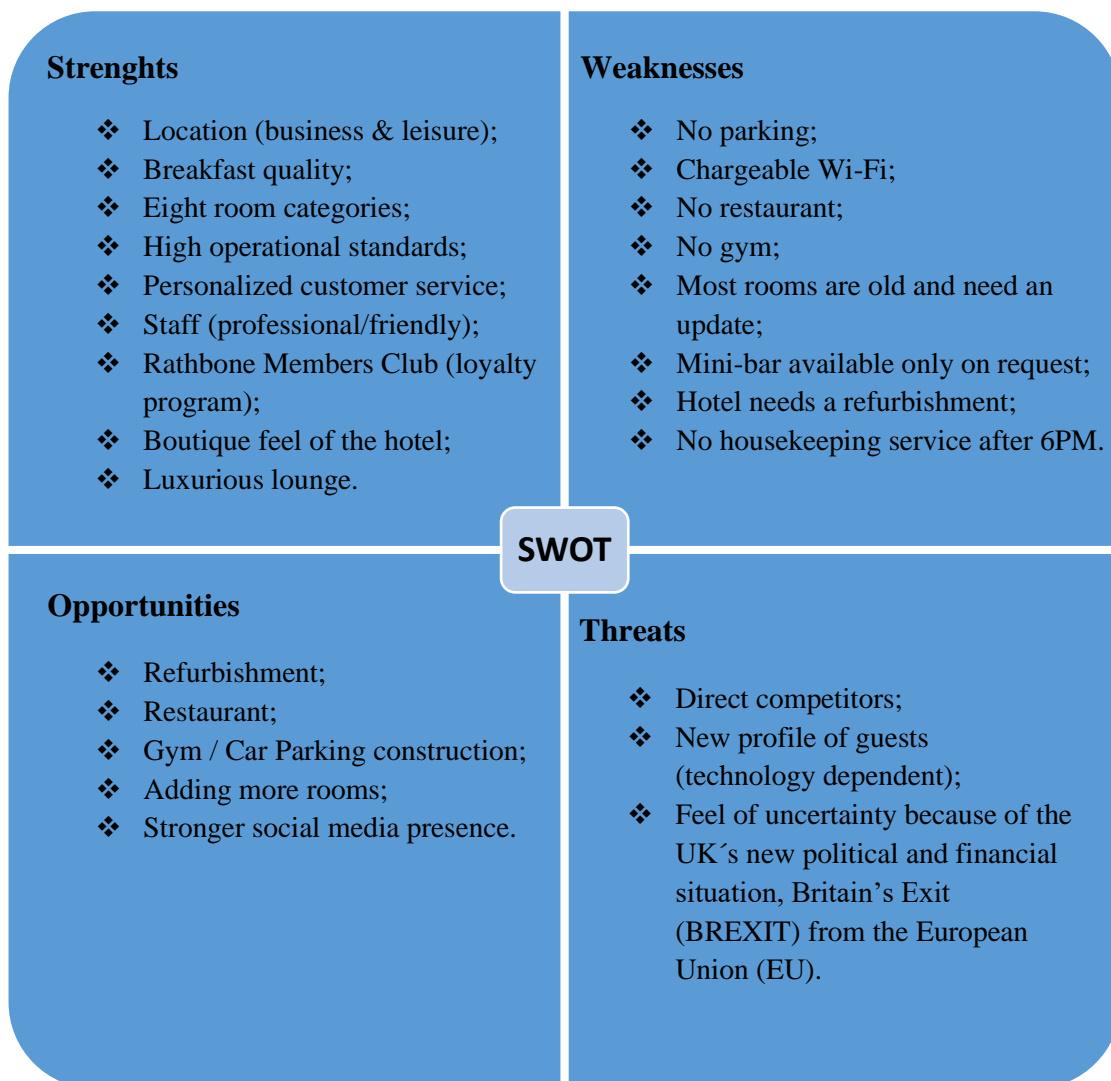


Figure 1.2 – The Rathbone Hotel SWOT Analysis

From the SWOT analysis in Figure 1.2, we can infer that The Rathbone Hotel has a lot of potential. If we refer to its **strengths**, the hotel is located in Central London, near to public transports, which is a real competitive advantage because it can capture both business and leisure types of tourists who want to be in the heart of this metropolis. The quality of the Rathbone's breakfast is well known and regarded as one of the best and healthiest in London. As far as the room types goes, it has Suites, a Studio Suite, Club Rooms, Executive Rooms, Double/Twin Rooms, Junior Double Rooms and Single Rooms which makes it a perfect fit for all kinds of pockets, be it on a long stay or a short stay like business trips. Another of the Rathbone's backbones is its staff - polite, friendly, professional, well trained and ready to turn the guest's stay into a memorable one.

Regarding its **weaknesses**, the Rathbone doesn't have a restaurant, car park or a gym. If we add these factors together with the overall look of the rooms (old and outdated) and with the hotel's most overheard complaint, chargeable Wi-Fi, it might make people, when planning their trip, start to look for other alternatives.

Concerning the Rathbone's Hotel **opportunities**, it is supposed to start a most due and welcomed refurbishment. Whilst doing the refurbishment, the hotel should consider: increasing the number of rooms (by adding another floor); build a car park and a gym; adapting the breakfast room to act as a restaurant and to increase their presence in social media.

Last, but not least, about the **threats** that the hotel faces, the most relevant for the near future is the UK's exit from the EU which will cause significant impacts on several levels (financial, economic and social).

2.6. Brexit's Possible Impacts on UK's Tourism

The feeling on the streets of London is that of an uncertainty. From my point of view, most of the UK nationals were not expecting this outcome. When queried, most people would tell you that it's a new future, a new reality and that they have no idea of the future will bring and how it's going to be. For the time being, they are just pretending nothing happened, we don't even hear the word BREXIT anymore. They are like: "When it happens, we will worry about it...". Actually, there's still no way to know the real impacts that BREXIT will have on tourism, we can only make assumptions and try to be ready for it. How will the hospitality and tourism sectors cope with this exit? It will definitely have an impact on its revenue and on their personnel since they: *"[...] employ a significant number of immigrants. Any changes limiting the sector's ability to recruit or employ foreign nationals, including those from the EU, could*

challenge many travel and hospitality businesses in filling a number of roles, especially given the current levels of UK employment and existing skills shortages.” (ABTA & Deloitte, 2016, p.12).

A recently published survey from Travelzoo (2016) tells us that approximately a third of travellers from several EU countries would be less inclined to travel to the UK. EU tourists are worried that BREXIT could make UK holidays even more expensive than they already are and UK tourists are concerned as well on a very likely increase of the cost of their holidays. Factors like the price increase of holiday insurance, mobile roaming and the increase of pollution levels on the United Kingdom (all without EU regulations) are also concerning UK tourists.

According to ABTA & Deloitte (2016), the EU is the main destination for UK tourists (76%) and most of its inbound tourism comes from the EU (63%) (data regarding 2014).

We already witnessed a drop in the pound value against the US dollar. As a destination, a devalued currency makes the UK more attractive to potential visitors, however, if we infer that the UK's travel and tourism industry have a negative balance, where outbound travel (from the UK to another country) far outweighs inbound and having in mind that BREXIT will cause a decrease¹ in inbound tourism and this devaluation of currency will also cause a decrease in outbound tourism (due to the loss of purchase power), any positive impacts (if any) are going to be extremely limited.

Due to the aforementioned factors, in my opinion there's only one solution, a new paradigm shift as far as tourism policies are concerned. There will have to be a disruption with all the previous tourism strategies in order to develop a new national tourism strategy and the United Kingdom, as a destination or a “brand”, will have to go through a long and arduous transformation process to overcome the damage that BREXIT will cause, tourism wise.

Like the British say: “Only time will tell what the future brings...”.

¹ due to the inherent bureaucracy for a visa application - a certificate issued or stamped on the applicant's passport granting permission to enter the country for a temporary stay within a specified period.

During my 12 months' period as an intern at The Rathbone Hotel I worked on several departments, performing multiple tasks and duties. Although I had an internship plan, as soon as I acquired some new sets of skills (regarding several departments), I moved frequently between some departments during my internship, mainly due to business requirements or to cover holidays from my colleagues.

My first assignment was to the Reservations (RSVN) department as a Reservationist and attending to weekly Revenue meetings, followed by Housekeeping (HSK), where I worked for almost three months, due to an unfortunate work accident, as a HSK Porter, a Room Attendant and as a Floor Supervisor. Next, I was assigned to the Food & Beverage (F&B) department to act as a Waiter and as a Host during Breakfast Service. After F&B, I went to Accounts to perform as an Accounting Assistant. My next assignment was to the Front Office, where I worked a few shifts as a Concierge and then as a Receptionist doing several shifts (Early, Middle and Late). In late July, I moved again to the F&B department, this time to work in Room Service (R/S) and in the Bar. In the beginning of September, on the final stage of my internship, I started training and working as a Duty Manager (DM), ending my internship, in October, performing Assistant Manager tasks as well.

The following chapters are related to all the activities I have performed as an Intern at the Rathbone Hotel while following the Standards of each department.

3.1. Reservations

Reservations was the first department which I was assigned to, in the beginning of my internship (between the end of October and the start of December). I was trained "*on-the-job*", following a training plan (Annex 2), by my colleague Reservationist Jason Dean and by our supervisor Kveta Kubova, Reservations & Revenue Manager (see Fig.1). There are two Reservationist's shifts: from 8:30am until 5pm and from 9:30am until 6pm, Monday to Friday. It was my first contact with the hotel's operations and having virtually no working experience in such a high-profile hotel, with really high standards, I knew that it was going to be challenging.

Reservations is a tough, demanding department not only due to the high volume of enquiries/reservations but also due to the standards of the procedures, requiring you to learn and develop good multitasking skills. It took me awhile to soak in everything I was taught, and

I have to thank the patience, the professionalism and comradery of both Jason and Kveta, for believing in me and making me feel welcome despite my constant queries.

My main duties as a Reservationist were as follows (The Rathbone Hotel, 2015b, C – Reservations):

- ❖ Receive handover from Night Manager;
- ❖ Print pending reservations from the Inbox and check Reservations tray for any pending bookings. Update them in Opera PMS;
- ❖ Elaborate a daily Report with the Clubs and Suite Rooms selling price (excluding VAT) and send it to management;
- ❖ Deal with declined credit / debit cards (Annex 3);
- ❖ Manage Late Cancellations, No-Shows, Early departures (contact guest, charge and C/O, release room to re-sell it) (Annex 4);
- ❖ Update availability, inventory and overbooking in the selling chart (Annex 5);
- ❖ Elaborate a “Comments Report” for the following day, containing all guest’s special requests and notes, regular and VIP guests, Housekeeping and F&B information;
- ❖ Cross check “Comments Report” with arrivals for the day to be read in the HOD’s morning meeting;
- ❖ Filling reservation backups by arrival date;
- ❖ Re-confirm direct reservations for the following day before noon and handle to reception for pre-authorisation;
- ❖ Prepare Arrivals for the next day (print arrival list and organise backups with booking details and payment information);
- ❖ Check weekly arrivals in each extranet Agent, every Friday (double check cancellations, duplicate / missing reservations);
- ❖ Telephone and e-mail handling (enquiries / reservations) (see Annex 6).

When performing a Reservationist shift, these are a few of the correct procedures that we should always follow (The Rathbone Hotel, 2015b, C – Reservations):

3.1.1. Receiving a Reservation enquiry:

- 1) Telephones must be answered within three rings with: *“Thank you for calling Reservations,*

(my name) speaking, how I may assist you?"

- a. Proceed with the following questions:
 - i. *"Which date are you looking for?"*;
 - ii. *"How many nights are you looking for?"*;
 - iii. *"Is this a company or a private booking?"* (check for corporate rate);
 - iv. *"Have you stayed with us before?"* (If yes, check previous records and copy details);
 - b. Check room availability and upsell where necessary. Always offer the waiting list when the Hotel is full;
 - c. Rates must be quoted always excluding breakfast and VAT for private bookings after checking the selling chart. For corporate bookings follow their corporate agreement;
 - d. *"Would you like to proceed with the reservation?"*. Take all details:
 - v. Name of the person making the reservation and their contact telephone number;
 - vi. Credit card details including the Security code. If applicable Issue number;
 - vii. E-mail or fax number where the confirmation needs to be sent;
 - viii. Reconfirm guest name and reservation details and provide the reference number;
 - ix. Confirm the cancellation policy;
 - x. Send confirmation immediately;
- 2) Please note that for every FIT reservation you must obtain a fax or an e-mail. Corporate bookings can be made over the phone;
- 3) In case of a Sales ledger, a confirmation in writing is necessary. Certain companies always use the same credit card details for payment, in which case a master e-mail must be received, and a comment must be inserted in their profile/reservations folder;
- 4) Every reservation needs to have a backup for the Front Desk staff to attach to each registration card.

3.1.2. Regular Guests, Special Requests & Pre-register bookings:

- 1) For each regular guest ensure a comment is placed in their profile stating **Regular**;
- 2) Always include the regulars in the arrival list for the morning meeting. For those that might have special requests, this information should also be included in their profile;
- 3) Guest's profiles should be updated at all times;

- 4) All pre-registered reservations must be included on the arrival's list and reservations should always enquire about the arrival time/information so that the room can be resold wherever possible;
- 5) Housekeeping should always be kept informed of any changes.

3.1.3. Pre-Allocation of Rooms:

- 1) In case of a special request (*e.g.* extra bed, champagne etc.) pre-allocate a room at the time of making the reservation and lock it stating the reason;
- 2) When making the reservation and the guest has requested a twin room, please lock it into the twins that cannot be made as doubles first.

3.1.4. Making Amendments/Cancellations:

- 1) If the booking was made directly with the hotel, the availability should be checked before proceeding with any changes;
- 2) Any amendments or cancellations for bookings not made directly with the hotel should be made directly with the Agency or internet site. The customer must be informed that no amendment has been made until the appropriate back up has been received;
- 3) If the booking was made via our website amendments can be made directly with the reservations department;
- 4) All amendments need also to be actioned on our website for commission purposes, if this cannot be done due to availability issues than you will need to do this on the extranet;
- 5) Every time a booking has been amended, a detailed message needs to be left under "Reservations" to state the original status and the current amendment. The name of the person, the date and the way the amendment was received needs to be explained. The same procedure needs to be followed for Cancellations.

3.1.5. Deposits:

- 1) When a deposit is received it must be attached to a reservation in the financial section by clicking on "**Deposits** → **Add**". Choose - Current Selection, Payment type;
- 2) Amount and explain what the deposit is for. A comment should be left under reservations to advise them of the deposit.

3.1.6. Profiles:

- 1) For every reservation the profile needs to be chosen carefully;
- 2) It is necessary to complete all profiles, individual or company, with all appropriate information *e.g.* address, telephone no. etc.;
- 3) The system needs to be kept updated and duplicate profiles must be avoided as they interfere with Company statistics;
- 4) All duplicate profiles must be reported to a Manager to resolve.

3.1.7. Waiting List:

- 1) Whenever a reservation cannot be accommodated the waiting list should be offered;
- 2) Do not offer the waiting list to FIT's;
- 3) Obtain all necessary details *e.g.*: name and telephone number, company name, room type, number of rooms, number of nights and rate.
- 4) The waiting list needs to be checked every morning;
- 5) Always take the budget into consideration. If the rooms can be sold directly on a higher rate than the waiting list, please do so.

3.1.8. Cancellation policy:

- 1) The general cancellation policy is by 2pm the day prior to arrival;
- 2) On the corporate list, any company that has a different cancellation policy is listed:
 - a. For reservations between 5-9 rooms there is a 1-week cancellation policy;
 - b. For reservations between 10 – 15 rooms there is a 2-week cancellation policy;
 - c. For reservations between 16 – 25 rooms there is a 4-week cancellation policy;
- 3) We do not accept groups more than 25 rooms generally, if we did take a group larger than this, it would be because of certain circumstances, *e.g.*: long stay rooms. Please check with a manager to get authorisation.

3.1.9. No-shows and Late Cancellations:

- 1) No-shows - Double check the correspondence to ensure that the arrival date is correct. Proceed to call the person/company that made the reservation to inform them that the customer did not arrive and if the reservation is for more than one night, enquire if the room is still

required. If not amend the duration of the booking to one night in the system. All no-shows are checked in and charged in the system by the Night Manager. If a charge needs to be refunded due to an unforeseen circumstance or a mistake, authorisation from the GM is required;

2) Late cancellations - Please follow the same procedures regarding payment. Please ensure guest is fully aware of any charges, confirm credit card number to charge and address to send the invoice. The room can then be resold or be left in the system for occupancy reasons. In both occasions, we cannot charge VAT.

3.1.10. Checking Arrivals List:

- 1) Print arrival list in alphabetical order. Cross check every booking with correspondence;
- 2) Check the details: Spelling of guest's name, correct personal details where applicable, arrival/departure date, room type/s, number of people, rate/s, comments including special requests, billing instructions and check for any amendments received;
- 3) Any possible double bookings must be checked with the guest or booker (even if the reference number is different);
- 4) All private bookings need to be called/emailed to be reconfirmed before 2pm the day prior to arrival to avoid cancellation fees;
- 5) Pre-authorise credit cards for private bookings and certain websites. Take copies of each sales ledger or CCD authorisation received by post or fax. All reservations must have a back-up before being passed to the Front desk.

3.1.11. Comments for other departments:

- 1) Every time there is a special request for a reservation, we need to ensure that the comments are inserted for the correct department and are very clear;
- 2) In case the reservation has been amended and/or cancelled please we need to ensure that comments are inserted under reservations and how it was cancelled.
- 3) All comments such as twin make as a double, sofa and extra beds need to be placed under housekeeping.
- 4) If a guest has two consecutive reservations, we need to make sure that clear comments are placed for reception and housekeeping in the first reservation.

3.1.12. Preparation of arrivals reports for HOD's morning meeting:

- 1) Once the arrivals list has been crossed checked all the departmental comments must be printed in order to update the daily report. Regulars, VIPs and Special requests need to be taken into consideration, both arriving and in-house;
- 2) Groups and Meeting room rentals should also be included;
- 3) The list needs to be double checked prior to the morning meeting. Room numbers need to be updated and 7 days' availability to be taken.

3.1.13. Conferences:

- 1) Conference enquiries are to be dealt with by the Revenue Manager;
- 2) A reservation under "Meeting room" needs to be made in the system by Revenue Manager;
- 3) The function and consumption sheets need to be given to F&B supervisor;
- 4) A copy should also be given to Reception, Reservations, General Manager, Housekeeping and Accounts.

3.1.14. Group's:

- 1) Reservations of more than five rooms should be considered a group and a contract needs to be signed between the Hotel and the company. The cancellation policy needs to be amended depending on the amount of rooms booked;
- 2) In case of a complicated group with different arrival/departure dates a rooming list needs to be prepared for the Front Desk;
- 3) All amendments need to be recorded in the comments and have a backup. Comments need to be left under Sub booking;
- 4) If a room is cancelled it needs to be released from the main group block otherwise it will not show as available.

3.1.15. Considerations

Like I said before, Reservations is a very tough, demanding department. Since I was not familiar with the standards of the hotel and with the hotel's PMS (Opera), my learning curve was steep. The aforementioned procedures and annexes are just but a few of the procedures for Reservations, but they act as main guidelines that should be followed. There are still individual procedures for OTA's, FIT's, GDS, Corporates, Rate Codes and the list goes on and on. Jason Dean and Kveta Kubova had a lot of patience with me and, again, I thank them for it. Nowadays,

I understand that it just takes time to soak it all in.

Despite all my difficulties at the beginning, I really enjoyed my time in Reservations. I could not find any fault on this department, because Jason and Kveta are really good at what they do and together they perform like a really well-oiled machine.

There're only two things I would like to mention: the first one is that due to the overwhelming amount of data that I needed to get proficient at, I could not really delve into anything regarding the Revenue Management part of the department. It is mainly done by Kveta, Reservations & Revenue Manager (see Fig. 1). I had the opportunity to attend to several Revenue Meetings, which are held every Tuesday with the General Manager, Hotel Manager, Sales Executive, Reservations & Revenue Manager and Reservationist, but, unfortunately, it was not until later in my internship that I could grasp the main concepts behind it. The other thing I would like to mention is that, I felt that, during busier times for Reservations, Jason and Kveta would benefit from another set of hands to help them, not that they need the extra help, but in order to ease their work load.

3.2. Housekeeping

Housekeeping was the next department which I was assigned to (from the beginning of December until mid-February 2016). Firstly, I was trained as a Housekeeping Porter by Catalin Voicu, then I was trained as a Room Attendant and finally I received training as a Floor Supervisor from the Executive Housekeeper Anabela Rodrigues (Fig.1). Due to an unfortunate work accident in which a Floor Supervisor injured herself, I was in this department for almost three months.

The Housekeeping Department starts at 7:30am to clean the lobby and the pavement outside the hotel. The Housekeeping Porter and Room Attendants start at 7:30am and finish by 4:00pm. There's two Floor Supervisor shift's, one starts at 7:30am and finishes by 4:00pm while the other starts at 9:00am and finishes by 5:30pm (after 4:00pm until 5:30pm there's always only one Floor Supervisor and one Room Attendant on duty, kind of a "late" shift, to cover any unexpected departures). Therefore, the last bedroom should be finished no later than 4:00pm. The hotel does not offer turn-down service so any housekeeping requests after 5:30pm will be executed by the room service staff (The Rathbone Hotel, 2015b).

We can say that HSK is the backbone of a hotel, simply by the fact that if the rooms are not well cleaned the guests will not return. It's a tough and heavy physical job, fact which I knew beforehand, but when I got to the department, I was pleasantly surprised by seeing how well

the team copes with their tough job, they always maintain a positive spirit, a “can do” perspective. The Rathbone Hotel has a really good and professional Housekeeping team who, despite their heavy work, are always in a good mood and smiling. Even the guests notice this. I would like to thank all of the Housekeeping team for all that they taught me and for showing me that when the going gets tough you can always smile.

My main duties as a Housekeeping Porter were as follows (Annex 7):

- ❖ Clean the pavement in front of the hotel;
- ❖ Carry clean linen/laundry from the cages and store them in the linen cupboards at the end of each floor;
- ❖ Collect any dirty linen;
- ❖ Collect reject linen, placed next to the Room Attendants trolley, and take them down to the housekeeping office, where it will be packed away by the end of day;
- ❖ Deliver irons & iron boards, dental kits, shaving kits or others upon guest requests;
- ❖ Check both Ladies & Gents and staff toilet first thing in the morning and then every 2 hours ensure the mirrors are clean and there is plenty of toilet paper;
- ❖ Support Room Attendants work needs;
- ❖ Collect rubbish from the floors;
- ❖ Handle and store any HSK deliveries.

As a Room Attendant, my duties were (The Rathbone Hotel, 2015b, E – Housekeeping):

- ❖ Maintain high standards of cleanliness throughout the hotel;
- ❖ Clean all common areas;
- ❖ Fulfil any guest’s special requests, in order to ensure comfort and overall satisfaction;
- ❖ Clean all bedrooms, following a checklist (Annex 8) and accordingly to the hotel’s standards (*e.g.* see Annexes 9 to 17).

The main tasks performed as a Floor Supervisor were (The Rathbone Hotel, 2015b, E – Housekeeping):

- ❖ Inspect and check the standards of cleanliness in the rooms, in order to provide an excellent customer service;
- ❖ Prepare the Room Attendants daily duties lists (rooms assigned, departures, stayovers);

- ❖ Ensure pre-allocated and vacant rooms are Inspected in the system by 2:00pm, our guaranteed check in time;
- ❖ Create and update reports such as: Room Status, Linen/Laundry Control, Health and Safety Assessments and Control of Substances Hazardous to Health (COSHH);
- ❖ Check and maintain stock levels for all toiletries and chemicals, placing orders if need be;
- ❖ Handle Lost Property;
- ❖ Report any maintenance issues;
- ❖ Complete on request in-house training;
- ❖ Complete the Floor Supervisor checklist (Annex 18) and file it.

3.2.1. Considerations

My experience in the Housekeeping Department was a really good one. Although the workload for both HSK Porter and Room Attendants was heavy, there was always a contagious good mood from the entire team (no matter how tired they are they always greet all guests with a warm and cosy smile, making the guests feel at home). The HSK team is extremely efficient (*e.g.* being able to fulfil a Front Office request – a specific room being cleaned and inspected – under 25 minutes), the rooms are spotlessly clean and thoroughly inspected and they have SOP's for each and every activity, which ensures the high standards of the service.

I couldn't find any faults within the department itself, although I would like to mention that we (as a team) struggled with rejected linen. The company that provides clean linen should provide a better service, if not, the clean linen should be provided by another company. For instance, on several occasions, I saw the room attendants change the bed linen more than 5 times in a single room, due to a high quantity of rejects sent back by the company. It makes the staff waste valuable time and energy.

Another thing I would like to mention is that the Housekeeping office is located outside the hotel, which can make the staff feel alienated, having little to no interaction with the rest of the hotel's staff. Now that the (long due) refurbishment of the hotel is taking place, I think that the HSK office should be moved inside the building, closer to the other departments, in order to promote a better interaction and a stronger relationship with the rest of the hotel's staff.

3.3. F&B Department (Breakfast Service)

My next assignment: Food and Beverage department (Breakfast). I was trained “*on-the-job*” by several of my colleagues and I was supervised by the F&B Supervisor Malgorzata Plutniak and by Barbara Moreira, the F&B Shift Leader. I was assigned to this department from the end of February until mid-April.

Firstly, I received training and worked on the still room (preparing coffee, tea, toasts and assisting the kitchen). Then, I started to get training and working as a Waiter in the breakfast room, taking orders and serving food to the guests. As a Breakfast Waiter my working hours were: weekdays from 6:30am to 3:30pm and weekends from 7:30am to 4:30pm.

This department is very well organized, having Standards Operating Procedures (SOP’s) for every activity which facilitates training and overall smoothness of the service (*e.g.* when in doubt, check the SOP for that activity). Despite the inherent turnover of the department, the F&B team is really professional, efficient and cohesive. I want to thank them for making me feel welcome, for their patience, comradery and for taking their time to teach me even during busy breakfast services.

3.3.1 Difference between Continental & English Breakfast

The Hotel offers Breakfast, Continental buffet style and Full English cooked to order. The choice of breakfast includes:

English Breakfast:

- ❖ 2 eggs (fried, scrambled, poached, boiled or an omelette), served on a slice of brown toast (gluten free option available);
- ❖ Cumberland sausage;
- ❖ Streaky bacon;
- ❖ Back bacon;
- ❖ Grilled cherry tomatoes;
- ❖ Mushrooms;
- ❖ Potato rosti/ Hash Brown;
- ❖ Baked beans.

Continental Breakfast:

- ❖ Greek style natural yogurt;
- ❖ Fruit berry compote;

- ❖ Peaches;
- ❖ Melon;
- ❖ Prunes;
- ❖ Grapefruit,
- ❖ Fruit salad (honeydew melon, cantaloupe melon, apple, pineapple, strawberries, blueberries and kiwi);
- ❖ Meat platter (salami, ham);
- ❖ Cheese platter (emmental, brie, cheddar);
- ❖ Croissants;
- ❖ Pastries;
- ❖ Homemade mini muffins (apple, chocolate, banana);
- ❖ Semi skimmed milk;
- ❖ Soya milk;
- ❖ Orange juice;
- ❖ Apple juice;
- ❖ Cranberry juice;
- ❖ Still and Sparkling water;
- ❖ Cereals (Muesli, Cornflakes, Special K, Rice Krispies);
- ❖ Preserves (blackcurrant, orange marmalade, strawberry, honey, raspberry, apricot);
- ❖ Granola, banana chips, raisins, sunflowers seeds;
- ❖ Homemade granola bar;
- ❖ Weetabix;
- ❖ Multi-cereal bread;
- ❖ White bread;
- ❖ Gluten free bread;
- ❖ Toast bread (white and brown);
- ❖ Porridge by request (with milk or with water).

Hot drinks:

- ❖ Selections of teas:
 - ❖ Regular teas:
 - English Breakfast;
 - Earl Grey;
 - Decaffeinated;

- ❖ Herbal teas:
 - Camomile;
 - Peppermint;
 - Green tea;
- ❖ Fruit teas:
 - Cranberry and raspberry;
 - Lemon & ginger.
- ❖ Coffee (French style cafetiere);
- ❖ Hot chocolate;
- ❖ Cappuccino;
- ❖ Latte;
- ❖ Espresso;
- ❖ Double Espresso;
- ❖ Americano.

The breakfast room is located on the first floor. It has 20 tables and can serve up to 42 guests in one sitting (Fig.2.1). Breakfast is served from 07:00am to 10:00am, Monday to Friday, and from 08:00am to 11:00am on weekends and bank holidays.

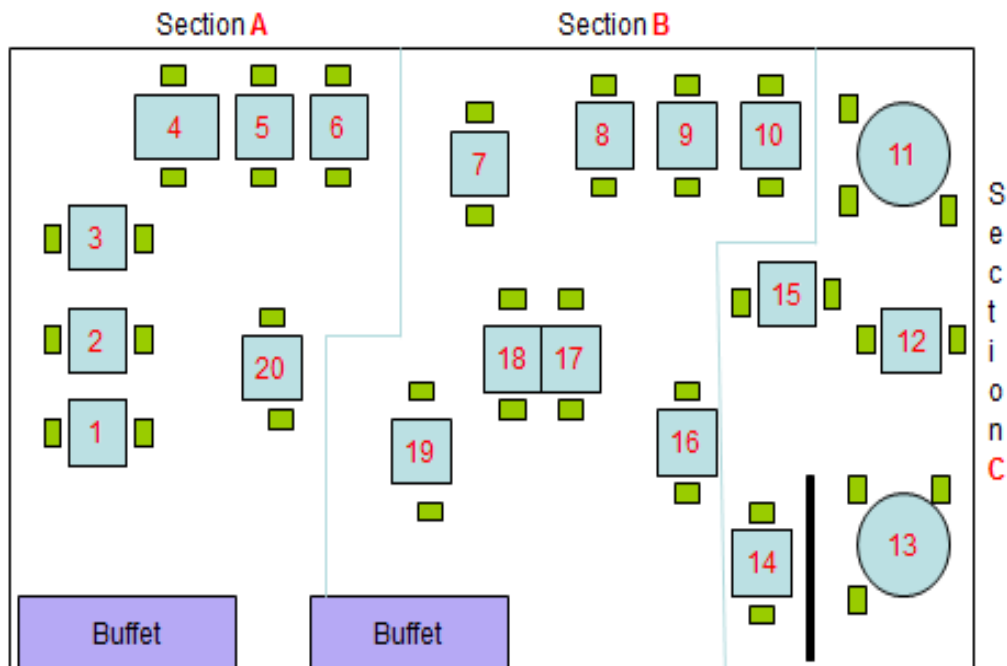


Figure 2.1 – Breakfast Room. Source: The Rathbone Hotel (2015b, B – Food and Beverage)

3.3.2. Opening Breakfast

The following procedures were created to ensure that the breakfast room is fully set up and up to our quality standards (cleanliness, presentation and environment). Before starting the service, the waiters have to follow these procedures (The Rathbone Hotel, 2015b, B – Food and Beverage):

1) Lights, music, AC and toaster:

- a. Switch on all lights and ensure all are working and in good condition, if any irregularities inform a supervisor;
- b. Check if music is on, if not, call reception;
- c. Set up Air Conditioner for 22°C, if it is a full dining room, this can be lowered slightly to 20°C;
- d. Turn on toaster and set up heat on blue arrow;

2) Buffet:

- a. Set up dry and cold buffet (Fig.2.2, Fig.2.3) according to the buffet setup procedure;
- b. Turn on buffet display, switch located under cold buffet in cupboard.



Figure 2.2 – Dry Food Buffet. Source: The Rathbone Hotel (2015b, B – Food and Beverage)



Figure 2.3 – Cold Buffet. Source: The Rathbone Hotel (2015b, B – Food and Beverage)

3) Breakfast room:

- a. Walk around the room and check carpet cleanliness & Hoover where needed;
- b. Check all tables and chairs are free of any dirt, crumbs or mess of any kind;
- c. Check cutlery, crockery and glassware cleanliness (free of fingerprints or stains);
- d. Check if butter, salt & pepper, menu and sugar are in place according to ‘Setting Tables’ procedure and all are clean, and salt and pepper have contents inside them.

4) Still room:

- a. Restock breakfast fridge according to the ‘Daily Preparation’ list;
- b. Ask Supervisor how many covers, prepare milk jugs for service accordingly and put them in the fridge;
- c. Prepare bucket, mug, spoon and cloth for **caffetiere** service;
- d. Check that the **mise en place** trolley is prepared;
- e. According to how many covers, prepare bread for toast and chopping board (take one from the kitchen cupboard first);
- f. Ensure that toast racks are clean;
- g. Check cleanliness of **caffetieres**, teapots and other crockery used during service;

5) Prepare for service:

- a. Close the door between the still room and the canteen;

- b. Attend Morning Briefing;
- c. Ensure that we are well presented and smiling;
- d. Ensure breakfast buffet is ready by 6.50am on weekdays and 7.50am on weekends.

Open breakfast door at **7am sharp** on weekdays and at **8am sharp** on weekends.

3.3.3. Breakfast Waiter Service

To ensure that the service provided to the guest is constant, consistent and up to the hotel's high standards of quality; think 5* service (the Rathbone Hotel is always aiming to exceed guest expectations) quality wise. During service, a Breakfast waiter should follow these procedures (The Rathbone Hotel, 2015b, B – Food and Beverage):

1) Meet and greet:

- a. Genuinely smile as you approach the table;
- b. Warmly greet the guest;

2) Taking orders:

- a. Take hot drink orders and if they order a cooked Breakfast ask if they would like their toast now or when their food arrives (if is supplement inform hostess about additional charge);
- b. Write the order down accurately to avoid mistakes (numbers of cover, table number, order), always separate each plate on the docket with a line;
- c. Repeat the order back to the guest to ensure accuracy;
- d. Ask guest if anyone will join him/her: “*Are you expecting someone else?*”;
- e. Remove extra setting (always use tray) if nobody is joining them: “*Can I remove this set?*”;
- f. Thank the guest;

3) Handing over order:

- a. Read aloud your entire order to chef and ensure that chef has heard you and you have communicated the key information clearly;

4) Drinks and toast preparation:

- a. If coffee order, prepare and then make toast;
- b. If tea order, put toast through the toaster first then return to preparing tea;
- c. Take hot drinks (and toast if requested) out to guest;

5) Delivering Food to table:

- a. Check cooked Breakfast for irregularities, *e.g.* dirty marks on plate etc., before it comes from the kitchen to the guest, inform chef about irregularity and correct it;
- b. Take cooked breakfast (and hot toast if requested) to table, repeat order to guest as you place the plate down: “***Here are your poached eggs with bacon and mushrooms***”;
- c. Ask if guest would like cracked pepper or any condiments (ketchup/brown sauce) if so, always serve condiments on the tray, then make eye contact with guest and ask them if that is enough;
- d. After serving food, return to table within 3 minutes and ask guest “***Is everything fine with your breakfast?***”;
- e. If guest has a complaint – **Listen – Apologise – Solve**. Offer the same item again, cooked from fresh and mention the matter to your Supervisor immediately;

6) Tableside service:

- a. Engage with the guest to personalise the experience;
- b. Read the guest’s body language to be aware of their needs. Stay alert and keep an eye on their table;
- c. At least one Server has to be visible in the restaurant at all the time, communicate with each other;
- d. Each server is dedicated a section in the morning briefing for a reason. Stick to this section to ensure a smooth service and to avoid duplicating orders or unnecessary intrusion of service;
- e. Only clear plates when both guests have finished for cooked breakfast. For continental breakfasts, always ask if you can remove plates/ bowls;
- f. Be present and alert but discreet; keep an eye on the entire room for guests trying to capture your attention.

3.3.4. Closing Breakfast

The following procedures were created to ensure that the breakfast room is cleaned thoroughly, that items are stored away correctly, following the “First In First Out” rule (FIFO, see Annex 19), and that the room presentation is ready. After completing the service, the waiters have to follow these procedures (The Rathbone Hotel, 2015b, B – Food and Beverage):

1) Tables:

- a. Remove butter from the tables and place on the brown tray, prepare more butter for next day opening and keep in the walk-in fridge;
- b. Wipe menus, sugar pots, salt and pepper and make sure they are free from stains and damage free and are filled with appropriate contents and take time to fill up sugar pots or salt/pepper if needed;
- c. Make sure tables are set up fully clean and according to the standards;
- d. Turn cups and glasses upside down;

2) Buffet:

- a. Switch off buffet display located under the cupboard;
- b. Remove fruit salad, fruit basket, croissants, pastries, cheese and meat platter and bread and leave on the bench for chef's attention;
- c. Store dry buffet items in the cupboard below the buffet (always seal with cling film);
- d. Remaining cold food, store in the breakfast fridge in appropriate containers and label;
- e. Take out all ice left over and put in bucket and lift up metal tray by handles on each end;
- f. Lean metal tray up against pillar and dry with napkin;
- g. Roll napkin and use it to move and drain water down the pipe. Dry area with napkin;
- h. Remove bucket from inside cupboard that has captured the water and dispose it;

3) Cleaning:

- a. Hoover restaurant (including chairs and sofas), lift, corridor, changing room, canteen and still room (if there are items outside lockers, floor, inform Duty Manager);
- b. Wipe the hot water machine, grinder and all areas around them;
- c. Switch off, clean and wipe all parts of the toaster, ensure no crumbs are left;
- d. Clean microwave and bread area, put remaining bread into cupboard above sink;
- e. Wipe canteen table and make sure is ready for staff lunch before 12 o'clock;
- f. Mop floor in the still room, changing room and canteen;

4) Preparation:

- a. Cut butter;
- b. Restock breakfast fridge;
- c. Prepare trolley for *mise en place*;

5) Lights and Air Conditioner:

- a. Switch off all lights except chandeliers and corridors;
- b. If everything is dried up, switch the Air Conditioner off.

3.3.5. Considerations

I had a really great experience during my time in this department. I had never worked in a F&B department before, but I had a slight understanding of the tasks involved, beforehand. The F&B team of the Rathbone Hotel is a really efficient, professional and cohesive team, despite having a high turnover rate, which in my opinion is accepted as being “part” of the job. Regardless of this turnover rate, all team members (new team members alike) are really well trained, having SOP’s for every and each activity, briefings before and after service (in order to correct faults and to keep improving the service provided to the guests) and regular training sessions (at least once a week). The breakfast in itself is mouth-watering (especially the English Breakfast) and the Breakfast room is spotlessly clean every day after service (there are daily, weekly and monthly cleaning tasks).

Once again, and as usual on the Rathbone Hotel, I couldn’t find any major faults on this department as it is well organized, efficient and guests love the professionalism and the quality of the provided service. Nevertheless, there’s just one thing that I would like to mention, the hotel only provides breakfast service. In my opinion, I think that the Hotel would benefit greatly of having at least another service, dinner (bearing in mind the Rathbone Hotel’s central location, most guests are sight-seeing during the day and would rather having their lunch outside). Despite being located in an area with lots of alternatives, taking into account the Rathbone’s standards, it would enhance the boutique hotel experience. The Rathbone does provide light snacks and a few mains through Room Service, but in my opinion, the boutique hotel experience is an intimate experience, so they should provide that option to their guests (who often ask if we have a Restaurant). The Breakfast room is cosy and intimate enough to do so and the staff would have enough time in order to prepare and adjust the room for dinner. It is a big change in procedures, and it involves “re-educating” their guests but, slowly, the Rathbone could try and introduce this new service, to see if the revenue makes up for it.

3.4. Accounts Department

From mid-April until the beginning of May (every now and then I still do a few shifts in this department), I was assigned to Accounts. It was also during this time that I started to be in several departments during my work week, according to the hotel’s necessities. During my time in Accounts, I received training and worked directly with Anton Alagaratnam, Accounts Assistant and I was supervised by Denash Handa, Accounts Manager, Monday to Friday from

9:00am to 5:30pm.

Accounts, in the Rathbone Hotel, is a very small department and it deals with payroll, daily banking, managing deposits, petty cash from Front Office, controlling credit and chasing debt (The Rathbone Hotel, 2015a). It is a quiet and well-organized department (it has to be, because it deals with and provides administrative and financial support to the hotel's operations), where everything is filled under its own category (for quick browsing) and it has a tight schedule, when everything has to be done on its own correct time so you wouldn't get behind in your tasks.

Since I never worked in Accounts before, the learning curve was steep (and there were no SOP's), not because there are a lot of procedures, but because you are dealing with finance (and there's a lot of money involved) and you, as an Accountant, act as the "final barrier of security" (double-checking the finance and work of all other departments), which can create a lot of pressure since everything you do needs to be accurate, otherwise you are damaging the hotel's revenue. I would like to thank Anton and Denash for their professionalism, time, patience and support because, in the beginning, it was really hard for me to grasp all my tasks but they helped me throughout and gave me a crash course in finance (to this day I still thank them for that) which will become really important for my future as a Hospitality professional.

The main activities I performed in Accounts were as follows:

- ❖ Collect Invoices and Banking from Front Office, sign the Banking Drop Sheet and inform the Duty Manager of the banking bags taken;
- ❖ Log on Opera PMS and export file from all the transactions done on the day prior. Import the file into Accounts Master (Accounting PMS);
- ❖ Check if Cash and PDQ (Process Data Quickly – Credit Card Terminal) Reports agree with the figures posted on Opera PMS;
- ❖ Check if all Credit Card and Sales Ledger Invoices agree with the figures posted on Opera PMS;
- ❖ File all invoices and send Sales Ledger Invoices by post (except Jac Travel, Kuoni Travel, Hotel Beds, Thomas Cook, Tourico Holidays and Superbreaks – which are sent through their respective Extranets);
- ❖ Deal with Purchase Orders, control credit and chase debt by ringing debtors;
- ❖ Check and double-check if payment amount and records are correct;
- ❖ Issue Cheques;

- ❖ Manage petty cash transactions;
- ❖ Create and update Financial reports.

3.4.1. Considerations

During my time in Accounts I learnt a great deal. I have never worked in anything even remotely close to Accounts, so I just knew the theory behind it, without any kind of practical experience. Anton and Denash are a team that have worked together for many years, so they are well aware of each other's tasks and there's actually not much talk involved (unless there is a discrepancy or any other kind of financial problems) between them, they just do their job and they are very good at it.

The fault I found in this department is a lack of SOP's. Every other department I have been to have their own procedures and duties well documented, which facilitates work and eases the learning process. Accounts hasn't. So, my learning process was a lot of trial and error (which, in a department where everything has to be accurate, means that I had to be constantly checking my work with my supervisor and with my trainer, wasting valuable time).

When there is a discrepancy between an Accounts report and another department's report, the two teams involved get together in order to find out where the problem lies, but since there are no SOP's for Accounts and they have their own procedures, usually it's difficult for the other team involved to understand what or where the problem/discrepancy lies, because they don't fully grasp how Accounts work. If Accounts had SOP's, it would be a lot easier for the other departments or for new additions to the team to learn their procedures, easing communication between departments as well.

For that reason and since I needed to contribute with an operational improvement for the hotel (one of my Internship's purposes), I asked my Internship Supervisor, Mr. Miguel Silva, the hotel manager, if he would like me to create SOP's for Accounts. He told me it was a great idea, so I went ahead with the project, which we will discuss further on in this report.

3.5. Front Office Department (Reception)

From the beginning of May 2016 until the middle of July, I was assigned to the Front Office department. Like in happened whilst I was in Accounts, and from this point onwards, I moved between several departments during this period, according to the hotel's necessities.

During my time in Front Office, I received Receptionist training from my colleagues and from Leila Abdulkerim (Reception Supervisor) who also supervised me. The front desk is open 24 hours a day in 3 shifts: **early** shift (7am – 3.30pm), **late** shift (2.30pm – 11pm) and **night** shift (8.30pm – 8.30am). Depending on the business demand there is also a **middle** shift (9.00am – 5:30pm). To refer to the tasks performed by each shift, please see Annex 20). During this period, I also performed a few shifts as a Concierge, from 8.00am to 6.30pm. I would like to mention, as well, after the reservations team leaves (6.00pm), the reception team looks after enquiries and reservations. We should never refer to this department as closed as there is always someone available to take reservations.

The reception area is where staff-guest interaction is probably most intense. Reception staff has the prime responsibility of greeting guests on arrival and assisting them with checking in and checking out along with enquiries and information. Although I had some prior experience as a Receptionist, this was once again a new challenge, due to the hotel's high standards and due to high profile of the hotel's guests. We can consider Reception as the heart/core of a hotel, since everything goes through Reception and it coordinates the hotel's operations. From my point of view, it is also the most error prone department since you have so many different procedures and you, as a Receptionist, provide the first image of the Hotel, you will influence the guest's opinion about the hotel and its services.

Sometimes, when under pressure, it's easy to make a mistake (you can already tell I made a few), but it's part of the learning process. I would like to thank all my colleagues from Reception for putting up with all my questions, for their understanding, support, comradery and professionalism. They are all really good at what they do, and they are distinguished by it by the hotel's guests.

3.5.1. Front Office Uniform / Presentation

The presentation of Front Office staff should be immaculate and with confidence (The Rathbone Hotel, 2015b, A – Front Office):

- ❖ The uniform must be clean, ironed and buttoned properly and must be maintained in accordance with the standards of the Hotel;
- ❖ Use always a visible name badge;
- ❖ Do not use strong perfumes;
- ❖ Use deodorant;

- ❖ No visible tattoos or piercings;
- ❖ Should not smoke, eat or chew gum in the workplace and when smoking, before returning to the workplace chew a gum or a mint;

Male employees:

- ❖ Hair clean, combed and well cut;
- ❖ Beard undone before coming to work (in case of moustache, always trimmed);
- ❖ Nails short, clean and well cared;
- ❖ Do not wear earrings;
- ❖ Use dark shocks and polished black brogue shoes;

Female employees:

- ❖ Hair clean, combed and well cut, bearing in mind that the face should be uncovered;
- ❖ Nails short, clean and well cared for. If you use varnish should be transparent or discreet colours;
- ❖ Discreet make-up;
- ❖ Do not wear jewellery in excess and use it discretely (no bracelets, necklaces or rings – except wedding rings);
- ❖ Close back court shoes low heel or medium heel always polished;
- ❖ Skin colour tights.

3.5.2. Handover

A handover has to be conducted by all staff when ending or starting a shift, accordingly to the following procedures (The Rathbone Hotel, 2015b, A – Front Office):

- 1) Record all information in the handover Diary and handover sheet for the next shift that is relevant;
- 2) Read all the notes in the diary from your last shift. Liaise with your colleague on any points you are unsure of;
- 3) Action any points that are needing to be addressed;
- 4) Look in the Duty Managers diary also so you are aware of any issues with guests etc.

3.5.3. Check In

A Receptionist has to make sure that guests are checked in promptly/efficiently in a professional and friendly manner in line with the hotel standards (The Rathbone Hotel, 2015b, A – Front Office):

- 1) When a guest enters the hotel reception staff is to stand and greet the guest with a **smile**;
- 2) Welcome the guest and ask the guest for his surname;
- 3) Take out the registration card for that particular guest and ask the guest to fill out the details and sign;
- 4) Please ensure that you always get a signature, address and contact number;
- 5) Ask the guest if he/she has a business card, attach this to the registration card and enter the details in the client record of the guest;
- 6) During check in procedure use the guest name minimum once;
- 7) No guest is to be given access to their room without a valid pre-authorization;
- 8) Always confirm the departure date of the guest and number of people in the room and update if necessary;
- 9) Ask the guests if they would like a complimentary newspaper in the morning, if not we can supply another newspaper at a small cost;
- 10) Ask if the guest requires a wake-up call and at what time;
- 11) Ensure you write both the newspaper and wake-up call time on the registration card;
- 12) When handing a key to a regular guest that is insisting on proceeding to the room individually, always ensure that you announce the room number in a discreet manner;
- 13) Give the key to the concierge and the concierge will escort the guest to his room (Fig.3.1); introduce the concierge by name;
- 14) Inform guest whether breakfast is inclusive, if not, try to upsell;
- 15) Inform the guest of breakfast times, bar opening hours and 24-hours room service;
- 16) Inform the guest about the check-out time;
- 17) Go back into the reservation and update all new details onto the guest's booking.

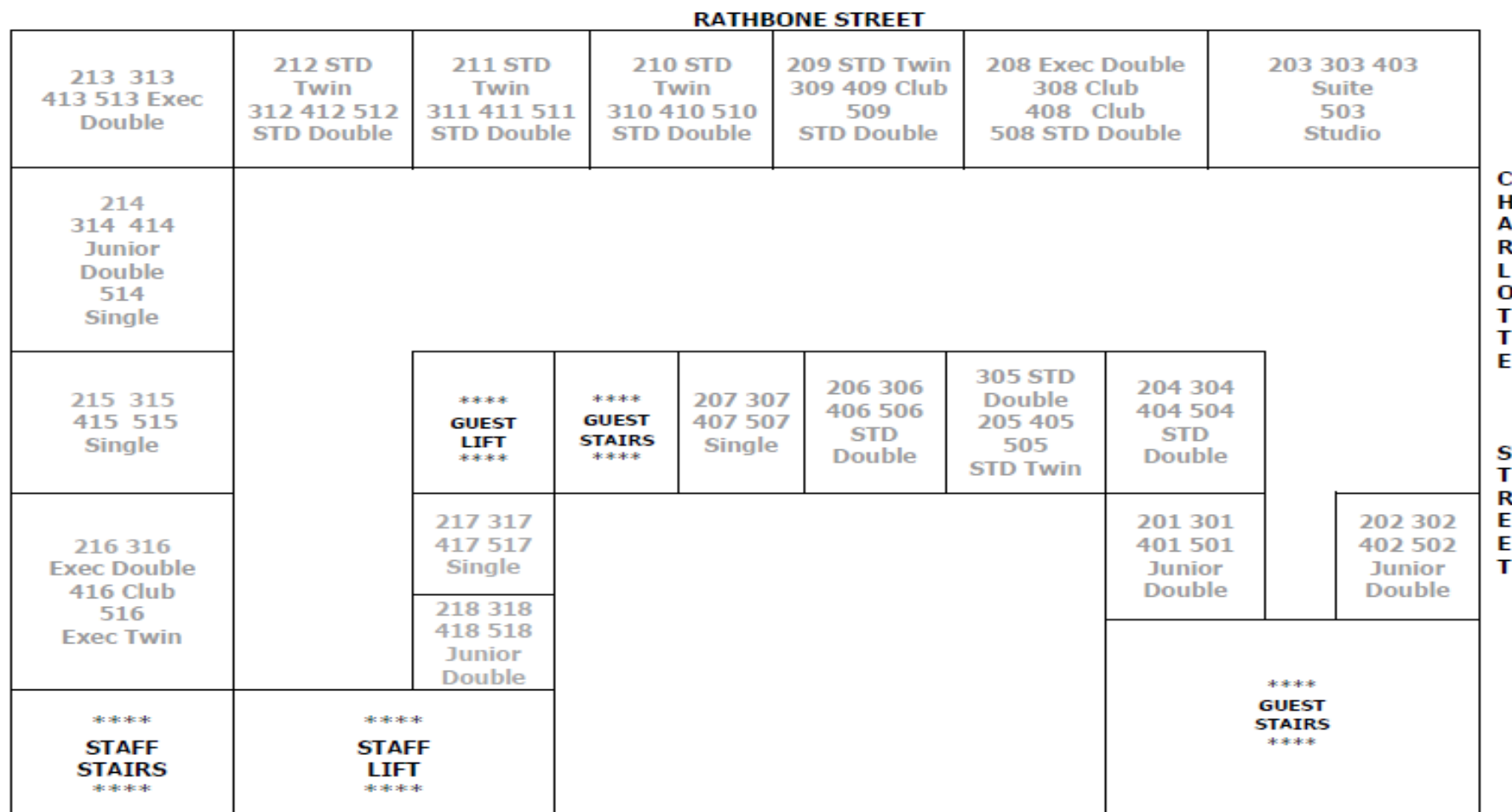


Figure 3.1 – The Rathbone Hotel Floor Plan. Source: The Rathbone Hotel (2015b, A – Front Office)

3.5.4. Telephone Handling / Taking messages

- ❖ Phone calls should be answered quickly and should not ring more than 3 times; the tone of voice to be warm, friendly and cordial;
- ❖ The speaking speed used should provide a clear understanding and efficiency; without showing intention to hurry the guest, using carefully and perceptive language, always with a **smile**, which is perceptible across the line;
- ❖ Whenever possible use the name of the caller, from the beginning to the end of the conversation;
- ❖ The reception staff should not make or receive private calls, except in emergencies; and these should always be met or carried in the Back Office,
- ❖ If you receive a telephone call and you cannot get hold of the relevant person, please take a clear message. Telephone messages should include date and time of when the call was received, name of the person that the message is for, name and company from where the person is calling from and what it is regarding. You should then send the message to the recipient via email;
- ❖ Any messages for guests should be typed on our A5 paper and delivered to the room.

3.5.5. Currency Exchange

The hotel exchanges US Dollars and Euros only up to £200. The exchange rate is received by fax every morning between 9.30am – 10:30am from Travelex, the hotel's provider, and it's the Receptionist duty to update it on Opera PMS.

3.5.6. Wireless Internet Service

The service is chargeable at £22 for 48 hours, £30 for 7 days, £15.00 for 24-hour use from noon to noon the next day or at £6 per hour which is the minimum charge. The service is complimentary for reservations made directly with the hotel, through GDS and some corporate clients.

3.5.7. Check Out

A Receptionist has to make sure that guests are checked out promptly/efficiently in a professional and friendly manner (The Rathbone Hotel, 2015b, A – Front Office):

- 1) When the guest arrives to check out stand and greet him;
- 2) Ask the guests for their name or room number (should you not know it already) and enquire how they enjoyed their stay;
- 3) Always ask if the guest enjoyed their stay. Make a note of any complaints or remarks *e.g.* guest particularly liked that room;
- 4) Always use the guests name (minimum once in the conversation);
- 5) Always thank the guest for his custom and wish them a good day / safe journey or similar;
- 6) Press check-out only once you have received the payment;
- 7) If guest pays by credit card, a signature on the credit card slip is required unless verified by PIN;
- 8) Attach the customer copy to the guest's bill;
- 9) Attach the merchant copy to the accounts copy and file it in the Accounts File;
- 10) File the registration card in the Check-out file for the day.

3.5.8. Considerations

I had a great time and learnt a lot, during the time I worked as a Receptionist, performing the different duties of all shifts. I already had some experience working as a Receptionist, but not in a 4* hotel, especially one with the Rathbone's standards.

Once I got to Reception, I already had a good knowledge of the hotel's PMS (Opera), so I just had to learn the procedures regarding each shift, or so I thought. Each shift has its own different procedures which in the end complement themselves, you arrive to your shift with everything prepared and get everything ready for the next shift. The thing is, Reception is the heart of the hotel, so everything goes through it, and you have to deal with everything, from a simple check-in to room moves to complaints, etc., and you have to do it in front of the guests. One of the best things I learnt from Reception is that you have to have that confident look – "*I am in control of the situation*", even though, at any given moment, you could have a chaotic situation on your hands, *e.g.* guests checking out and at the same time guests checking in, the rooms are not ready, the phone is constantly ringing, you are calling Housekeeping to get a determined room ready, guests are asking for directions, others are complaining, etc. If you don't have that confident look, you are going to find yourself in a bad situation, since you are representing the hotel and guests will notice if you have no idea of what you are doing or if you are feeling lost, which, to be honest, happened to me in the beginning, until I got used to be in that position. The only fault that I could find in this department was that, since all different shifts are intermeshed, if

you arrive to start your shift and the previous shift still hasn't managed to complete its tasks, you will instantly get behind in your work, which during busy periods means that you will have to do overtime, in order to finish all your tasks, and so on. It's a chain of events that the hotel tried to prevent by introducing a middle shift (during busy periods), but it still happens. In my point of view, I think that the Rathbone should always have that middle shift, in order to provide a smooth transition between shifts. I know that it's a small hotel (only 72 rooms) and, sometimes, the workload just doesn't justify that additional shift but, nevertheless, I think that Reception's productivity and efficiency would improve. Some may say that if you add that extra shift permanently, the Receptionists would get lazy because there would be always be somebody there to cover you, but I think that it would reduce the possibility of small mistakes happening on a regular basis, thus improving efficiency.

3.6. F&B Department (Room Service/Bar)

With the end of my internship approaching, between mid-July and mid-September, I was once again assigned to the F&B department, but this time to Room Service/Bar.

During this period, I was trained by Luis Monteiro, Head Bartender, Christian Gabor, Room Service and Waiter and I was supervised by Malgorzata Plutniak, F&B Supervisor. The Room Service/Bar shift runs from 2:30pm to 11:00pm.

Like it happened with Breakfast Service, I found out that this part of the F&B department is really well organized as well, having SOP's for each and every activity, which eased my learning process. The department has everything documented, from all the room service recipes to all cocktail recipes, step by step, which once again eases and ensures a smooth service, whether you are a seasoned professional and don't remember a small detail or you are a new addition to the team. Luis and Christian have worked together for quite a while and they are really good at what they do, having an empirical knowledge of the hotel. I would like to thank them for their support, professionalism, good mood and for all that they have taught me.

3.6.1. Room Service

As a Room Service Waiter, we have to prepare, deliver and service orders. We need to have a complete knowledge of the hotel's menu, specials and to know how long it would take to complete an order. The main activities I performed as a Room Service (R/S) waiter were as follows (The Rathbone Hotel, 2015b, B – Food and Beverage):

- ❖ Take handover from Breakfast Supervisor;
- ❖ Follow opening procedures – read diary, check reports, make sure the R/S work area is fully prepared for my shift (check stock, if all food is covered and all expiry dates are valid);
- ❖ Check and clean all R/S trays and cloches;
- ❖ Check and record fridges (Breakfast, Staff, R/S, Bar, Walk-In) and freezers (Staff, R/S, Chest, Basement) temperatures;
- ❖ Clean, check and restock guests' public toilets every 2 hours;
- ❖ Fold linen and paper napkins, preparing them for the R/S and Breakfast shifts;
- ❖ Apply “*Brasso*” (metal polish) – on the staircases, lift and doors;
- ❖ Empty all bins at the back office and reception;
- ❖ Change the water and deep clean the dishwasher;
- ❖ Every 2 hours until 6:00pm, do a floor check for glasses, dishes, trays;
- ❖ Count how many dirty cloths were used and put them into the ground floor cupboard;
- ❖ Assist Reception with luggage and any guest requests;
- ❖ Take and prepare Room Service orders according to the hotel's standards;
- ❖ After taking an order to a room, wait ten to fifteen minutes and do a room service courtesy call, to ensure guest satisfaction;
- ❖ Maintain Room service fridge and freezer in an organized manner and to make sure it is according to Government Food Hygiene standards and the hotel's FIFO rule (see Annex 19);
- ❖ Clean and set-up Meeting Room (Annex 21);
- ❖ Follow closing procedures – clean the kitchen and tidy up for next shift.

3.6.1.1. Opening and Closing Room Service

The objective of these procedures is to make sure that the R/S work area is fully prepared for your shift and to double check that you left the work area tidy and in order for the next shift.

The procedures are as follows (The Rathbone Hotel, 2015b, B – Food and Beverage):

1) Opening procedures:

- a. Wash your hands;
- b. Approach your supervisor to receive handover from the morning shift;
- c. Read the Duty Manager's diary and Black Book for any messages about your shift;

- d. Ask reception to print the following reports:
 - i. In House Guest with comments;
 - ii. Arrivals with comments;
 - iii. No Post report;
- e. Check kitchen, canteen, still room and restaurant cleanliness and ensure it is clean by undertaking any necessary tasks to bring these areas up to satisfactory standard;
- f. Check crockery and cutlery cleanliness;
- g. Check all R/S trays, clean if needed;
- h. Prepare 10 R/S napkins and place on R/S shelves;
- i. Check R/S fridge and freezer for any missing products.

2) Closing procedures:

- a. Ensure kitchen, canteen, still room and breakfast room are ready for night service (clean preparation areas and cooking appliances, wash and polish dishes, sweep and mop the floor);
- b. Restock R/S napkins;
- c. Take all crockery and cutlery that belongs to bar downstairs;
- d. Handover to the Night Porter verbally;
- e. Leave important notes in the Black Book (Diary).

3.6.1.2. Taking Room Service Orders

The following procedures have as an objective to take room service orders and serve guests in a pleasant and timely manner at all times (The Rathbone Hotel, 2015b, B – Food and Beverage):

- 1) Receive the telephone within 3 rings;
- 2) Greet the guest, identify yourself and the department with a smile in your voice by saying:
 - a. ***“Good morning/afternoon/evening (Your Name) speaking. How may I assist you?”***;
- 3) You need to be familiar with the menu, if you don't understand any words or items ask;
- 4) Write down orders properly in full details, divide orders with a line below;
- 5) Ensure name, room number and order are on the ticket;
- 6) Repeat orders with the guest to confirm:
 - a. ***“May I repeat your order, (Guest Name)? You would like ... (name of the food and drink). Is that right?”***;

- 7) Do not forget to ask the guest if they have any food allergies, safety always first:
 - a. ***“Do you have any food allergies that we should be aware of, (Guest Name)?”*** If so, adapt the recipe (if possible) or advise the guest to select another item from the menu;
- 8) Inform the guest of the delivery time by saying politely:
 - a. ***“Your order will be delivered within 30 minutes, (Guest Name)”***;
- 9) Thank the guest for giving the order by saying:
 - a. ***“Thank you, (Guest Name) for ordering Room Service”***;
- 10) Let guest hang up first;
- 11) If there is a delay to deliver the order, we need to call the guest back, apologize and inform about the delay and the estimated time that it will take to prepare the food by saying courteously:
 - a. ***“I am very sorry, (Guest Name); your order will be delayed by ... minutes. I apologize for any inconvenience”***.

3.6.1.3. Room Service Delivery

The objective of the following procedures is to deliver a correct order to the guest room accordingly to the standards and policies of the hotel (The Rathbone Hotel, 2015b, B – Food and Beverage):

- 1) Before delivery to the room, we need to verify that the food is served at the right temperature, hot food is served hot and cold food is served cold;
- 2) To deliver room service we will always use the staff lift and knock on the door or ring the doorbell once and say:
 - a. ***“Room Service”***, wait for 15 seconds before knocking or ringing again;
- 3) Greet the guest with a smile by using their name and say politely:
 - a. ***“Good morning, afternoon, evening, (Guest Name), may I come in?”***;
- 4) Ask the guest where to place the tray by saying:
 - a. ***“Where would you like me to place your tray, (Guest Name)?”***
- 5) Confirm the order with the guest to ensure accuracy;
- 6) Inform the guest of the removal methods of the tray after the food is delivered by saying:
 - a. ***“Please call Room Service when you would like your tray to be collected, (Guest Name)”***;
- 7) Obtain the guest’s signature and wish them an enjoyable meal by saying with a smile:
 - a. ***“Enjoy your (Food Item), (Guest Name)”***;

- 8) Ask for any further help: “*Anything else I can help you with?*”;
- 9) Leave the room and shut the door gently.

3.6.1.4. Room Service Courtesy Call

The objective of the following procedures is to offer the best service possible towards the guest, ensuring guests satisfaction, and to implement a more effective control over room service tray collection (The Rathbone Hotel, 2015b, B – Food and Beverage):

1) Whenever doing a room service, we need to record it on the tray collection form that is situated on the kitchen's wall:

- a. When delivering room service, always inform the guest that he/she can call to #104 when he/she finishes for the tray to be collected;
- b. After the room service delivery, record the time and room number of it in the tray collection form;
- c. Allow 15 minutes before making a courtesy phone call to the room, if the guest did not call to collect the tray;
- d. Always take into consideration guest requests regarding disturbing him/her when delivering the room service, especially late at night;

2) Courtesy call (if the guest did not call for tray collection):

- a. 15 minutes after delivering the room service, we need to call the guest to check how the food/beverage was, if the guest needs any other item from the room service menu and if he/she finished, if he/she would like the tray to be collected, following the instructions below:

i. “Good morning/afternoon/evening Mr/Ms/Mrs (guest last name), how was the (menu item)?” (We always need to take the guest's feedback very seriously, if the answer is positive, thank it, if it is negative, apologise and pass on the feedback to the duty manager/supervisor);

ii. “Do you wish to order anything else from our menu?” (Always try to upsell);

iii. “If you have already finished, would you like me to collect the tray?” (If the answer is positive, go to the room and collect it, if it is negative ask kindly to the guest if, after they have finished, they would mind putting the tray outside the room for later collection);

- b. Whenever a guest chooses not to have the tray collected, this information needs to be

passed on to the next shift (if your shift ends before collecting the tray) and the next shift has to be informed of the cutlery and crockery that was used in the room service;

c. It is our responsibility to pass on any feedback/irregularities to our supervisor/duty manager.

3.6.2. Bar

The Rathbone Hotel provides bar and lobby service for guests in house and non-resident guests. During the Room Service/Bar shift there should **always** be someone on the bar. Generally, there's always two members of staff present, one for R/S and another one for the Bar, who will help each other, if need be.

The main tasks I performed on the Bar, as a Bartender/Waiter were as follows (The Rathbone Hotel, 2015b, B – Food and Beverage):

- ❖ Take the handover from morning shift;
- ❖ Read Black Book (Diary) to see if there are any special events for the day;
- ❖ Check and count the float (£50);
- ❖ Check the serving period of Micros PMS (should be PM – Late Shift);
- ❖ Check if you have all the drinks required to run your shift;
- ❖ Ask Reception to print the following reports: Arrivals, In House Guests, No Post and Drinks on Arrival;
- ❖ Check the cleanliness of the Bar & Lounge furniture;
- ❖ Follow Bar & Lounge environment procedures;
- ❖ Check the cutlery and crockery cleanliness;
- ❖ Check all trays and clean if needed;
- ❖ Prepare 5 sets of cutlery;
- ❖ Check the overall condition of all the menus (stains or damage), change if needed;
- ❖ Check freshness of products in the fridge;
- ❖ Make sure you have all products needed in the fridge and in the bar counter;
- ❖ Attend to any guests in the lobby. Always offer nuts with their drink. Keep an eye on all guests and offer them more drinks before they finish;
- ❖ During the shift, when not busy be available to open and close the door and assist with any luggage or taxis required. Assist Reception with any other enquires *e.g.* iron boards etc.;

- ❖ Pick one task from the cleaning schedule (Weekly or Monthly, if not busy).

End of shift:

- ❖ Cover all food items in the Bar and put a label with the date on it;
- ❖ Empty bins and replace the bin bags;
- ❖ Empty drip tray under the fridge;
- ❖ Clean all the tables and bar;
- ❖ Clean coffee machine, according to procedure;
- ❖ Fill sink with soapy water and drain the pipes;
- ❖ Leave the ice scoop in a container with sanitiser;
- ❖ Sweep and mop floor;
- ❖ Handover to the night staff and leave relevant notes in the Black Book (Diary);
- ❖ Report to the Night Manager you have finished your shift and leave the place.

3.6.2.1. Lobby Service

To ensure that the service provided to the guests is consistent and in accordance with the hotel's standards, the Bartender/Waiter should (The Rathbone Hotel, 2015b, Food and Beverage):

1) Welcome the guest:

- Greet the guest in a professional manner, making eye contact, **smiling** and being courteous;
- Allow the guests some time to adjust, settle down and relax, watch their body language if they are in a hurry as they may want to order quickly, use your discretion to read the situation, however do not wait more than 2 minutes before you approach them;

2) Menu presentation:

- Check if menu is in a good condition with no food stains, clean, no pen or pencil marks;
- Open menu on the Cocktail of the Month page and offer it to the guests from the right-hand side of the guest;
- Bend your body a little and present the open menu in front of the guest by saying: ***“Excuse me (Guest Name – if known) or Sir/Madam, here is our menu”***;
- Recommend the Cocktail of the month to the guest (make sure we are always aware of the ingredients and method of preparation to be able explain it to the guest).

3) Always Remember:

- a. Always deal with the guests in a friendly and polite manner, we are the front-line staff, our impression on them is the impression they leave with of the hotel. We are often the first person our guests see when they walk through the door and when they leave;
- b. Speak with a natural, clear and **smiling** tone, we are the face of our hotel.

3.6.2.2. Lobby Food Service

The objective of the following procedures is to serve food in an elegant and professional way (The Rathbone Hotel, 2015b, B – Food and Beverage):

1) Taking orders:

- a. Approach table (Fig.4.1) with a smile;
- b. If guest looks undecided, offer help with selecting a menu item (make sure you are aware of the menu items and you are able to describe all of them to the guest);
- c. Write down the order;
- d. Repeat order to the guest;

2) Prepare table:

- a. Put a cutlery set in the linen napkin (according to the guest's order) on the right-hand side;
- b. Set table with salt & pepper:

3) Serve food:

- a. Place food in front of the guest;
- b. Always announce what you are serving;

4) Make eye contact with a smile by saying: “*Enjoy your meal (Guest Name – if known) or Sir/ Madam*”;

5) Always go back to the table within 3 minutes, or once you can see they have started eating, to make sure everything is right with the food;

6) Do not clear any plate until everybody has finished their meal.

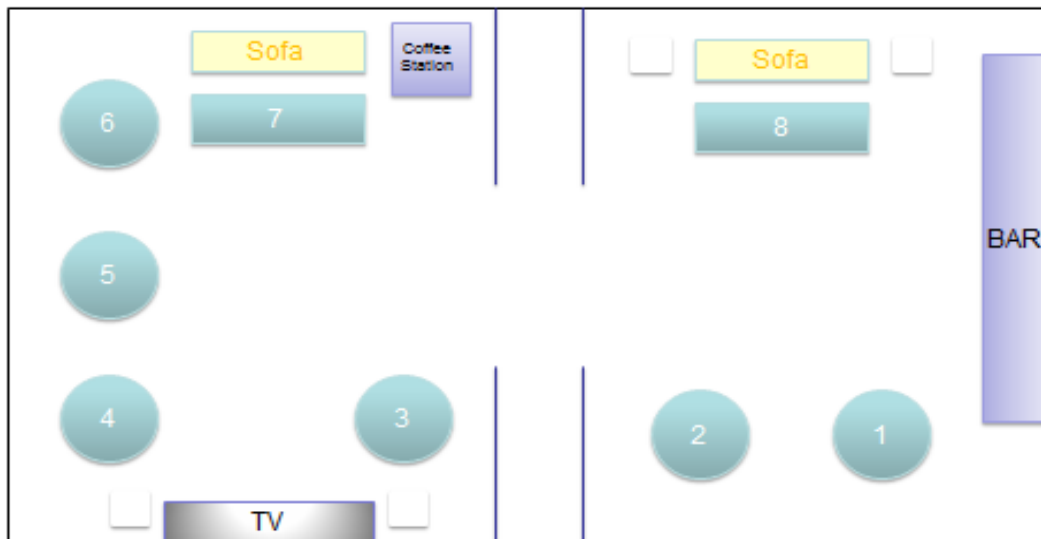


Figure 4.1 – The Rathbone Hotel Lobby and Bar Diagram. Source: The Rathbone Hotel (2015b, B – Food and Beverage)

3.6.2.3. Bar and Room Service Payments

The procedures for Bar and Room Service payments are as follows (The Rathbone Hotel, 2015b, B – Food and Beverage):

1) Credit/Debit card transactions:

- a. Any transaction that is paid by credit/debit card, the procedure remains the same, take the Bar PDQ machine to receive payment;

2) Cash transactions:

- a. Receive payment;
- b. If change is needed, use the Bar Float;
- c. Use only one docket for all the cash transactions (if possible);
- d. Keep the receipts in the Bar float till;
- e. Keep the cash dockets until your shift ends;
- f. At the end of your shift, sum all the cash transactions and verify it against your cash takings, give the cash and the dockets to the Night Manager to be kept together with your Banking report;

3) Room Charges:

- a. We can only charge the room account of guests that are in possession of the Key Holder, so we can verify their signature and room number;
- b. Fill docket with the room number, ask for the guest to check the bill and for a signature;

- c. All room charge dockets should be kept until the end of your shift;
- d. At the end of your shift give all the dockets to the Night Manager to be filled in the correspondent room file.

3.6.3. Considerations

I had a great time and I gained a lot of new skills, during my time in this department. I had high expectations for it and I wasn't disappointed. From a long time ago, I always wanted to learn how to do cocktails and how to perform a high-profile Bar service, which I managed. There is a big difference between working as a waiter in a Nightclub or in a normal Bar (outside a hotel), where you, mainly, have to be quick in providing the drinks. Not in the Rathbone Hotel Bar, where what matters is the quality of the service that is provided. There's no juggling or bottles performance/show but, there is a ritual involved. From the guest's order, to rolling up your sleeves, to preparing the glass, the spirits, the garnish, the shaking (if any) until the delivery. It's all part of the experience and the guests thoroughly enjoy it. The same principle applies to Room Service, although the "performance" is hidden from the guests, they only see the outcome. The Room Service menu is not extensive but everything that is done, is done in the correct manner, order and timing, from the guest's order, cooking, delivery, until the Courtesy Call to find out if the guest enjoyed the food.

One fault I found in this department was that sometimes, especially during busy periods, a staff of two is just not enough. I think the hotel should take this in consideration. Most of the times this is what happened: you would have the Bar full and one person must always be present in the Bar, at all times; the other staff member is doing one or two Room Service orders and then we would receive a phone call from Reception to assist with luggage, toiletries, iron/iron board, cleaning a room, maintenance issues, taxi requests, etc. In the meantime, our colleague from the Bar calls us because he/she would need assistance in the Bar because it is crowded. So, what happens is that we have to multiply ourselves, because we were already multitasking, or we would have to do everything running around, which is highly prone to mistakes. In my opinion, the hotel should consider having another member of staff to assist either the Bar or the Room Service, so that the quality of the service that is provided to the guests does not decrease.

3.7. Front Office/Administration Department (Duty Manager)

The final assignment on my internship at was that of a Duty Manager (DM), from mid-Septem-

ber until the end of October. I was trained by the Hotel Manager Mr. Miguel Silva and I had two different shifts: **early** DM (EDM), from 8:00am to 4:30pm, and **late** DM (LDM) from 12:30pm to 9:00pm.

As a Duty Manager, beyond carrying out the DM checklist (see Annex 22), I took full responsibility of the hotel and its several departments during my shift, ensuring that the standards around the hotel were at the highest level, whilst helping to cover reception and reservations. I would need to ensure, as well, that all the needs of our customer/guests were met and exceeded in a professional and friendly manner.

In my opinion, being a Duty Manager was one of the main highlights of my internship. It was my first experience in a leadership role, with all the responsibilities, duties and stress inherent to the position. Despite having a good knowledge on the operational procedures of all departments and feeling ready for the responsibility, when I did my first shifts I felt, at times, overwhelmed and came to the conclusion that there's nothing that would substitute practical experience for this role. As time went by, I got more and more comfortable with this leadership role and ended my internship on a high note. I would like to thank Miguel Silva, our Hotel Manager, for all that he taught me during this period, for his advises and expertise, and I would like to thank my fellow DM's who supported me and helped me with all the doubts that I had.

As a Duty Manager my main duties were (The Rathbone Hotel, 2015b, F – DM's):

- ❖ Receive Handover – Read DM diary, reception handover sheet and e-mails, making sure that you are aware and ready for your shift;
- ❖ Morning Meeting – The EDM needs to attend the morning meeting with all HOD's to read the DM diary, so that all heads of departments are aware and knowledgeable of the incidents occurred in the previous shift and if there are any special occurrences/tasks for the day ahead;
- ❖ Business awareness – Check the business for the day in Opera PMS, availability, rates, arrivals, departures, BKF covers and meeting room availability;
- ❖ Staff sign in/out - Make sure that you are in the back office when staff is signing in/out (check rota) and record any lateness/absenteeism in DM book. Check staff bags when signing out;
- ❖ Facilities check – Do a floor walk before the previous DM shift leaves with the checklist attached. If there is any abnormality, record it on the checklist and follow up with the department responsible (see Annex 22);
- ❖ Special requests/VIP'S/Regulars - Check the in-house and arrivals comments from ev-

ery department and follow up to ensure completion. Prepare Welcome Notes and chocolates before 12.00H;

- ❖ Bedroom Checks – Choose randomly an inspected room. If there are any VIP’s arriving, those rooms have priority and have always to be checked (see Annex 22);
- ❖ Back Office Interfaces and Alarms - Check if the alarms are armed and there is no abnormality, as well as the server screen and telephone interface;
- ❖ Check-in/out busy hours - The DM should be visible in the lobby during the busy periods of check in and check out, to assist the concierge with luggage and escorting guests to the bedrooms;
- ❖ Breakfast - During the busy periods of breakfast the DM should act as a host(ess) to enable the supervisor to help with the service;
- ❖ Room/ Bar Service - Do at least one spot check of Bar and Room Service. This includes the presentation/quality of food/beverage and service to the guest that ordered it;
- ❖ Reservations - In the absence of the reservationist and reservations manager, the DM should take over the department.

At the end of each DM shift (EDM and LDM), we must fill in a report containing all the issues (if any) that were found in the property check, in the bedroom check and any relevant operational incidents. This report is then to be sent to the General Manager, Hotel Manager and all HOD’s. In the following morning, the hotel manager takes a printed copy of the DM report with him for the morning meeting to discuss and to point out the faults, whilst making sure that the responsible or supervisor on duty sort them out as soon as possible.

3.7.1. Considerations

In this final stage of my internship, I managed to put everything that I learnt during my Master’s and my internship in use. I also learnt a lot, especially on how to deal with difficult situations, being that guest or operational related. It is a stressful and hard work as there are a lot of check and cross check tasks, together with covering other departments busy periods, dealing with guest complaints and with any faults that may occur during your shift. Like I mentioned beforehand, it was my first professional experience in a leadership role and whilst I felt ready for it, I needed to experience it first hand, in order to get “a taste” of what a HOD or a General Manager’s job entails. So, all in all, we can say that all the skills that I developed and acquired during my internship were to prepare me for this position, which, nowadays, I thoroughly enjoy.

Chapter 4

Operational Improvement Project – Accounts SOP's

For the applied research part of my internship report, I needed to create something that would benefit the operational standards of the hotel. After discussing it with my supervisor, Miguel Silva (Hotel Manager), we came to the conclusion that the hotel would benefit if I would create Standard Operating Procedures (SOP's) for the Accounts department. This conclusion rose from the fact that it is the only department in the Rathbone Hotel which doesn't have any SOP's, which makes the Accounts department's procedures difficult to grasp. Since in this particular department you don't have a theoretical guide to help you with your learning process and all the knowledge is transmitted via spoken word, we decided to create SOP's, in order to have a written manual of the procedures inherent to this department, be it for future trainee's or be it for current staff members who need to have a better grasp on the Rathbone Hotel's accounting system. Despite having several financial procedures relevant and inherent to the hospitality industry, these SOP's will be adjusted to the Rathbone Hotel's operational procedures only, therefore they can only be applied on its entirety on this unit, in particular.

4.1. What is a Standard Operating Procedure (SOP)?

SOP's are a set of procedures specific to a hotel's operation that describe the activities necessary to complete tasks in accordance with industry regulations, provincial laws or even just your own standards. We can say that they are a "how to". The most obvious example of a SOP is the step by step procedures used to train staff and to make sure that our product maintains a coherent quality.

According to Espat (2020), and using an analogy, think of an SOP like a recipe, in which you need to follow each step to obtain the end result. If each step is followed correctly and consistently, the recipe will always come out the same way – regardless of the cook. SOP's are also about safety: if you follow each step in the recipe correctly, the dish/end result will be edible and safe to eat.

A SOP, in fact, defines expected practices in all businesses where quality standards exist. They play an important role in small businesses since they are policies, procedures and standards you will need in the operations, marketing and administration disciplines to ensure success. These can create: efficiency, and therefore profitability; consistency and reliability in service; fewer errors in all areas; a way to resolve conflicts between partners; a healthy and safe environment;

protection of employers in areas of potential liability and personnel matters; a roadmap for how to resolve issues – and the removal of emotion from troubleshooting – allowing needed focus on solving the problem; a first line of defence in any inspection, whether it be by a regulatory body, a partner or potential partner, a client, or a firm conducting due diligence for a possible purchase; and add value.

Developing an SOP is about systemizing all of your processes and documenting them.

SOP's should be: established prior to opening; reviewed at least annually; written in clear, concise language so that processes and activities occur as they are supposed to; as much detailed as possible, in order to provide adequate information to keep performance consistent; kept written on-site so that they can be used by both supervisors and employees; and tested before implementation.

4.2. Standard Operating Procedures (SOP's) in Hospitality

SOP's are all about structure. In the hospitality industry we need and should strive/aim for procedural standardisation. SOP's are required in order for a hotel (and, more importantly, its team members) to function with maximum efficiency, therefore improving the guest's experience (which is the name of the game). According to HMG Hospitality Team (2016), these three words (Standard Operating Procedures) can make or break a hotel. For them, even individual *boutique* hotels are required to have SOP's in order to function at their best, which is the case of The Rathbone Hotel.

Alas, SOP's are also often overlooked, which is also the case at The Rathbone Hotel. I couldn't understand why their Accounts department didn't have any SOP's, since all of the other departments had them. Because of this, every time that a team member would need to go to the Accounts department (in order to help them, or to reconcile any discrepancies), this assignment became a time-consuming chore, since it was difficult to grasp their procedures and their way of doing things, thus breaking efficiency. On the one hand, when team members don't know specifically what they are asked to do, there's a high chance that they will falter and deliver sub-par results, but on the other hand, when they have the correct tools at their disposal to perform their duties, they will have the opportunity to shine and to perform efficiently (HMG Hospitality Team, 2016). One thing that hotel managers should be concerned with is employee performance, as underperforming will have a direct influence on the overall effectiveness of the unit, as it may cause morale issues (through frustration). We can infer that the manager of a poorly performing team is not really managing at all (Jones & Lockwood, 2002).

In hospitality, most brands use SOP's as a basis to guide and train employees, especially new ones, as it will make them feel gradually more adjusted to their new work environment. They also serve as a standard to compare and evaluate the employee's level of work completion, in order to recognize strong or weak team members. However, we must bear in mind that successful brands don't assess their employees just by how well they follow SOP's, as they want skilled individuals who will follow the SOP's to the letter but who will also develop ways to improve on them, as there's always room for improvement, turning the process into a well-oiled machine.

SOP's in the hospitality industry's main goal is to ensure a smooth operation, as they ensure that the guests get the same quality service and treatment each time they visit the hotel (Prasanna, 2013). When a hotel runs smoothly, it shows, and the guests can feel it.

There's nothing quite like the energy of a calm and well-organized hotel, which is enjoyable and relaxing for the guests. On the other end of the spectrum, a hotel without structure has a frenzied and rushed energy and is not relaxing in the slightest for the guest (HMG Hospitality Team, 2016).

4.2.1. What will SOP's do for my Hotel?

SOP's will bring quite a few benefits to a hotel, or any business in general. We've discussed already about some of them. According to Prasanna (2013), it's all about structure and to ensure that guests will always get the same quality service and treatment each time they visit the hotel, be it through standardisation or training. To try and sum them up, according to Grusenmeyer (2003), SOP's will:

- ❖ Bring your business **consistency**, which is the main advantage of creating the SOPs, means that both the process and end results will become consistent in order to achieve top performance;
- ❖ Reduce system **variation**, promoting quality and efficiency in the processes;
- ❖ Facilitate **training**, since they provide detailed work instructions, they will help trainers to ensure they've covered all the steps;
- ❖ Facilitate **cross-training**, as they will greatly help those who are filling in on jobs they do not perform on a regular basis (such as covering sickness or any other unforeseen circumstances);
- ❖ Give your employees a sense of **involvement**, since they should be involved in creating

the SOP's, hence making them more supportive of them as well;

- ❖ Help in conducting **performance evaluations** and **appraisals**, as they provide a common understanding of how things should be done;
- ❖ Bring to your employees a higher sense of **cooperation**, since they can coach and support each other's training or daily duties;
- ❖ Help in providing a **safe work environment**, and may provide you with some **legal protection**, in case such an unfortunate event like an injury should occur;
- ❖ Help you to reduce **biosecurity risks** in any vital areas of your operation, such as any areas where food handling is involved;
- ❖ Help you to reduce **environmental risks**, such as chemical or waste handling, and may provide you with some **legal protection**, if an environmental mishap occurs;
- ❖ Encourage regular **evaluation** and **improvement** of work activity.

4.3. How to Write a Hotel Standard Operating Procedure?

As we've discussed beforehand, SOP's can help you streamline your day-to-day operations and enable your employees to improve their performance and productivity. Standard Operating Procedures show employees their roles, how to do their jobs in a correct, proper and efficient manner, and what best practices they can employ to achieve the best results. Instead of constantly referring to their managers/supervisors with follow-up questions or making things up as they go along, team members can refer to the Standard Operating Procedures as a troubleshooting guide and to ensure they are doing the correct thing. In order to ease this process, according to Prasanna (2013):

“SOPs should be written in such a way that any common man understands it easily. Hence it should be in easy to read format, written step by step and in a concise manner and not overly complicated and ambiguous. It should not be redundant, wordy or overly lengthy. It should be simple and short. Instructions should be conveyed clearly and explicitly to remove any doubt as to what should be done. Use of flow chart will be a welcome move. The SOP process includes SOP preparation, its review and approval, frequent revisions and reviews, checklists, document control, SOP document tracking and archival.”

Creating SOP's for a business can be a time-consuming task for both management and employees. Basically, you should start off by asking yourself: “*What tasks do you need to get done?*”; “*Who needs to do them?*” and “*What are the best ways to approach these tasks?*”.

In order to organise yourself, you can follow these steps (Grusenmeyer, 2003):

- ❖ Make a list where you identify the **key areas** in which your SOP's might be useful;
- ❖ Use the aforementioned list to identify which **areas you need to prioritize**;
- ❖ Pinpoint all the **processes, functions and operations** that occur within each of these areas (ask your staff for advice and make a list of common practices);
- ❖ Once you've gathered all the information regarding processes, functions and operations, **group them together and prioritize them** for the SOP's development;
- ❖ **Identify the best individual to lead the development effort for each SOP** and assign a development team of employees, managers and consultants.

Once you have organised all of the required data, according to Grusenmeyer (2003), you can follow these simple six-step procedures to write your SOP's:

1. Give your SOP a name describing an action (*e.g.* Creating a Backup);
2. Write the objectives of the SOP (Who is it for?; Which tasks will be covered?);
3. State the overall task description;
4. Describe each task in detail (specific order of the activities, timing, materials to be used and how to use them, references to other SOP's, safety or health considerations – should be placed prominently throughout the SOP);
5. Get your staff on board. Everyone who is affected by a SOP needs to be involved in their development. Also, a collaborative process will make it more likely that your staff will find the SOP's useful;
6. Set up a system to monitor the SOP's **regularly**. SOP's must be revised regularly, in order to adjust to different conditions, policy updates and new technologies. Your staff will be the best resource in any regards to an outdated SOP.

4.4. How to present and apply a Hotel Standard Operating Procedure?

First of all, you need to make sure that your SOP's are well written and available in several languages (ideally, you should have them written in the native tongue of where your business is located and in English – all others are considered optional).

Regarding to the presentation of your SOP's, you need to keep in mind that simpler is better. The whole idea behind SOP's is that they are simple to read and use (not too word heavy). Usually, SOP's are simple checklists, lists with numbered or bulleted steps, picture based (or a

combination of text with pictures) or they are arranged in a flowchart style, depending on the complexity of the procedure and the team members who will use the SOP.

According to Grusenmeyer (2003), any SOP may have a number of different uses. Depending on the intended use, the SOP may be written or presented differently. For example, a Standard Operating Procedure that is part of a manual may have a lot of descriptive detailed information. If you use the same SOP for basic training, you should tailor the amount of detail to that level of training, otherwise, you may overwhelm new trainees. Ideally, you should only provide new team members with the details they need to get the job done in the way it was intended. Afterwards, for in-depth follow-up training, you can provide them with the full disclosed SOP. Keep also in mind that you can use that particular SOP as a work reminder, however it should be a simpler version, enabling a quick read and understanding. Remember to test them out. Give your SOP's to a new staff member to see if they're written in a way that can be easily understood and implemented. If you're happy with the results so far, put the SOP's into use. Keep in mind, as well, that all employees need now to be educated about the new SOP's. You also need to ensure that the new SOP's are being followed and you must review them on a regular basis.

4.5. Account's SOP's

Before getting into the actual procedures themselves, I would like to add a little disclaimer: the following SOP's are to be considered as a training tool, in order to ease the learning curve, to create consistency and to be used as a document to refer to in case of doubt. By no means these SOP's are to replace actual training, which should be given by a senior team member. It would be important to refer, as well, that the hospitality industry is constantly changing and improving itself. These SOP's were created in conjunction with Denash Handa (Head Accountant / Accounts Manager) and approved by Miguel Silva (Hotel Manager), again, intended to be used as guidelines since The Rathbone's Accounts Department had no SOP's whatsoever prior to these. Should any of the procedures change, or if there's a software change/upgrade, either PMS or Account's, these should be reviewed and updated, as well, by the person in charge.

I would also like to refer that the screenshots shown on these SOP's are from a posterior date than that of my internship (I was hired by the hotel). Reason for that is that after my internship ended, the hotel underwent a major software update, so I had to adjust the ones I created beforehand, and I wanted to include the updated version.

4.5.1. Downloading Opera’s Backups

*Objective: This SOP is to be used by Accounts team members only. Any other staff member should refrain to use any of the information contained in this SOP without **expressed permission**. The aim of the following procedures is to download Opera’s backup (from the previous day), to have another backup means and to, afterwards, post the figures in a specific Account’s software, since Opera’s figures are vital for every accounting task.*

In order to download Opera’s backup:

- **Main Screen – Miscellaneous – File Download (Fig.5.1)**

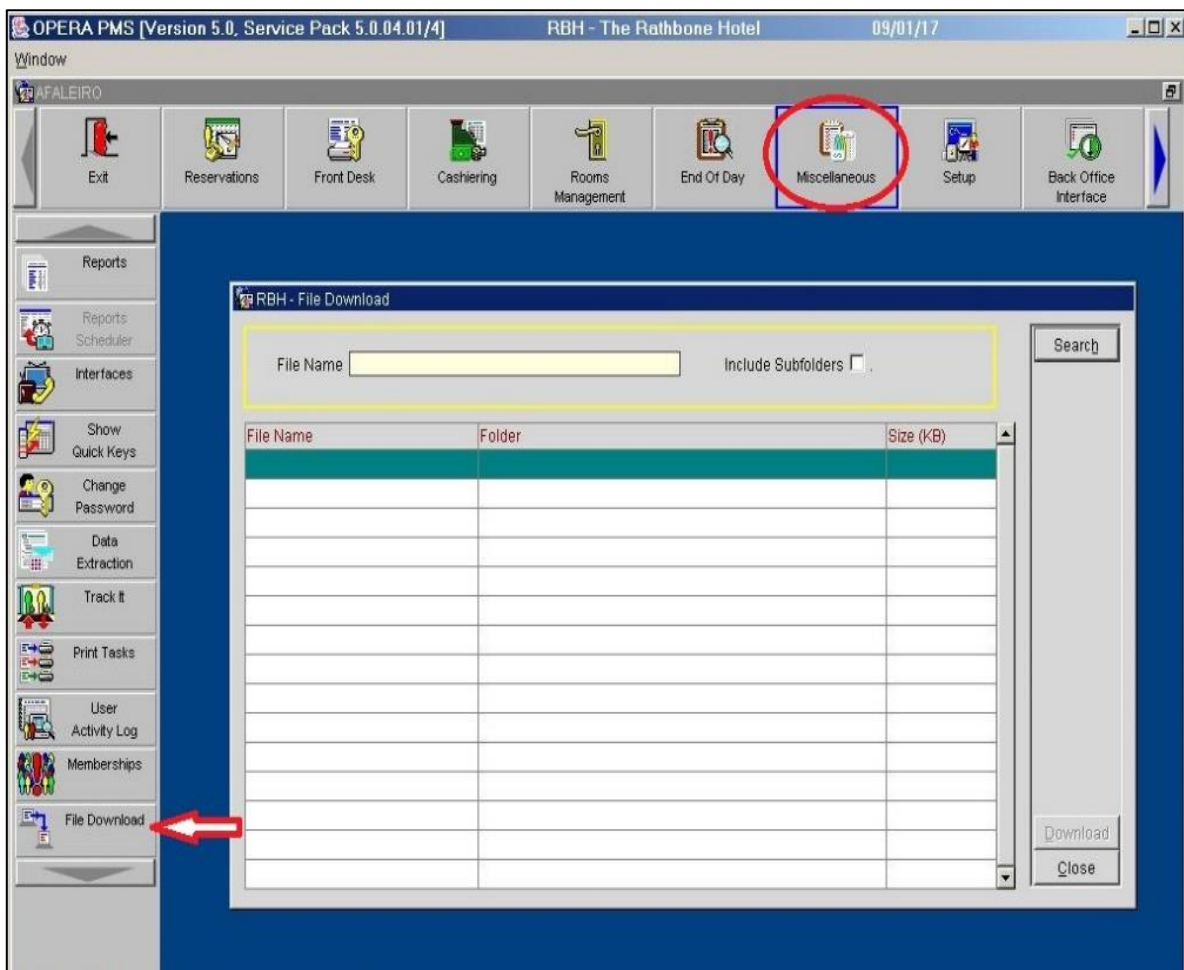


Figure 5.1 – Opera’s Backup

- In **File Name**, type % (the date you want, e.g. **%200516**) – **Search** (Fig.5.2)
- It will show you two different files with the date you chose (CL200516 and RV200516) (Fig 5.2)

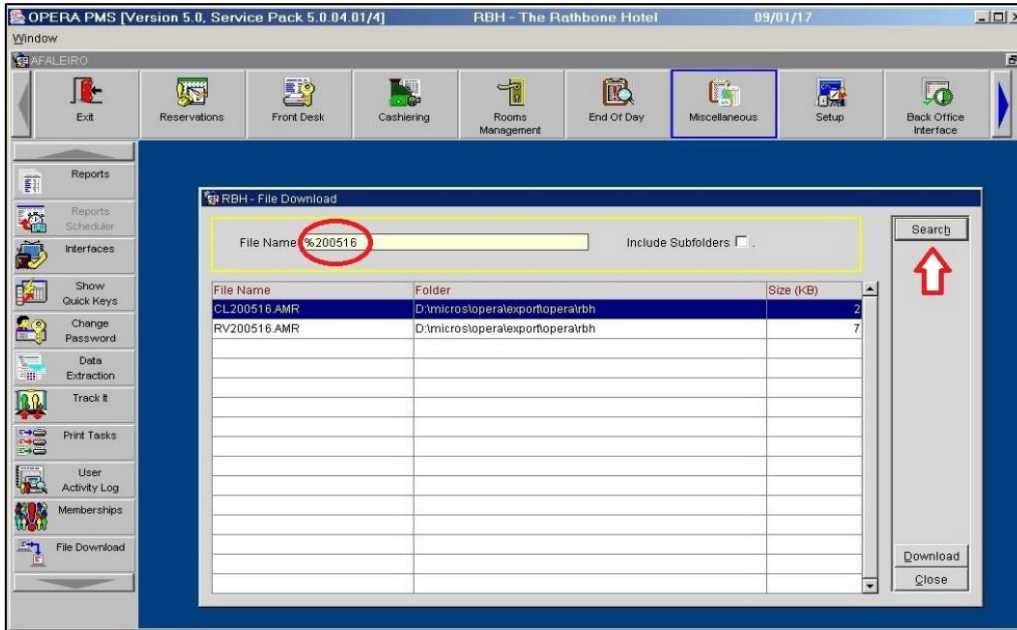


Figure 5.2 – Opera’s Backup Filename

- Double-click on each one and press **Save** (Fig 5.3)
- Save both files under Drive (M:), Accounts

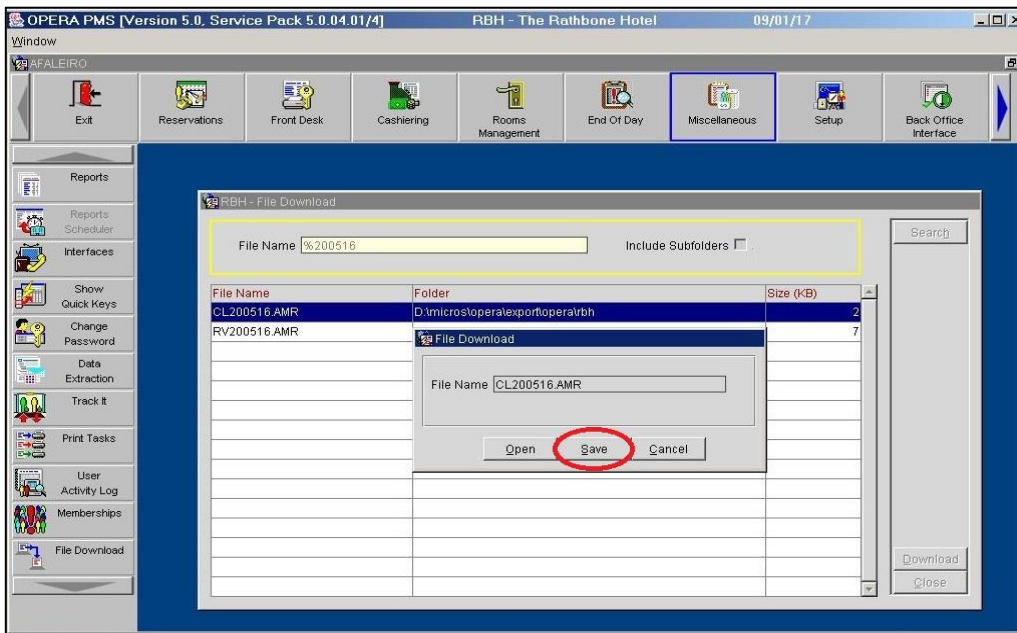


Figure 5.3 – Saving Opera’s Backup

11/01/2017
 Authorised by:

Denash Handa
 Head Accountant

4.5.2. Posting and Saving in Account Master

*Objective: This SOP is to be used by Accounts team members only. Any other staff member should refrain to use any of the information contained in this SOP without **expressed permission**. The aim of the following procedures is to post Opera’s backup figures (from the previous day), on a specified Accounts software, in this case Account Master, so they can be processed in order to do the hotel’s accounting (bear in mind that access to this software is highly restricted, given only by the General Manager).**

- Open Account Master and press **Log On** (Fig.5.4)



Figure 5.4 – Account Master’s Log On

- Login with your Username and Password
- Click on **File – Import from Opera – Import Data File** (Fig.5.5)
- Search desired file under Drive (M:), Accounts and press **Import**

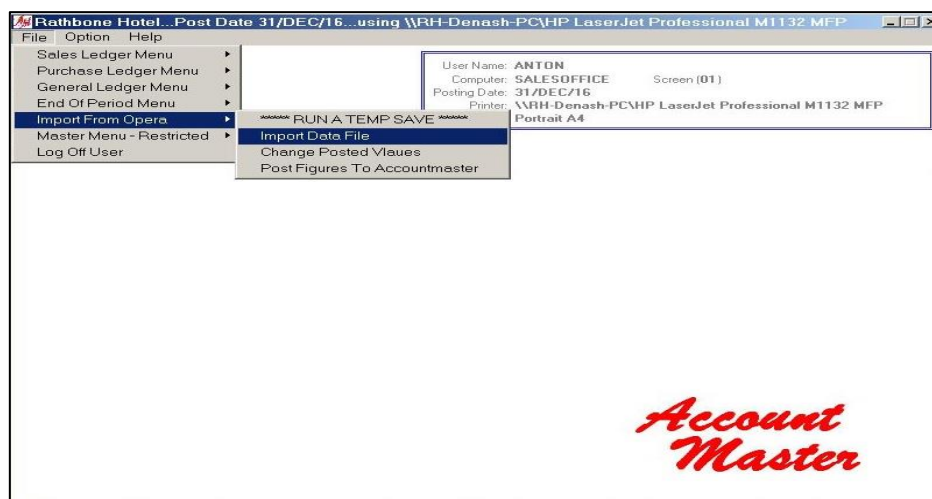


Figure 5.5 – Account Master’s Import from Opera

- Click on **File – Import from Opera – Post Figures to Account Master** (Fig.5.6)

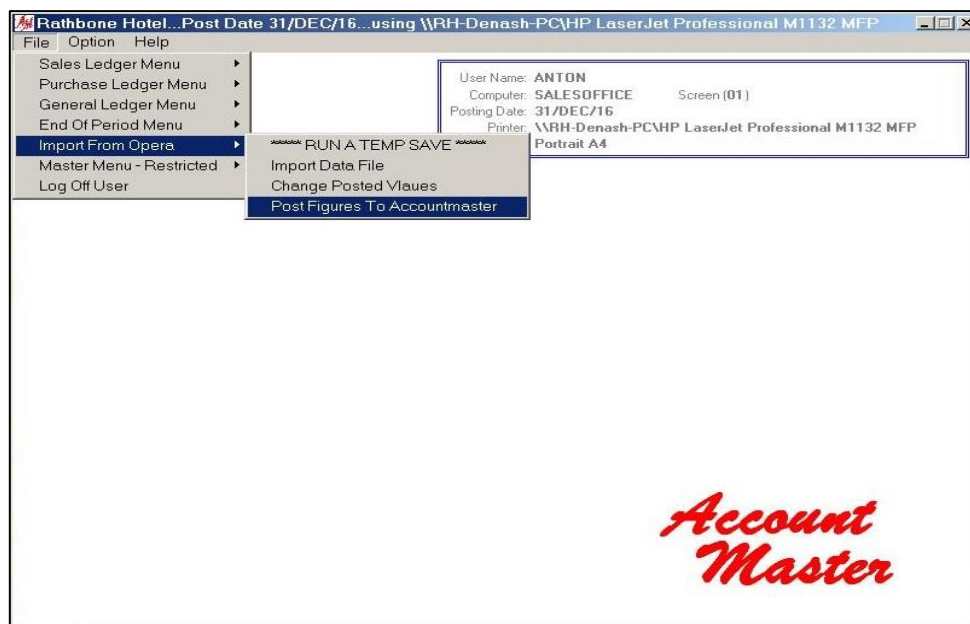


Figure 5.6 – Account Master's Post Figures

- Wait for the process to end in its entirety (please refrain to use this computer to avoid any crashes or corrupted data)

****There is an entire section of SOP's dedicated to Account Master. Unfortunately, the General Manager didn't allow me to share anything other than this one.***

11/01/2017
Authorised by:

Denash Handa
Head Accountant

4.5.3. Carrying out the Daily Banking

*Objective: This SOP is to be used by **Accounts team members only**. Any other staff member should refrain to use any of the information contained in this SOP without **expressed permission**. The aim of the following procedures is to conduct the hotel's daily banking, to ensure that the transactions made during all shifts have been done correctly and are balanced. Any discrepancies will be investigated and communicated to the relevant department's HOD (employees will be responsible for cash lost during their shift).*

Collecting Banking Bags:

- Direct yourself to the back office, ask for the Duty Manager to open the safe and collect the banking bags.
- You should have, at least, 6 banking bags per day (1 from Night Shift – Reception, 1 from Early Shift – Reception, 1 from Late Shift – Reception; 1 from Night Shift – F&B, 1 from Early Shift – F&B, 1 from Late Shift – F&B). You could have more than 1 bag per shift, if there was a need to conduct a second banking (adjustments, corrections, transactions taken and posted on Opera while closing the shift/cashier. Please bear in mind that, since the Accounts department does not run during weekends, on every Monday you will have to collect, at least, 18 bags.
- Night Shift – Reception will always have, at least 2 banking bags per shift (1 before the Night Audit and another at the end of their shift). Always leave the banking bag from Night Shift's end of shift inside the safe to be collected the following day (since it was done after the Night Audit, it belongs to the next day's banking). The same doesn't apply to Night Shift – F&B, since all transactions done after 3am are to be posted on Early Shift – F&B.
- Once you have collected all the bags, you need to sign them out on the Banking Drop Sheet (Fig.5.7), along with the DM.

*You should have a record of the previous day’s VPO, as well.

<p style="text-align: center;"><u>BANKING & ADJUSTMENT SHEET BAR</u></p> <p>DATE:</p> <p>SHIFT:</p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left; border-bottom: 1px solid black;">PAYMENT TYPE</th> <th style="text-align: right; border-bottom: 1px solid black;">AMOUNT</th> </tr> </thead> <tbody> <tr><td>VISA:</td><td style="text-align: right;">.....</td></tr> <tr><td>MASTERCARD:</td><td style="text-align: right;">.....</td></tr> <tr><td>SWITCH:</td><td style="text-align: right;">.....</td></tr> <tr><td>AMEX:</td><td style="text-align: right;">.....</td></tr> <tr><td>DINNERS:</td><td style="text-align: right;">.....</td></tr> <tr><td>TOTAL:</td><td style="text-align: right;">.....</td></tr> <tr><td>CASH:</td><td style="text-align: right;">.....</td></tr> <tr><td>ROOM SERVICE:</td><td style="text-align: right;">.....</td></tr> <tr><td>PDQ READING: _____</td><td style="text-align: right;">.....</td></tr> <tr><td>TOTAL: _____</td><td></td></tr> </tbody> </table> <p style="text-align: center;"><u>TOTAL CASH BANKED</u></p> <p>E.....</p> <p>BAR SIGN.....</p> <p>WITNESS.....</p>	PAYMENT TYPE	AMOUNT	VISA:	MASTERCARD:	SWITCH:	AMEX:	DINNERS:	TOTAL:	CASH:	ROOM SERVICE:	PDQ READING: _____	TOTAL: _____		<p style="text-align: center;"><u>BANKING & ADJUSTMENT SHEET</u></p> <p>DATE:</p> <p>SHIFT:</p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left; border-bottom: 1px solid black;">PAYMENT TYPE</th> <th style="text-align: right; border-bottom: 1px solid black;">AMOUNT</th> </tr> </thead> <tbody> <tr><td>MASTERCARD:</td><td style="text-align: right;">.....</td></tr> <tr><td>VISA:</td><td style="text-align: right;">.....</td></tr> <tr><td>AMEX:</td><td style="text-align: right;">.....</td></tr> <tr><td>SWITCH (Maestro):</td><td style="text-align: right;">.....</td></tr> <tr><td>DINNERS:</td><td style="text-align: right;">.....</td></tr> <tr><td>TOTAL:</td><td style="text-align: right;">.....</td></tr> <tr><td>S/LEDGER:</td><td style="text-align: right;">.....</td></tr> <tr><td>CHEQUES:</td><td style="text-align: right;">.....</td></tr> <tr><td>PDQ READING: _____</td><td style="text-align: right;">.....</td></tr> <tr><td>TOTAL: _____</td><td></td></tr> <tr><td>DIFFERENCE IF NOT BALANCED _____</td><td></td></tr> </tbody> </table> <p style="text-align: center;"><u>TOTAL CASH BANKED</u></p> <p>E.....</p> <p>RECEPTION SIGN.....</p> <p>WITNESS.....</p> <p style="text-align: right;"><i><u>VPO will be disclosed here</u></i></p>	PAYMENT TYPE	AMOUNT	MASTERCARD:	VISA:	AMEX:	SWITCH (Maestro):	DINNERS:	TOTAL:	S/LEDGER:	CHEQUES:	PDQ READING: _____	TOTAL: _____		DIFFERENCE IF NOT BALANCED _____	
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DIFFERENCE IF NOT BALANCED _____																																															

Figure 5.8 – Banking & Adjustment Sheet

- You will find the End of Shift PDQ’s slips attached to the Banking Sheets (2 from Reception and 1 from F&B – 3 PDQ’s in total). Cross-check the figures with both the adjustment sheets and Opera’s End of Shift. Any discrepancies are to be investigated. If you are missing any PDQ End of Shift slip, please contact the DM, so the matter can be investigated.
- Together with the Night Audit, you will find, as well, the PDQ’s Batch slips, which is a record of all the transactions made on that day with that particular PDQ (you should have 3).
- Start filling in your Daily Banking Summary by writing the PDQ totals and their sum (Fig.5.9).

The Rathbone Hotel
Daily Banking Summary

Date

Total Cash	
Cheques	
Total Bankable	
VPO Oue To F/O	

PDQ 1	
PDQ 2	
PDQ 3	
Total Banking	

DH Post

Front Office Deposit By Bank Trf	
Sales Ledger by PDQ	
Travelex (Bank Statement)	
Travelex (Bank Statement)	
Travelex (Bank Statement)	
Travelex (Bank Statement)	
Travelex (Bank Statement)	
Fexco PDQ Commission (JNL)	

Other Comments:

Figure 5.9 – Daily Banking Summary

- Using the Night Audit's Trial Balance (Fig.5.10), you now need to cross-check your totals (Credit/Debit Cards, Cash, Cheques, Sales Ledgers – invoices to be sent to a company, so we can get payment afterwards), to find your Bankable (how much cash you will need to deposit), the VPO owed to Front Office and your Currency Exchange, if any (currency exchange will be treated as a VPO and summed to that amount, since it involves money that was removed from the float and we will only receive that money from Travelex on a monthly basis):

The Rathbone Hotel
09/01/17
02-Night Audit Trial Balance
03:03

Daily Transactions

Balance Brought Forward

Revenue

1000	Accommodation	
2000	Restaurant Breakfast Food	
2010	Food	
3000	Beverage	
4010	Internet	
5010	FEXCO Pdq Commission	
5015	Laundry	
5020	Laundry Staff	
5050	Adaptor Deposit	
5100	Gratuities	
6000	Room Hire	

Revenue Total

Paid Out

5200	Visitors Paid Out	
------	-------------------	--

Paid Out Total

Non Revenue

7000	VAT@20%	
------	---------	--

Non Revenue Total

Payment

9000	Cash Payment	
9001	Cheque Payment	
9002	Ledger Payment	
9004	Visa	
9005	Mastercard	
9006	American Express	

Payment Total

Transaction Total Today

Grand Total

Deposit Ledger Activity

Balance Carried Forward

Accruals Today

Guest Ledger Balance

Guest Ledger

Balance Yesterday

Charges

Payments

9000	Cash Payment	
9001	Cheque Payment	
9002	Ledger Payment	
9004	Visa	
9005	Mastercard	
9006	American Express	

trial_balance

Figure 5.10 – Night Audit Trial Balance

- If all of your totals are balanced, you now need to find your Bankable. In order to do that, firstly you need to consider that, in Opera (payments wise), everything that has a minus (-) sign means a payment and everything that doesn't have a - sign is considered an outstanding amount. Bearing that in mind, let's say we received a Cash Payment of £153.60 (-153.60 in the report) and we have a Visitors Paid Out (VPO) of £110 (110 in the report). You will now subtract the VPO amount from the Cash payment amount (because we need to give the VPO's amount back to FO), so £153.60 (Cash Payment)– £110 (Visitors Paid Out) = £43.60 bankable (don't forget that if you have any **Currency**

Exchange, you need to consider that amount for the VPO). Write down that amount in your Daily Banking Summary (if your VPO is higher than the amount of cash you received, that amount will be carried forward).

- To cross-check the amount of VPO that FO is requesting (£99, according to Late Shift's Banking – Night Shift's VPO will be considered for tomorrow, as the bag was left in the safe), let's say that we had a previous amount of £99 VPO (*e.g.* carried forward from yesterday), and remember that you have £43.60 Bankable and we received £43.60 cash from the banking bags. You will now sum to the previous VPO the cash we had on the banking bags, $£99 + £43.60 = £142.60$, and finally subtract the Bankable, $£142.60 - £43.60$ (you need to bank that figure, meaning it will not be in their float) = £99 (current VPO and agreed with Front Office's request), which means Accounts still owe Front Office £99 (it will be at the Head Accountant's discretion whether the cash will go to the bank or returned to FO to cover their VPO). Fill in your Daily Banking Summary with that figure.

Checking PDQ batches in FEXCO:

When the Night Manager batches all 3 PDQ's (a batch is a procedure that sends all of the day's transactions to our PDQ provider, in this case FEXCO), he should attach each individual batch to the Night Audit. We will now check if our provider has the correct figures to make sure everything is balanced:

- Log in into FEXCO'S Extranet (Fig.5.11)

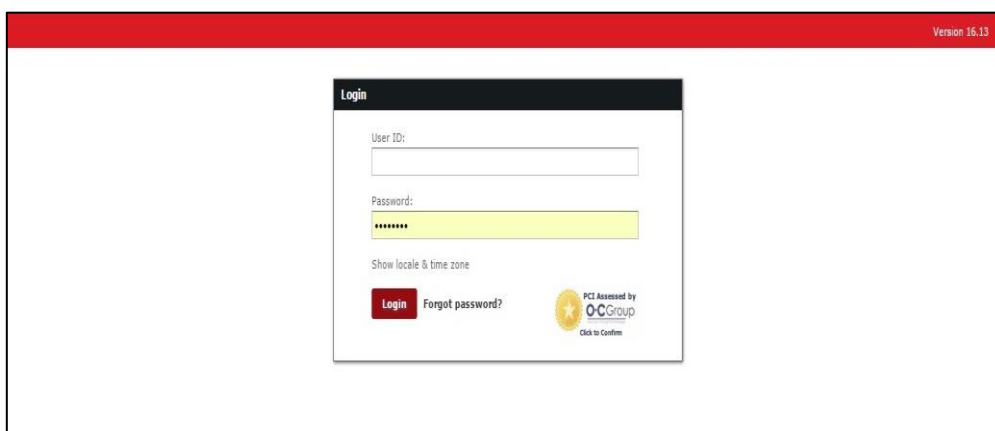


Figure 5.11 – FEXCO's Extranet

- Go to the Dashboard and click on **Processed Batch Report** (Fig.5.12)

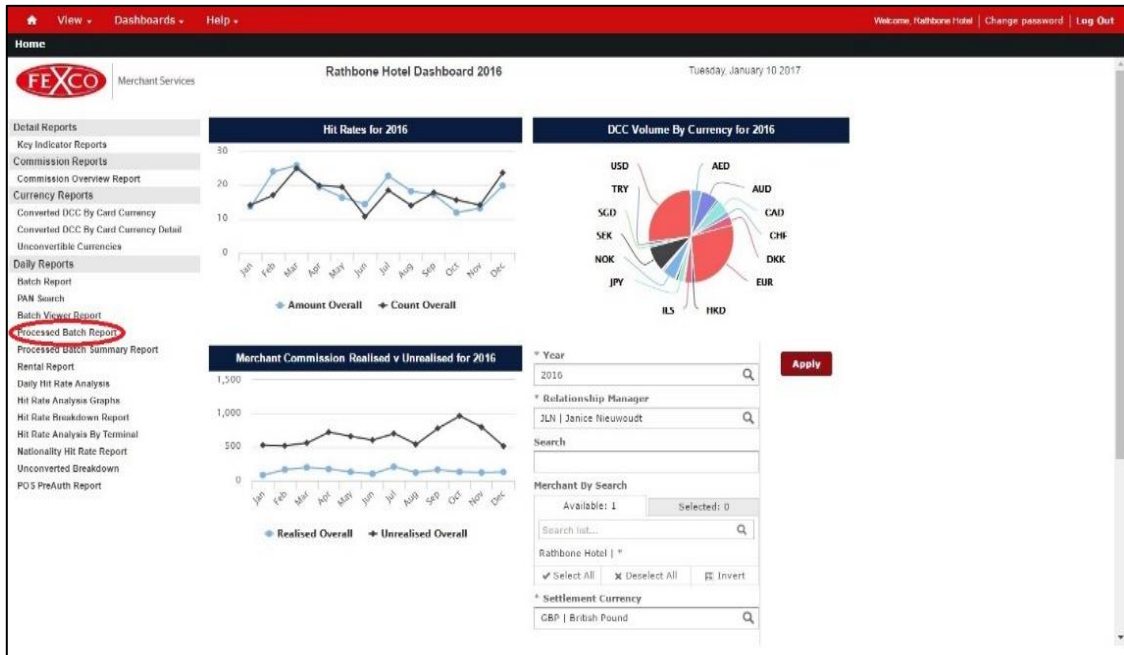


Figure 5.12 – Processed Batch Report

- Scroll down and on **Transaction Type**, leave **All** ticked and click **Apply** (Fig.5.13)

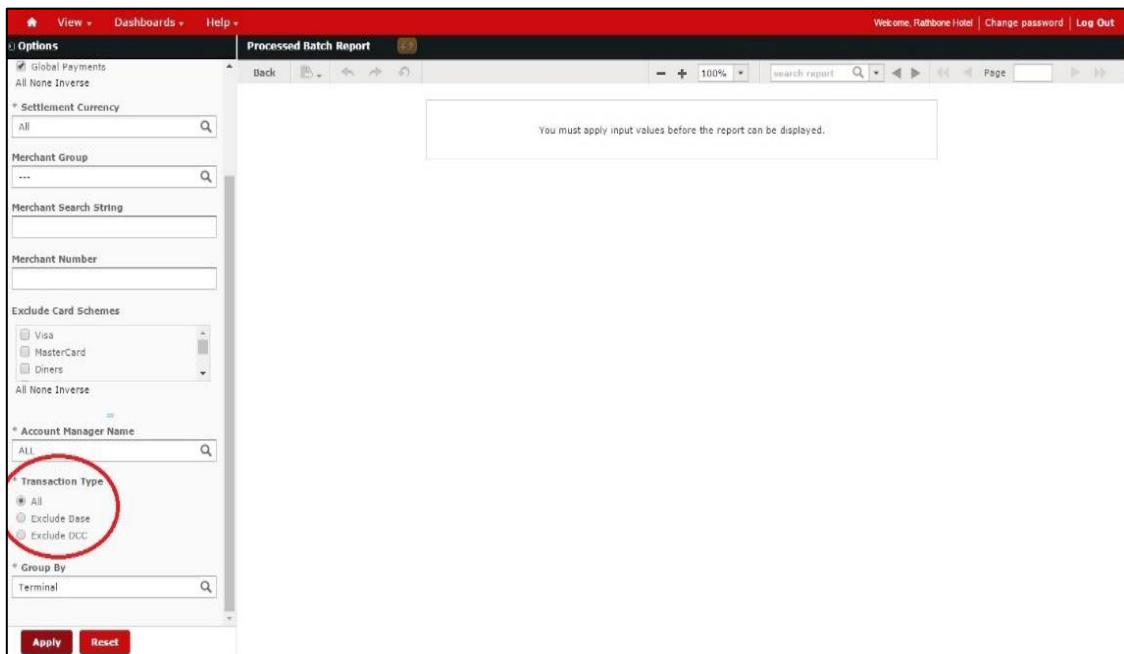


Figure 5.13 – Transaction Type

- Check the figures against the PDQ’s batches slips

Checking Invoices (Credit/Debit Cards and Cash) and Sales Ledgers:

The last step in cross-checking would be to check if you have all of the invoices and if their figures in Opera match with the PDQ slips and if the Sales Ledgers are made with the correct AR number (a room's bill can only be Sales Ledgered/invoiced to a company that has a corporate rate or agreement with us; we will send this Sales Ledger to the company and they will pay us via Bank Transfer/BACS; the AR number represents the Account Number of that specific company):

- To print the reports regarding Credit/Debit cards, go to Opera, **Main Screen – Miscellaneous – Reports**, type **Fin11** and press **Search** (Fig.5.14)

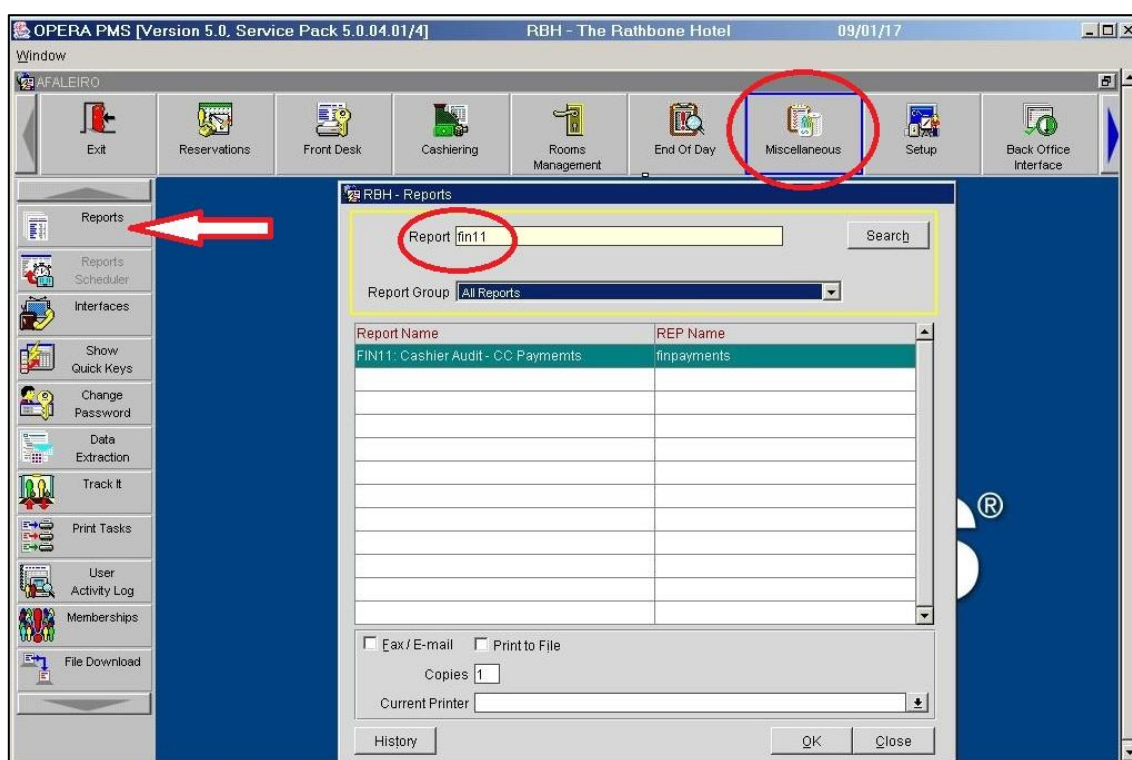


Figure 5.14 – Credit/Debit Card Report

- Double-click on the file. Click on the arrow next to **Transaction Code**, select just one **Transaction Code** (in this case Visa) (Fig.5.15, Fig.5.16, Fig.5.17 and Fig.5.18) and press **OK**.
- Click on the arrow next to **Group By** (Fig.5.18), remove **Cashier** and leave **Transaction Code** (Fig.5.19 and Fig.5.20), press **OK** (Fig.5.20) and then **Print** (Fig.5.21). Follow the same procedure for all card types, so you'll end up with an individual report for each one (Fig.5.22).

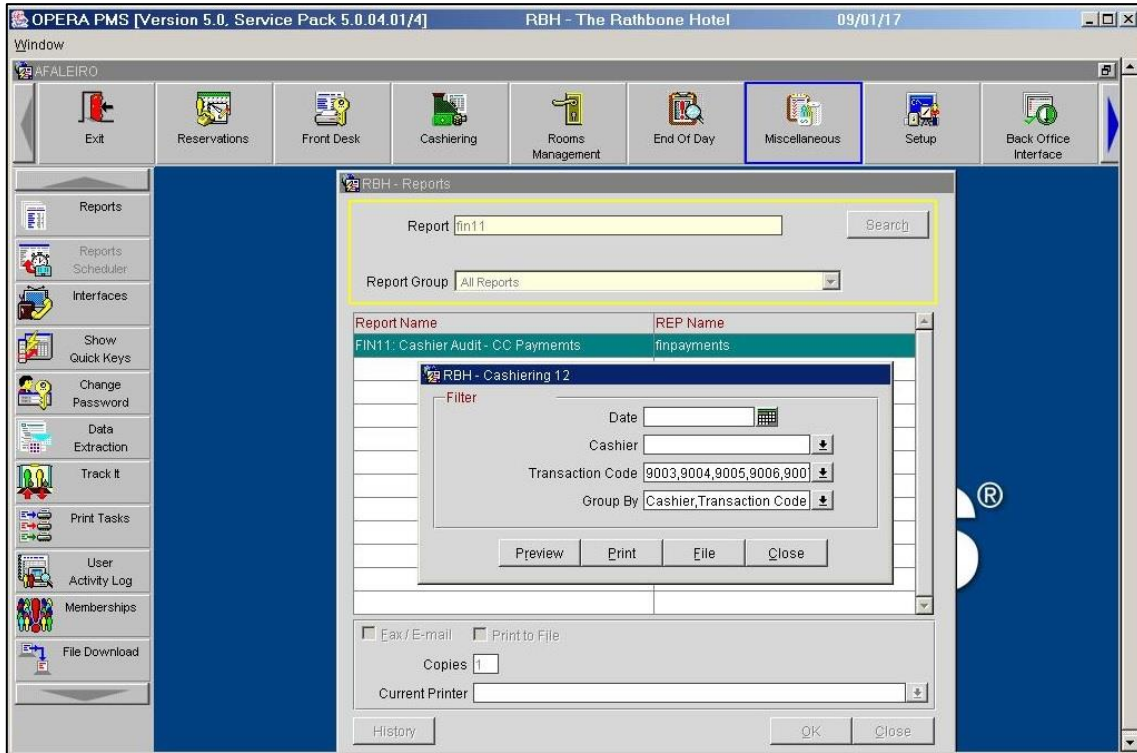


Figure 5.15 – Sorting Transaction Codes 1

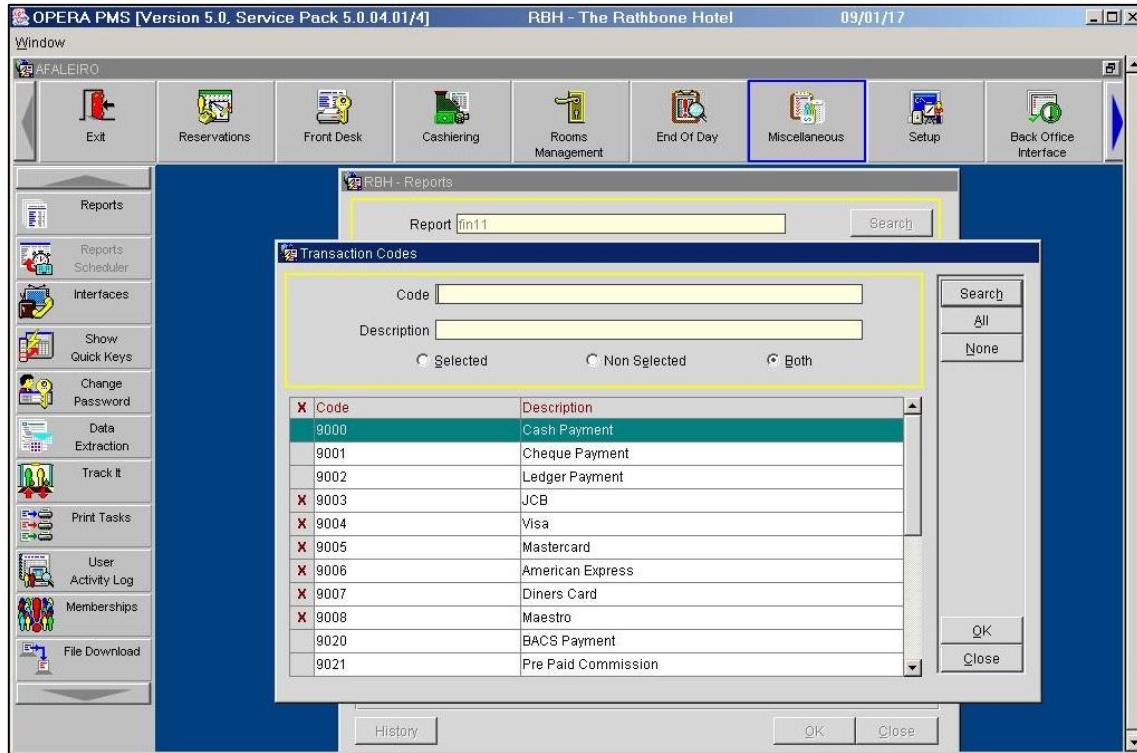


Figure 5.16 – Sorting Transaction Codes 2

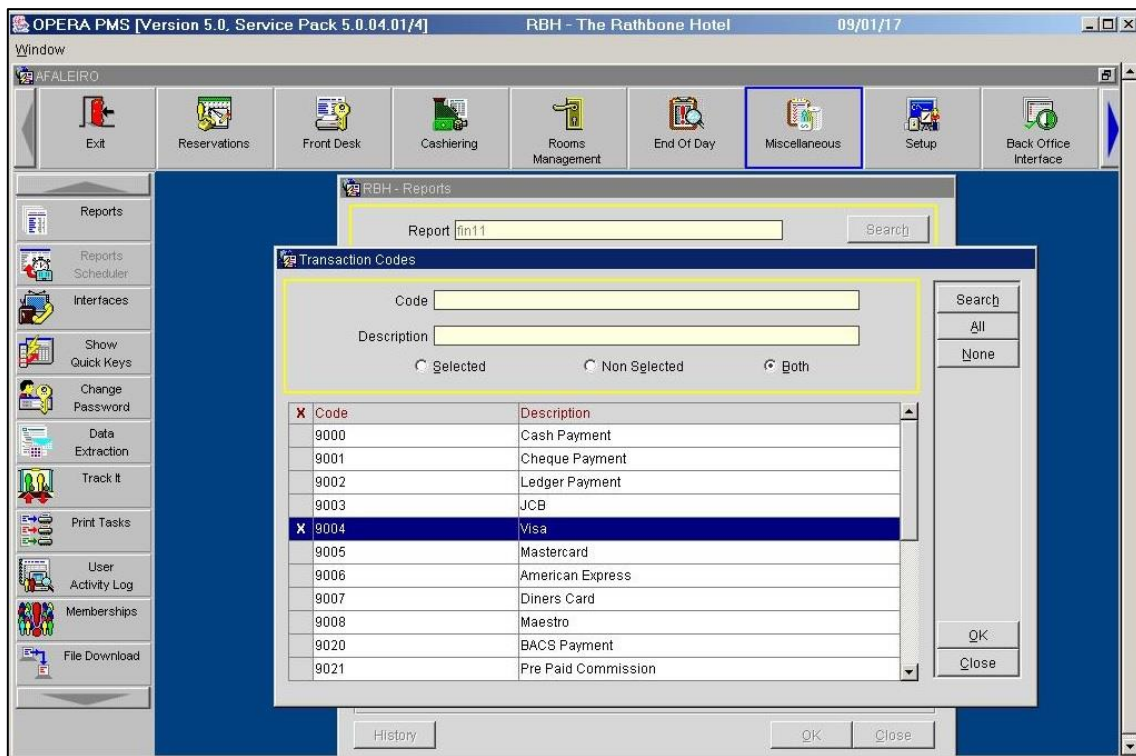


Figure 5.17 – Sorting Transaction Codes 3

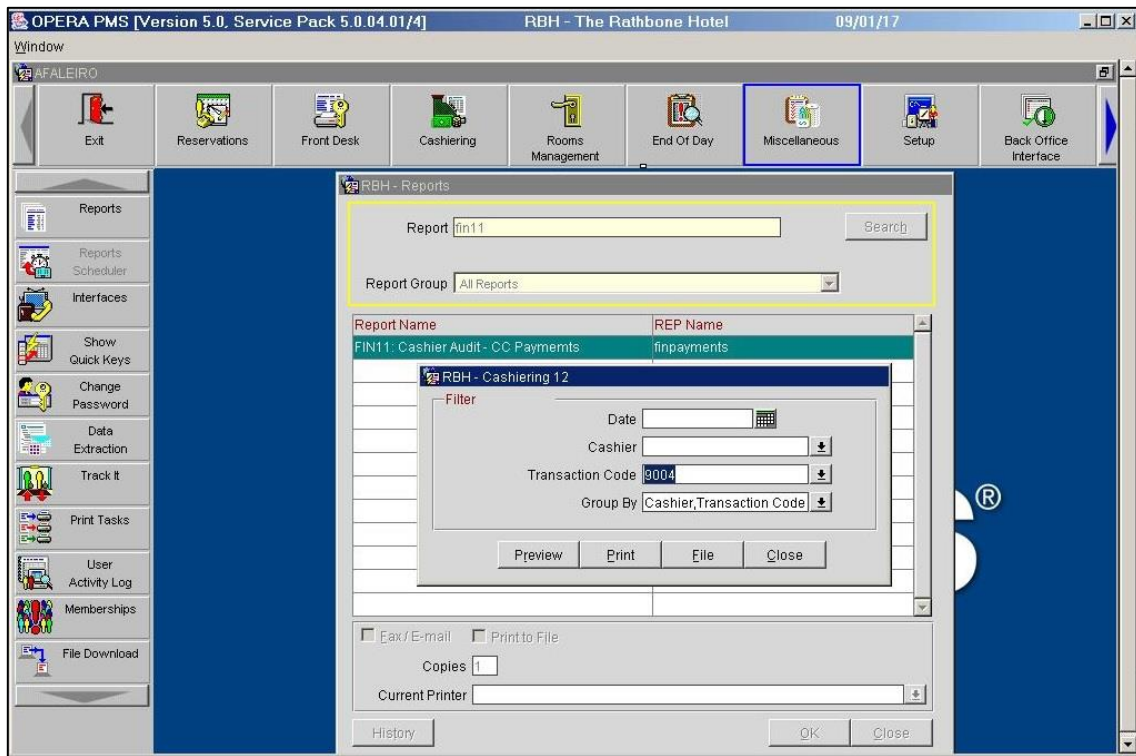


Figure 5.18 – Sorting Transaction Codes 4

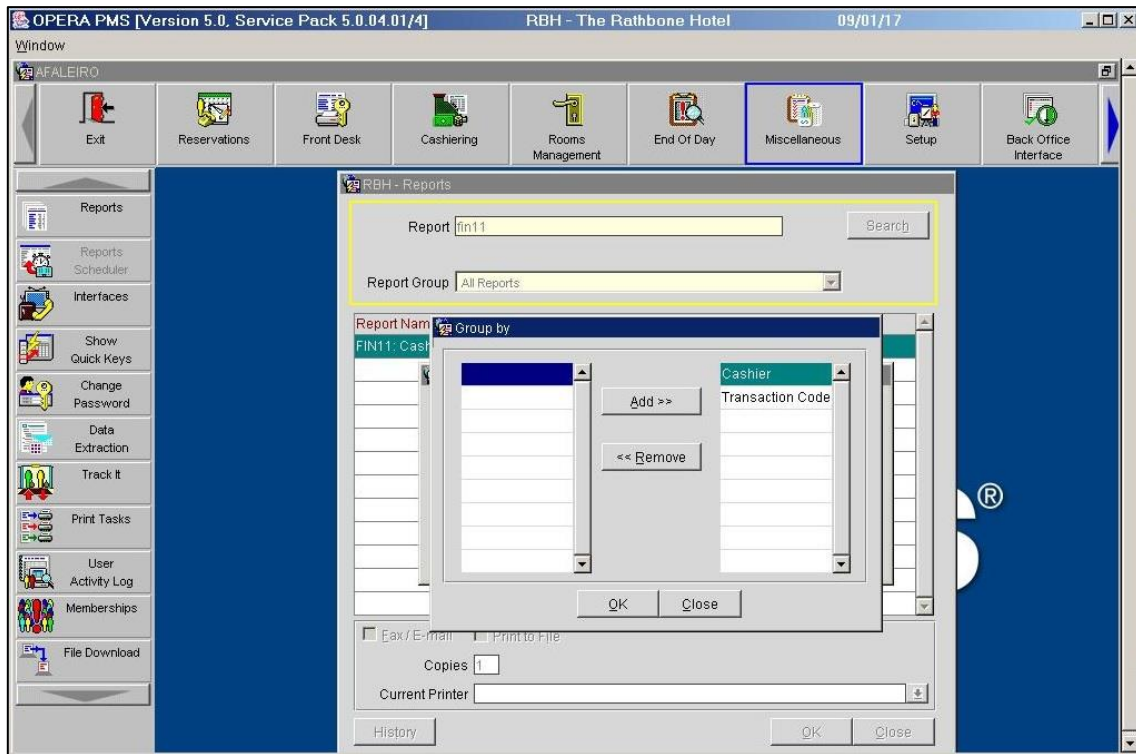


Figure 5.19 – Remove Cashier 1

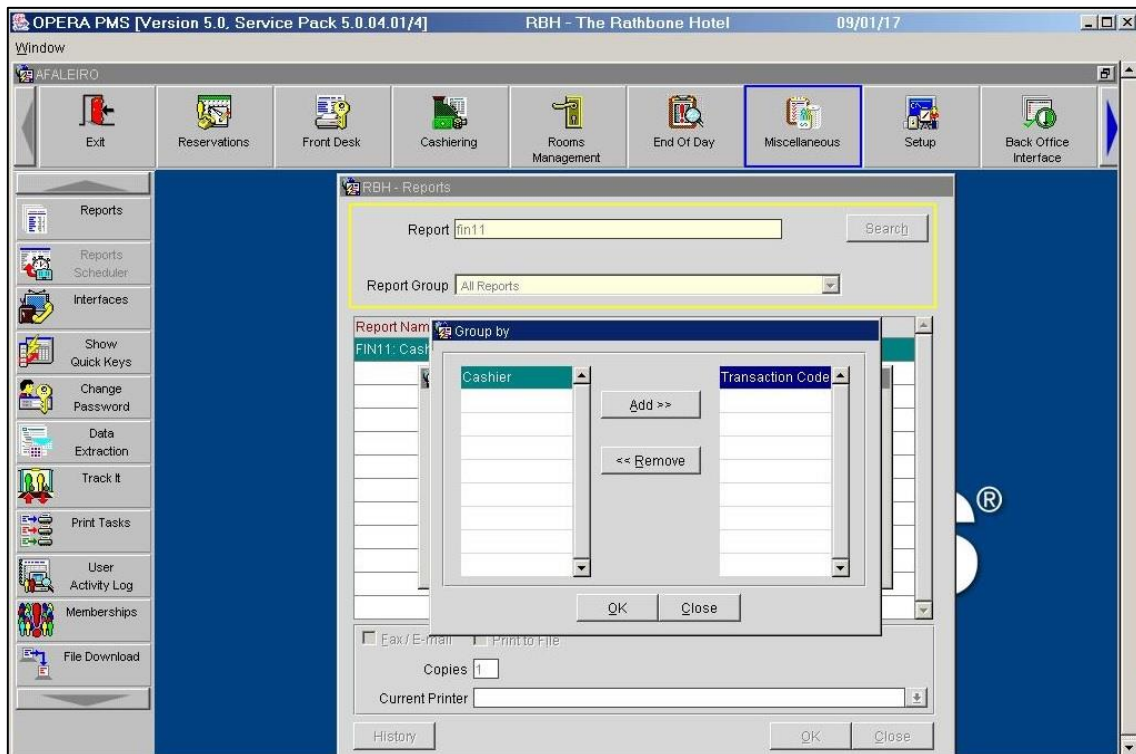


Figure 5.20 – Remove Cashier 2

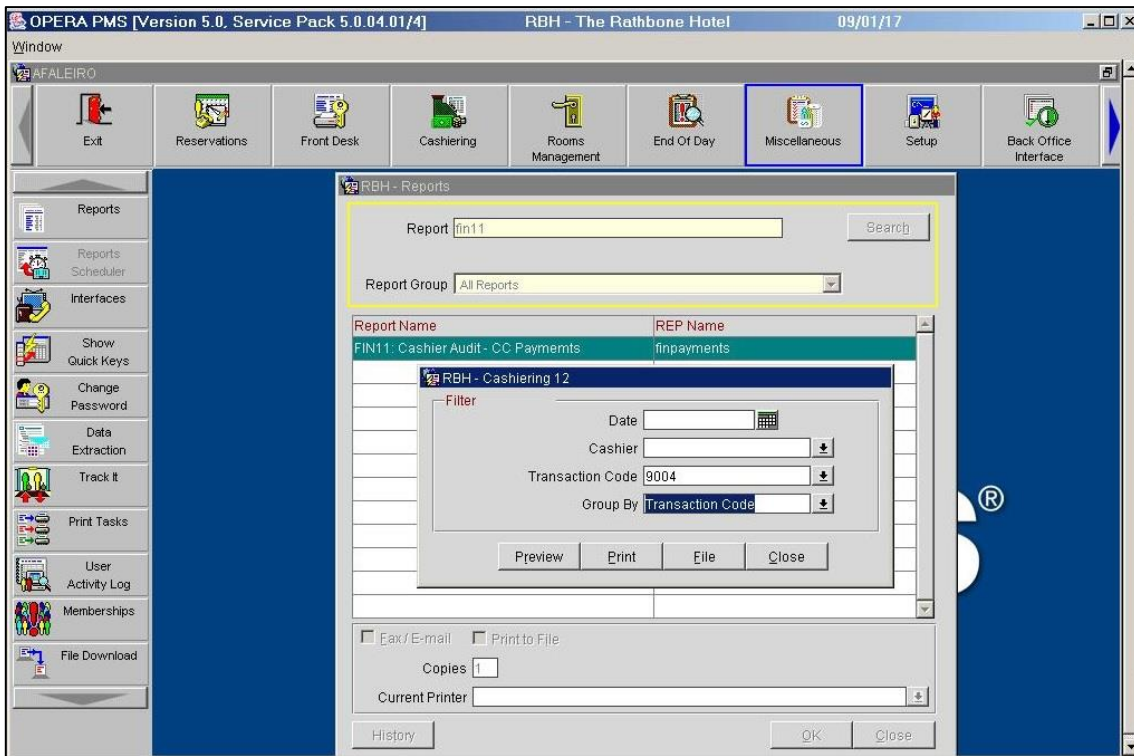


Figure 5.21 – Remove Cashier 3

The Rathbone Hotel

FIN11: Cashier Audit - CC Payments

Name	Room No.	Supplement / Credit Card No.	Exp. Date	Reference / Approval Code	Amount	Folio No.	Confirmation No.	Cash ID	User Name
Transaction Code 9004 Visa									
	207	XXXXXXXXXXXX	XX/XX	106997		61221	73370		30-MPLUTNIAK
Ms	506	XXXXXXXXXXXX	XX/XX	001149		61228	75982		30-AOLOINIC
Mr	214	XXXXXXXXXXXX	XX/XX	084834		61230	74145		30-AOLOINIC
	9001	XXXXXXXXXXXX	XX/XX	009656		61231	76178		30-MPLUTNIAK
	311	XXXXXXXXXXXX	XX/XX	5/2712		61233	73671		30-AOLOINIC
Mr	214	XXXXXXXXXXXX	XX/XX			61237	74145		30-AOLOINIC
	510	XXXXXXXXXXXX	XX/XX	009974		61239	76133		30-AOLOINIC
	302	XXXXXXXXXXXX	XX/XX	009331		61241	75003		30-AOLOINIC
	208	XXXXXXXXXXXX	XX/XX	009493		61242	75508		30-AOLOINIC
		XXXXXXXXXXXX	XX/XX			61241	76014		40-JDEAN
		XXXXXXXXXXXX	XX/XX			61242	76230		40-JDEAN
**Micros Visa,8004	8004	CHECK# 0012079 [415]				61248	76209		1-OPERA-IFC
Transaction Code Total									
Grand Total									

Page 1 of 1

finpayments

Filter: For Date 09/01/17
Transaction Code 9004
Cashier All
Group by Transaction Code

Figure 5.22 – End Result

- Check each individual invoice's figures. If you are missing an invoice, please contact the DM.

- To print the reports regarding Sales Ledgers, go to Opera, **Main Screen – Miscellaneous – Reports**, type **Fin12** and press **Search**. Follow the aforementioned procedure outlined for **Group By** and **Print** (Fig.5.23).

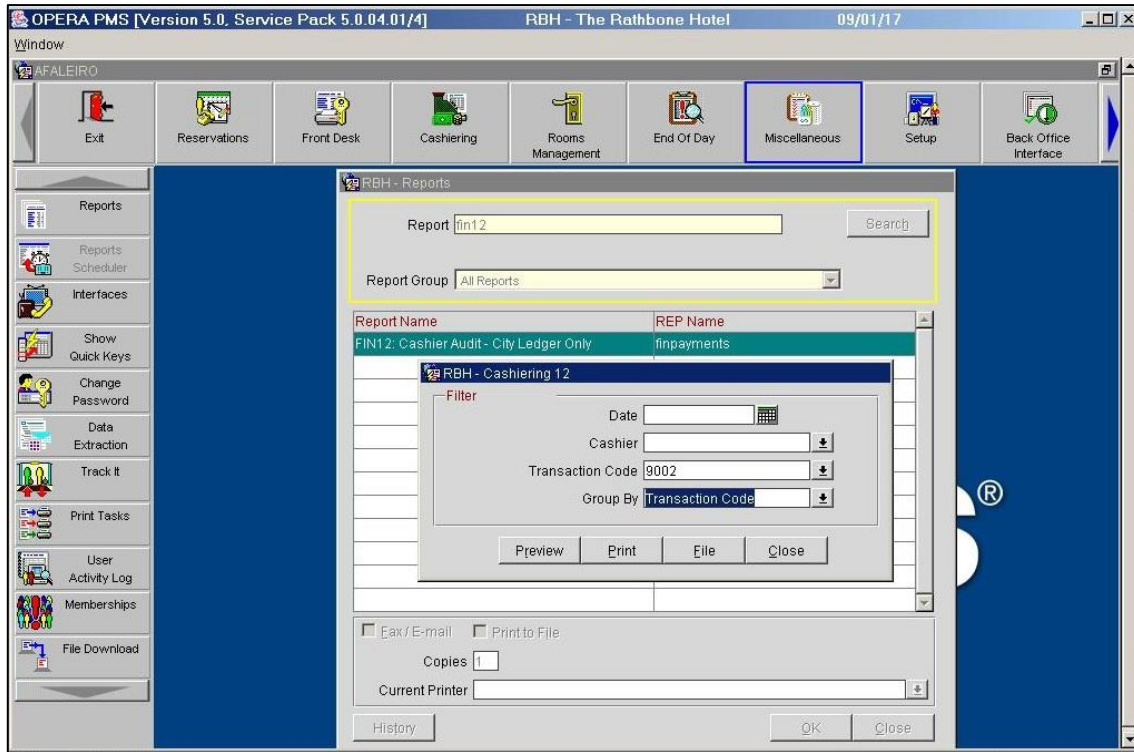


Figure 5.23 – Sales Ledgers Report

- Check each individual invoice’s figures and AR number. For Sales Ledgers you need to have **always** two invoices [Original and Copy (one for your archives – Copy, and another to send to the customer – Original)]. If you are missing an invoice or if you find an invoice with the incorrect AR number, please contact the Front Office Manager/Supervisor, as these corrections are not to be made by the DM).
- To print the reports regarding Cash Payments, go to Opera, **Main Screen – Miscellaneous – Reports**, type **Fin13** and press **Search**. Follow the aforementioned procedure outlined for **Group By*** and **Print** (Fig.5.24). Check each individual invoice’s figures. If you are missing an invoice, please contact the DM.

* Please bear in mind that although we do not accept Cheque Payments from guests, you must leave that Transaction Code on (9001) together with the Cash Payment one (9000) to cross-check for any mistakes or to see if there was a payment made either by Denash or Daniel, as they are the only ones who can make Cheque Payments. If so, ask them for the invoice.

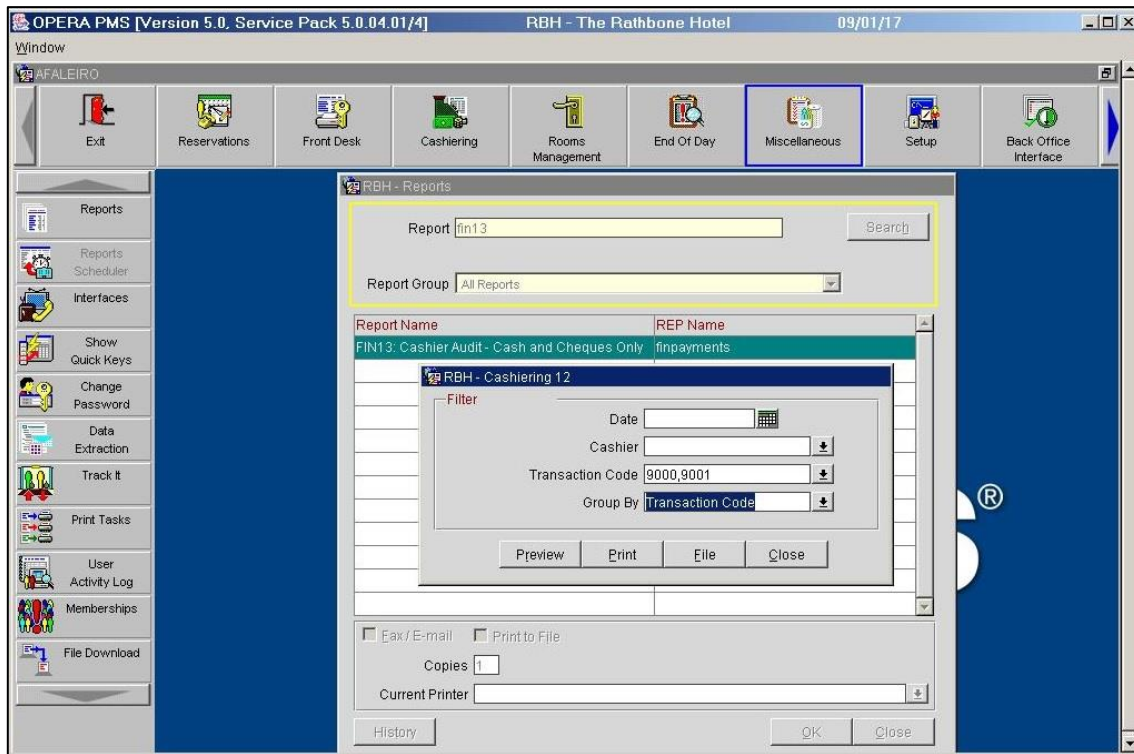


Figure 5.24 – Cash Payments Report

- After you've cross-checked everything, file your reports on their respective folders.
- If there's any Sales Ledgers to be sent by mail, fold them, placed them inside a branded envelope with the correct address, seal them and stamp them on the franking machine.
- Return to the Back Office to return the banking bags and place the envelopes with the Sales Ledgers on the Concierge's tray labelled **Invoices by Post**.
- Sales Ledgers invoices pertaining to FIT's such as HotelBeds, GTA, Tourico, Thomas Cook and JacTravel will be cross-checked and acknowledged on their respective Extranets by the Reservations department, for commissions reconciliation purposes.

11/01/2017
 Authorised by:

Denash Handa
 Head Accountant

5.1. Internship Experience

After one year (which went by really fast) at the Rathbone, what can I say? Well, it was a great learning experience, without a doubt. I was given the opportunity to do the internship and I did my best. I learnt a lot about the operational side of a hotel, I improved my oral and written English tremendously and I developed my customer service skills to a level I could not predict before starting the internship.

I started in Reservations, which, in my opinion, was a really difficult department to start an internship, since it involves a profound knowledge of the hotel, of its facilities and of its services, while bearing in mind that I didn't know the hotel's PMS as well. After that rough start, I am thankful for starting in Reservations, since it forced me to learn the most that I could in a short period of time, which allowed me to have a smoother transition to all of the other departments and, by the end of my internship, I realized that this area (Reservations and then, Revenue Management) is the one I would want to pursue in my future career.

So, right from the beginning, it was like: "Welcome to the real world!", even though I already had work experience in the hospitality industry. It showed me, once and for all, that you cannot only have theoretical knowledge to excel, you also need a good solid practical knowledge.

The internship plan had everything covered, since the intern would rotate through all departments from bottom to top, covering different shifts and duties, so that by the end of the internship we could see the overall big picture and we could grasp what a management role entails. One year may seem not enough time to reach this conclusion but, bearing in mind that the Rathbone is a small boutique hotel, and that you gain a lot of knowledge in different areas, it is not far-fetched.

During my internship, I made a lot of friends from different backgrounds with whom I learned a lot. We are the Rathbone family. Now, when I think about it, since when I started my internship until now, we had so many different people joining and leaving the staff, due to the inherent high turnover of the industry, but nevertheless, whenever somebody new would join, we would always make them feel welcome.

I really feel that after all of my experiences and challenges as an intern, I grew a lot, not only as a professional but also as an individual. Of course, not everything was perfect as there were a lot of obstacles and hurdles in the way but, in my opinion, you learn more when you struggle

and with your mistakes, because it can make you grow.

All in all, it really was the experience of a lifetime and I can only feel grateful for the opportunity I was given to work at The Rathbone Hotel.

5.2. Suggested Improvements

The Rathbone Hotel should continue with their internship programme since, from my point of view, they excel at creating complete professionals for the hospitality industry. Should they continue their partnership with the University of Algarve, I would recommend their internship programme to everybody. However, as there are a lot of upsides, there are downsides as well. The hotel is long overdue for a big refurbishment, as 80% of the rooms look tired and old. Truth be told, by the end of my internship, they started to refurbish two rooms (let's call them mock-up rooms, because they were refurbished with the idea of becoming templates for all of the other rooms), which now are complete, and the rooms look amazing. When they decide to refurbish all of the other rooms, the hotel will be on a whole different level, but that's years from now.

The hotel should, as well, provide free wi-fi for all their guests instead of doing it so just for direct bookers. It is unusual for a hotel, nowadays, to charge for wi-fi and I know for a fact that we lost a lot of guests due to this charge instead of converting them to direct bookers. The hotel should also increase the budget for staff food, as the meals are often not good and are always the same, week after week.

Finally, I think they should revise the wages. I know that it is a small independent hotel but most of the senior staff feels overworked and underpaid, when in comparison with similar hotels.

5.3. Future Perspectives

By the end of my internship, the hotel hired me as a full-time Duty Manager and I was also in charge of a few special projects, Human Resources and budgeting wise. So, gladly I am still (and will always be) part of the Rathbone family. In the future, I plan to move to a bigger hotel, preferably a brand name hotel, whilst I am taking my PhD. Afterwards, I plan to teach and to be a consultant.

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Annex 1 – Internship Plan

Internship Plan

DATE	TIME	DESCRIPTION	OBJECTIVE	WITH WHO?
22/10/15 until 27/11/15	9:00 – 17:30	<p>Introduction to the reservations department</p> <ul style="list-style-type: none"> - Reservations hardcopies filling - Notions of OTA's/FIT's/Corporates - Selling Chart training - Reservations input training - Telephone and email handling and answering - Meeting Room reservations - Pace Reports/Pick up Report/Producers - Channel Manager training - Extranets - Arrivals preparation - Reservationist shift 	To understand and execute the reservations department tasks	Kveta Kubova (Reservations Manager)
30/11/15 until 17/01/16	9:00 – 17:30	<p>Introduction to housekeeping</p> <ul style="list-style-type: none"> - Room checklist - Housekeeping Reports - Linen and Laundry control - Housekeeping roster - Chemicals/COSHH - Health and Safety/Risk Assessment 	To understand thoroughly the housekeeping department functions	Anabela Rodrigues (Housekeeping Manager)

		<ul style="list-style-type: none"> - Room attendant basic training - Housekeeping supervisor notions and basic training 		
18/01/16 until 28/02/16	14:30 – 23:00	<p>Introduction to Room Service and Bar</p> <ul style="list-style-type: none"> - Room Service Menu - Bar Menu - Room Service recipes book - Cocktails recipes book - Standard of service in RS and Bar - Stock takes - Food Cost notions - Beverage cost notions - Food Safety and COSHH - Room Service Waitress training and shifts - Bartender training and shifts - Inventory checks - Wastage and breakage reports - Upselling 	To understand and execute the Room and Bar service, including an emphasis in standards of service and basic financial notions	Malgorzata Plutniak (F&B Supervisor) / Luis Monteiro (Head Bartender)
29/02/16 until 17/04/16	7:00 – 15:30	<p>Introduction to Breakfast Service</p> <ul style="list-style-type: none"> - Continental Breakfast Buffet - English Breakfast - Meal plans report - Breakfast Reports - Hostess and posting notions and training 	To understand and execute the breakfast service, including an emphasis in standards of service and basic financial notions	Malgorzata Plutniak (F&B Supervisor)

		<ul style="list-style-type: none"> - Still room and back of house notions and training - Breakfast waitress training and shifts - Breakfast service roster - Inventory checks - Wastage and breakage reports - Upselling - Breakfast Supervisor notions and training 		
18/04/16 until 05/06/16	Early and Late shifts	<p>Introduction to the Front Desk service</p> <ul style="list-style-type: none"> - Concierge service training - PMS training - Back office duties training - Switchboard training - RIEO and PDQ Fexco training - Reception Reports - Float and banking procedures - Guest services procedures - Upselling techniques - Front office training - Reception shifts 	To understand the full guest flow chart and to be able to complete a receptionist shift	Leila Abdulkirim (Reception Supervisor)

06/06/16 until 24/07/16	09:00 – 17:30	<p>Introduction to accounts</p> <ul style="list-style-type: none"> - Daily Financial Reports - Accounts system training - Daily banking check and preparation - Accounts rec. basic training and notions - Accounts payable basic training and notions - RevPar - Average Room Rate - RevPas - Post - Personnel procedures 	Introduction to accounts in an hotel with emphasis in Ratios and the daily financial reports	Denash Handa (Head Accountant)
25/07/16 until 31/10/16	09:00 – 17:30	<ul style="list-style-type: none"> - Introduction to Hotel Management - Project - Duty Manager shifts 	Working with HM in a daily basis and project to improve the hotel services/organisation	Miguel Silva (Hotel Manager)

Annex 2 – Reservations Training



RESERVATIONS TRAINING RECORD

Employee Name: *Andre Faleiro*

Date	Area(s) of Training	Trainer's Signature	Employee's Signature
26/10/15	<i>Rooms info: room types, features, pre-allocations, extra beds/baby cots (child policy), room plan</i>		
26/10/15	<i>Guest relations: guest profiles, VIP levels, The Rathbone Members Club, Random Act of Kindness</i>		
26/10/15	<i>Introduction to revenue: BAR rate structure, selling chart, Differences between DIR, OTA, FIT & GDS business, Corporate clients list, rate bands, FIT rates, allocation & release</i>		
26/10/15	<i>Overview of 'Rate Query' Window in Opera, Explanation of different rate codes, Checking BAR & Corp rates in Opera, Reading availability on the 'Rate Query'</i>		
26/10/15	<i>General: Selling chart index, Handovers, Cancellation policy, Difference between comments, profile notes, traces and alerts in Opera</i>		
26/10/15	<i>Updating bookings (Avvio, Booking.com, Laterooms, Expedia)</i>		
26/10/15	<i>Creating routing in Opera</i>		
27/10/15	<i>Practising on updating bookings (Avvio, Booking.com, Laterooms, Expedia)</i>		
27/10/15	<i>New bookings update (Lastminute, GTA, Jac Travel, Hotel Direct) + taking rooms from allocations</i>		
27/10/15	<i>Inputting Tourico bookings</i>		

27/10/15	<i>Taking deposits for ADVP & ADOA bookings</i>		
28/10/15	<i>Practising on updating bookings, creating routing and deposit payments</i>		
28/10/15	<i>New bookings update (Hotelbeds,Orbitz)</i>		
28/10/15	<i>Reservations hardcopies filing</i>		
29/10/15	<i>Input of GDS bookings</i>		
29/10 /15	<i>V-payments</i>		
29/10/15	<i>Amendments, cancellations & reinstating reservations</i>		
29/10/15	<i>Selection of new profiles</i>		
29/10/15	<i>Arrival comments list preparation</i>		
30/10/15	<i>Clubs and suites report</i>		
30/10/15	<i>Checking arrival lists on extranet</i>		

Annex 3 – Deal with declined credit/debit card



DECLINED CREDIT CARDS

Objective: To outline procedures on how to deal with declined credit/debit cards with the aim to ensure that all upcoming reservations are guaranteed without causing negative effect on hotel's occupancy.

Each reservation guaranteed by a credit card needs to be pre-authorized a day prior to guest's arrival to ensure that there are funds available to cover the first night's accommodation charge in case of a no-show or late cancellation.

There are two exceptions to the aforementioned rule and those are pre-paid reservations and V-payment reservations, where a virtual card has been provided.

In case of a declined card, the following steps should be taken:

- double check the card number and expiry date as it may happen that a reception staff member entered the details into the PDQ machine incorrectly
- contact the guest or booker by phone (or email if phone not provided) cross-checking the card number and expiry date provided on the confirmation fax/email, as it occasionally happens that a guest mistypes the card details when making a booking
- if correct card number is given and the transaction is still declined, ask the guest to provide an alternative card

In the event that you cannot get hold of a guest, you may cancel his/her booking as non-guaranteed. This decision should be:

- a) made with care (some guests may already be travelling on long-haul flights while you try to reach them)
- b) based on availability (you may keep the booking during low demand days, such as Sundays, given that there is plenty of availability and only cancel it before the night audit if the guest fails to arrive)
- c) discussed with your superior

When cancelling the booking as non-guaranteed, you should:

- leave a clear comment in Opera for future reference
- send an email to the guest confirming cancellation of his booking due to a declined card
- make a note of the cancellation in the DM handover book and advise both the reception and DM on duty
- ensure that the third-party agent has been informed to avoid commission charge

Updated by Kveta Kubova
Reservations Manager

Approved by Miguel Silva
Hotel Manager

Date 06.08.2015

Date

Annex 4 – Cancellations



CANCELLATIONS

Objective: The purpose of this procedure is to ensure that all reservation cancellations are processed in a correct manner so that there is no occurrence of un-cancelled reservations or commission paid on cancelled bookings.

Prior to proceeding with any cancellation, each reservation should be checked whether it is not subject to any non-cancellable restrictions, or if it does not fall within our standard 24 hours prior to arrival cancellation policy.

Furthermore, it should be ensured that all the details (such as the guest name, the arrival and departure dates and the reservation confirmation number) correspond with the information provided on the cancellation email, fax or by the caller over the phone.

Cancellation procedures vary depending on how the original reservation was made.

(a) Phone/email reservations:

These types of reservations can be cancelled directly in Opera as follows:

- Under the **Reservations** tab, select **Update Reservation** option and the search field will appear. You can search for the reservation either by guest name, arrival date or reservation confirmation number (entered in the **Conf/Cxl No.** field).
- When the correct reservation has been found and highlighted, you can proceed with the cancellation by selecting the **Cancel** button on the right hand-side of the screen. The system will ask for a cancellation reason and once, selected, it will provide a cancellation number.

Clayton, Michelle		DBL	08/11/15	09/11/15	1 2/0	CC		
H Williams, Johan		DBL	08/11/15	14/11/15	1 2/0	CC		
Oen, R		JDB	08/11/15	13/11/15	1 1/0	CC	North East Atl	
Omenaas, Flaageng		SGL	08/11/15	13/11/15	1 1/0	CC	North East Atl	

Once the relevant reservation has been cancelled, an email should be sent out to the guest (or the booker) with the reservation cancellation number so that there is a written record of the cancellation.

(b) Third party bookings (OTA/FIT/GDS):

Cancellations received from those agents, who currently work on the two-way interface, are automatically processed by the system. Any bookings entered in Opera prior to the two-way interface needs to be cancelled manually as well as any bookings made by agents currently not connected on the two-way interface (these are Pegasus, Superbreak, Tourico and Thomas Cook).

If a guest calls requesting to cancel his/her reservation made via a third party (OTA, FIT or GDS), you need to refer them to that particular agent. Never cancel such booking without receiving a notification email /fax from the agent.

(!) Note: the two-way system automatically cancels even those bookings that are already within a cancellation policy. If this happens, you need to manually undo the cancellation in Opera and follow the late cancellation procedure.

(c) Reservations made on hotel's own website (Avvio):

At present, the guests, who book directly on our website, can only request for their reservations to be cancelled. Once the cancellation request has been received in the Reservations inbox, it needs to be then confirmed in Avvio.

- Once logged in Avvio, there is *New Cancellations* options under the Reservations tab.



- Once selected, you will see a list of new cancellations with approval code 'manual' (Avvio) or 'auto' (OTA/FIT).

ID	Reference	Requested	Check-in	Status	Approval		
<input type="checkbox"/>	83601	7L8LKNC	2014-11-27 19:11:20	2014-11-30	requested	manual	[process] resv. details]

- To proceed with the cancellation, select 'process' link next to the manual approval code and then click 'agree to request'.

Once processed in Avvio, a copy of the cancellation is automatically sent out to the guest and the booking gets automatically cancelled in Opera.

In the event that a guest phones or emails the hotel directly asking to cancel his/her booking made on the hotel's website, you can proceed with the cancellation on guest's behalf as follows:

- Log in to Avvio and select *Room Reservation Reports* option under the Reservations tab.



- Search for the reservation either by reference number, guest's name or by the arrival date. Once found, click on the *Details* link located on the right-hand side.
- On the very bottom of the Reservation Details page, there is an option to cancel the booking. Tick the box next to the room type you wish to cancel and then click the *Cancel rooms for this booking* link.

(d) LondonTown bookings:

Guest can either call the hotel directly to request a cancellation, on which occasion LondonTown should be informed so that they can update the status of the booking in their system; or LondonTown will call on guest's behalf to request the cancellation. In both cases, you need to log in to Avvio to cancel the booking manually as explained above.

LATE CANCELLATIONS

In the event that a cancellation comes within our 24 hours prior to 2pm arrival limit, a late cancellation fee equivalent to the first night's charge applies.

The following steps should be taken:

- A comment needs to input in the booking with information about how and when the late cancellation was received
- The rate should be overridden as 'zero' so that it doesn't get automatically posted

- Reception and DM needs to be informed; a note should be left in the DM handover book
- The reservation needs to be checked in and moved to the PM account so that the room gets released back for sale
- If re-sold, the room gets charged, and then checked out by the night auditor after the end-of-day. If not resold, the reservation needs to be moved from the PM account to a physical room, kept for occupancy and then charged and checked out the following morning.

Updated by Kveta Kubova
Reservations Manager

Approved by Miguel Silva
Hotel Manager

Date 06.08.2015

Date

Annex 5 – Overbooking



OVERBOOKING

Objective: The aim of this procedure is to educate staff members how to read the genuine rooms availability while taking into account any allocations and overbookings. Furthermore, the procedure also provides guidance on how to set up overbooking rules on particular room types.

To find out the genuine room's availability for a particular day or day range, use the **Detailed Availability** screen. It can be accessed by selecting **CTRL + F2** button on the keyboard.

By default, the availability gets displayed inclusive the overbooking and OOO rooms. The total availability for each day includes allocation (non-deduct room). If you wish to see how many rooms are left on allocation for a particular day, tick the **Include Non Deducted** field.

Start Date: 07/01/15

Availability
 Occupancy

Include Non Deducted
 Include Overbooking
 Include OOO

Date	Total	SGL	JDB	DBL	TWN	EXE	CLB	SUI			
Wed 07/01/15	22	0	0	4	2	8	5	3			
Thu 08/01/15	26	0	0	10	2	6	5	3			

Start Date: 07/01/15

Availability
 Occupancy

Include Non Deducted
 Include Overbooking
 Include OOO

Date	Total	ND Total	SGL	JDB	DBL	TWN	EXE	CLB	SUI		
Wed 07/01/15	17	5	-1	0	0	2	8	5	3		
Thu 08/01/15	22	4	-1	0	7	2	6	5	3		

There may be days when the total availability shows, for example 5 rooms, and you may be under impression that all the rooms are available. That is why, it is important to include the non-deduct rooms as it may happen that all 5 rooms are actually allocations and the hotel is otherwise full.

Note: The allocation gets released either 7 days (FITs) or 3 days (Expedia) prior to the arrival. If there is any non-deduct room showing less than 3 days prior to arrival, there may be a non-guaranteed (NG) booking entered in the system. This usually occurs when a booking gets copied across and payment details have not been updated or if any bookings were entered as provisional by mistake. The NG or provisional bookings are not taken from the total allocation and this may eventually cause overbooking, if left unchanged.

The availability screen shows the number of rooms we sell against each room type. In some circumstances (such as low demand dates), we may decide to overbook a certain room type in order to generate more bookings. The **Detailed Availability** screen shows by default the room types that are available for sale. If you want to see the physical inventory that is available, untick the **Include Overbooking** field.

The example below shows that there are no single rooms available. To open up 2 single rooms, you need to reduce the allocation of a higher room type by 2 rooms.

Start Date		06/08/15	<input checked="" type="radio"/> Availability <input type="radio"/> Occupancy		<input type="checkbox"/> Include Non Deducted <input checked="" type="checkbox"/> Include Overbooking <input checked="" type="checkbox"/> Include OOO			
Date	Total	SGL	JDB	DBL	TWN	EXE	CLB	SUI
Thu 06/08/15	12	0	2	4	0	3	1	2

Start Date		06/08/15	<input checked="" type="radio"/> Availability <input type="radio"/> Occupancy		<input type="checkbox"/> Include Non Deducted <input checked="" type="checkbox"/> Include Overbooking <input checked="" type="checkbox"/> Include OOO			
Date	Total	SGL	JDB	DBL	TWN	EXE	CLB	SUI
Thu 06/08/15	12	2	2	2	0	3	1	2

The overbooking rule can be set under the **Rooms Management** tab -> **Overbooking** and select the 'New' button. To set an overbooking restriction, select a date, room type and whether you wish to add rooms (enter positive number) or reduce the amount of rooms (enter a number with a minus sign).

From Date: 06/08/15
To: 06/08/15

Sun Mon Tue Wed Thu Fri Sat

Set Overbooking

Room Type: SGL

Overbook Level: 2

Number Percentage

OK Close

From Date: 06/08/15
To: 06/08/15

Sun Mon Tue Wed Thu Fri Sat

Set Overbooking

Room Type: DBL

Overbook Level: -2

Number Percentage

OK Close

You can also see the overbooking and the physical inventory on the **Rate Query** screen (using F5).

RBH - Rate Query Details								
Thursday, August 06, 2015; 1 Nights; 1 Rooms; 1 Adults; 0 Children								
Room Types	SGL	JDB	DBL	TWN	EXE	CLB	SUI	
Include Overbooking	2	2	2	0	3	1	2	
Physical Inventory	0	2	4	0	3	1	2	
BAR	109.00	135.00	147.00	147.00	176.00	195.00	213.00	

Note: Whenever the overbooked rooms are sold and upgraded/upsold, you need to reduce or remove the overbooking rules accordingly.

Annex 6 – Enquiries / Reservations



AVAILABILITY & RATES ENQUIRY

Objective: The aim of this is to set a procedure for handling reservations enquiries in a professional and speedy manner while ensuring that both room availability and rates are quoted correctly in order to avoid underselling or overbooking.

When receiving a reservation enquiry, you should aim to obtain the following information:

- Arrival and departure dates (or arrival date and number of nights)
- Room type – some guests may not be familiar with different room types our hotel has to offer and that is why, you should also check if the requested room is for single or double occupancy. In case of a double occupancy, whether double or separate beds are needed.
- Guest name – this in order to find out whether he/she stayed with us before and if so, to ensure that their profile is checked for any room preferences or previous comments/complaints prior to their booking being made.
- Company name – for company bookings with negotiated rates.
- Purpose of a trip – for leisure bookings to find out if the guest is coming to celebration any special occasion

To check the rates and availability when receiving reservation enquires, use the **F5** function.

Enter correct arrival and departure dates and number of adults.

Enter the guest name suppose that he/she stayed before.

In case of a company booking, enter the company name so that their relevant negotiated rates is displayed instead of the BAR rate (as shown below)

Room Types	SGL	JDB	DBL	TWN	EXE	CLB	SUI
Include Overbooking	12	9	18	7	7	5	4
Physical Inventory	12	9	18	7	7	5	4
TRBL	C	Pkg.	169.20				

Press **OK** button to proceed to the **Rate Query Details** window (shown below).

The first row shows all the room types.

The second row shows their actual availability during the selected period.

The grid below shows all the rate codes available with the relevant rates. All rates are shown inclusive of VAT.

Room Types	SGL	JDB	DBL	TWN	EXE	CLB	SUI
Include Overbooking	0	2	11	1	1	4	2
Physical Inventory	0	2	11	1	1	4	2
BAR	90.00	108.00	120.00	120.00	150.00	168.00	186.00
BARCB	112.00	130.00	142.00	142.00	172.00	190.00	208.00
OTAH	90.00	108.00	120.00	120.00	150.00	168.00	186.00
OTAL	90.00	108.00	120.00	120.00	150.00	168.00	186.00
OPQ	77.00	92.00	102.00		128.00	143.00	
RATH	90.00	108.00	120.00	120.00	150.00	168.00	186.00
COMP	0.00	0.00	0.00	0.00	0.00	0.00	0.00
HSE	0.00	0.00	0.00	0.00	0.00	0.00	0.00

The inventory and rates shown in red indicate that there is no availability, whereas green means rooms/rates are available.

For direct bookings, only the following rate codes can be used:

- **BAR** - best available, room only rate
- **BARCB** - best available rate inclusive of Continental breakfast for 2 people
- **ADVP** - advance purchase rate available for direct bookings representing a 10% discount on BAR, non-refundable and bookable only 14 and more days prior to arrival
- **CLBR** - celebration package inclusive of English breakfast, a bottle of Prosecco, chocolate-dipped strawberries, rose petals sprinkled on your bed, late check out at 2.00 pm, free Wi-Fi, lounge robes and slippers & 10% discount card

When searching for multiple day availability, the rate displayed in the rate grid is the **average rate per night** throughout the selected period. If you want to see the rate breakdown per night or the total rate for the entire stay, you can select **Rate Info** tab located on the right-hand side of the screen.

Room Types	SGL	JDB	DBL	TWN	EXE	CLB	SUI
Include Overbooking	12	9	18	7	7	5	4
Physical Inventory	12	9	18	7	7	5	4
BAR	109.00	135.00	147.00	147.00	176.00	195.00	212.00
BARCB	131.00	157.00	169.00	169.00	198.00	217.00	234.00
ADVP	98.50	122.00	133.00	133.00	159.00	176.00	191.50
OTAL	109.00	135.00	147.00	147.00	176.00	195.00	212.00

Date	Rate Code	Room Revenue	Packages	Sub Total	Generates	Total
Sun 01/03/15	BAR	112.50	0.00	112.50	22.50	135.00
Mon 02/03/15	BAR	132.50	0.00	132.50	26.50	159.00

To proceed to the reservation page, select **OK** button. To escape from the rates query page, select **Scope** button.

Updated by	Kveta Kubova	Approved by	Miguel Silva
	Reservations Manager		Hotel Manager
Date	06.08.2015	Date	

Annex 7 – Housekeeping Porter Checklist

Action	Procedure	P	HSK
Clean the pavement	Sweep the pavement in front of the hotel, from the basement entrance to end of planters. Sweep the pavement outside '49', front and side. Wash it using the hose; use the hard brush to remove excess water to the gutter and display Wet Floor signs in designated places. Check all the planters for rubbish, cigarette ends and glasses and remove them, wipe window ledge & flowerpots throughout.		
Back hotel	Ensure back of hotel is clean and bins are cleaned in the morning.		
Guest Request's	Check both Ladies & Gents and staff toilet first thing in the morning and then every 2 hours, ensure the mirrors are clean and there is plenty of toilet paper. Refill hygienic bags in the Ladies and white tissue boxes in both. Clean the toilets and urinals. Sign lists to show this has been completed.		
Clean public toilets after breakfast (10 or 11am)	Apply toilet cleaner to all toilets and urinals. Use the brush provided in the Ladies, never the ones for the guests. Clean and dry toilet seats top and bottom. Clean the sinks and wipe them dry. Use only water to clean and polish the taps. Use only clean cloths and <i>Windolene</i> to clean the mirrors. Dust all surfaces. Clean/disinfect the tiles under the hand wash and by the urinals. Hoover the floors. Mop the floors and display Wet Floor signs in designated places. Empty the bins.		
Clean staff toilet	Apply toilet cleaner to the toilet. Clean and dry toilet seat top and bottom. Clean the sink and the mirror. Empty the bin. Clean/disinfect the tiles. Hoover and mop the floor (display Wet Floor sign).		
Linen delivery	Take the trolley from the office and load it with clean linen. Open the Cages and place the linen in the linen cupboards at the end of each floor.		
Clean Charlotte Street	Offices: remove rubbish from the offices (GM, Sales and Accounts), dust and hoover if necessary. Toilets: apply toilet cleaner and leave for as long as possible. Clean the sinks and remove any lime scale, ensure you rinse it with plenty of water. Polish the mirrors and dust surfaces. Clean the toilets and replace the hand towels. Hoover and wipe the floors and skirtings. Kitchenette: clean the sink and wipe all surfaces. Ensure the cleaning products under the sinks are placed in a tidy manner. Remove rubbish and wipe the floor. Staircase: hoover regularly and clean banister and skirtings.		
Collect dirty linen	Using Linen Trolley, empty Dirty linen from the trolleys, bring them down to the basement and put into empty cages. Take care not to pack the bathrobes and Shower Curtain's to be taken to H/K to put to wash.		
Collect reject linen	While collecting dirty linen pay attention to the rejects and how they are placed on the trolleys. Keep the rejects separate and take them down to the housekeeping office, on End of day they will be packed away and placed a Reject label.		
Clean guest staircase	Vacuum clean the stairs and landings down to the 1 st floor, and also Guest Lift. Check if there are any guests in the lobby, and if not, clean the stairs down to the ground floor. Dust the handrails and pictures.		
Clean staircases '01 and '18	Every Monday clean the staircase '18 and display Wet Floor signs. Clean the staircase '01 and display Wet Floor signs. Always make sure you mop the stairs down to the ground floor. Clean the windowsills and handrails at the same time.		
Deliveries	Check with the supervisor if any deliveries are expected. See on the purchase order which items will be delivered. Take the delivery checking with the purchase order the amount and name of products being delivered; make sure the boxes are not broken.		

	Sign delivery sheets only if you are satisfied with the products – do not accept them until HSK Supervisor has approved.		
Collect rubbish from floors	Make sure all rubbish bags are more than half full before removing them, tie the top and place in our rubbish container in the loading bay. Boxes to be broken before placing in the bins. Make sure you remove all bags before the end of your shift.		
Weekly	Help Room Attendants with moving furniture and Changing Shower Curtains and Spring Clean Rooms.		
Monthly / Weekly	Check all stock and make a list of what's needed to order <i>e.g.</i> : Toilet Paper, Tissues and Water.		

Purpose: To ensure the Porters cleaning duties are completed in an efficient manner and keeping all areas free of obstruction.

Housekeeper to follow up on Porters duties.

Procedure: Porter to use this sheet whilst completing tasks and then hand to supervisor at the end of shift. This list is also used by the supervisor to spot check throughout the day to ensure all duties have been undertaken and are up to our hotel standard.



Your signature: _____

Date: _____

Annex 8 – Room Attendant Checklist (Departure)



Room Attendants Checklist/Duties – Departure

Task	RA	HSK	Comments
BEDROOM			
All rooms cleaned according to SOP's			
Check that lamps and pictures are secured and straight, ensure all the lampshades, bulbs and fittings are dust-free and free from damage.			
Beds (linen & valance) clean & straight, no part of the bed should be visible, valance touching the floor, mattress covered by the duvet, no marks, pillows square & levelled.			
Curtains open and straight, well hooked / windows clean.			
Carpet clean (also under and around the bed and bedside tables), no stains or ripped strands.			
All surfaces dusted including tops of bedframes, headboards & light fixtures, all wood surfaces to be polished, fabric behind the bed frames is clean.			
Ensure all drawers are easy to open/close and are empty.			
Windows clean, curtains clean, free from hair and are hanging straight.			
Wardrobe clean, hangers are equal to 5 in DBL rooms, 4 in SGL rooms; luggage rack and laundry list and bag folded neatly on wardrobe floor.			
Stationery complete and ensure pencil is sharpened/magazines up to date, check cover of the guest directory.			
All mirror and glass surfaces and tiles are clean / no smudges.			
Crockery clean and stain-free, teaspoons shiny, spot check expiration date of all consumables, water sealed, tray and sugar bowls clean, crumbs-free.			
Walls and ceilings free of cobwebs, marks and mildew.			
All bins empty.			
Clean window frames, skirting boards, damp wipe carpet edges as instructed.			
Air vents dust free.			
Complimentary trays are clean and replenished.			
APPLIANCES			
Trouser press clean and in working order, turn the knob or press the ON button to make sure they work.			
Ensure all TV channels and remote controls are working and dust free.			
All cables, sockets and light switches are free from damage.			
A/C units working properly & connected to window in rooms that have this connection, HSK to check this on A/C Matrix.			
Hair dryer clean and works, cord wrapped around loosely, hair and dust-free.			
No lime scale in the kettle, cord in good condition, kettle in working condition.			

Safe open/working, report any ERR messages to maintenance.			
Make sure all the lights are working (refer to lightbulb guide in housekeeping office and trolley cupboards, any ceiling lightbulbs must be reported to maintenance). Light savers have to be tight, report any loose covers. Electrical sockets undamaged, light switches working, polished.			
Clean telephone set, check dial tone and ensure no red lights on.			
Safety deposit boxes must be opened and checked that empty. Close, then enter 1234 LOCK, make sure it locks. To open enter 1234. Report any errors to supervisor.			
BATHROOM			
Toilet is spotless - inside bowl, rim, seat, hinges, cover, outside bowl, tiles and floor around are all clean.			
Flush is working correctly, returns to original position, handle is clean.			
Baths and sinks clean, smooth to the touch / grout and silicone clean, if dirty & cannot clean, inform HSK.			
All chrome shiny and no watermarks.			
Drains clean and unblocked in baths, showers and sinks, no hair.			
No water dripping in sink, bath, shower or toilet.			
Shower curtains clean / hooked well, open to approx. 50cm shower side, free from stains or rips.			
All towels clean, hanging / folded neatly so that are straight.			
If any baths, sinks and toilets have cracks, inform supervisor to refer to Maintenance.			
Air vents dust free.			
Mirrors are immaculately clean and free from smudges.			
Toiletries and facecloths as specified per room type and are well presented.			
Ensure entire bathroom is completely free of any chemical residue.			
GENERAL			
All rooms and bathrooms left smelling fresh using air freshener, note any odours.			
Check all upholstery, inform Head of HSK of any furniture that requires attention or if room lacks any fixtures or fittings.			
Walls and ceilings free of cobwebs, marks and mildew, stains and scuff marks.			
Corridors are clean & dust free, check around and behind doors.			
All departures clean by 14:00.			

*Look around the room to check for any hair / dust or missing supplies!
Make sure the main bedroom door is closed behind you!*

Purpose: To ensure we are thorough in our cleaning efforts, presenting our guests with the cleanest rooms which means a comfortable stay and an enjoyable experience when staying with us.

Irregularities: If there are any issues you are unsure about or notice in the room, please inform your supervisor immediately.

Annex 9 – Entering a Guest’s Room



Entering a Guest’s Room

Objective:

The Room Attendant will knock twice and clearly state “Housekeeping” and count to six before entering the room. Should a guest be in the room or enter while it is being serviced, the Guest is to be asked what time they would like the service or if it is acceptable to continue servicing the room.

Procedure:

1. Before entering a guest room, check to ensure the following:

- The status of the room (vacant or occupied).
- If there is a DO NOT DISTURB sign.
- Whether guest is available or not.
- If guest is in the room:
 - Knock on the door or ring the doorbell.
 - Identify yourself by saying “Housekeeping”.

2. If the guest responds to your call and comes to the door:

- Greet the guest by politely saying “*Good Morning/Afternoon/Evening (according to the time of the day) Sir/Madam, may I service your room now please?*”
- If possible, greet the guest by using their name.
- If the guest permits you for servicing and cleaning the room: thank the guest and enter the room gently.
- If the guest does not agree for room service now and ask you to come back later: ask guest to determine the time for room service by courteously saying “*When would you like to get the room serviced, Sir/ Madam?*” and write down the exact time for room service on your report and apologize by saying “*Sorry to disturb you Sir/Madam*” and leave the place.

3. If the guest is in the room while servicing and cleaning the room:

- Service the room through following standards in a professional and efficient way
- Leave the room after completion of servicing and cleaning by politely saying “*I have completed servicing your room Sir/ Madam, is there anything else that I could for you?*”

4. After completion of your cleaning room

- If the guest says “*Thank you*”, answers the guest by saying, “*It is my pleasure Sir/Madam, enjoy your stay. Have a good day!*”
- Leave the room.

- Close the door gently.
- 5. In case there is no reply from the guest room:**
- Again, ring the doorbell and announce “Housekeeping” and wait for 10 seconds.
 - If still there is no reply, insert the key card and enter the room quietly.
- 6. In case you enter the room and the guest is inside, apologize to the guest by politely saying:**
- *“I am extremely sorry, Sir/Madam (by using guest name if possible); I didn’t want to bother you, would you like to have the room serviced now?”*
- 7. In case there is a “Do Not Disturb” sign on the door:**
- Do not knock at the door or ring the doorbell.
 - Leave the place gently.
- 8. Should a “Do Not Disturb” card still be displayed after 2pm, notify the Supervisor to take progressive actions.**

27/11/2015

Authorised By:

Anabela Rodrigues
Executive Housekeeper

Annex 10 – Stripping guest room and bathroom



Stripping guest room and bathroom

Standard: Remove used linen, towels and rubbish efficiently within the given time frame ensuring any non-linen items are set aside before stripping the bed, e.g. remote controls, guest's pajamas.

Procedures:

- Enter the guest room and put a “Cleaning in Progress” sign in the door.
- Open all curtains and open windows to air the room.
- Check all electrical items, switch on all lights and check air conditioning/heating to ensure that all items are in good condition. Report to maintenance if there is any defect.
- Remove all linen and dirty towels and put it into dirty linen trolley. Report to your Supervisor any missing items in the room (soap dish, bathrobe, glass, facecloth etc.)
- After the dirty linen is removed, all rubbish should be removed.
- Report any damaged/missing items (remote control, glass, guest directory etc.)
- Guest's property and items are never to be unplugged or thrown away unless they have been placed in a rubbish bin. In case of shopping bags, they are to be checked to ensure there are no items or receipts in the bag prior to disposing of them.
- Check for any lost property and follow **Lost property procedure**.
- Collect the trays in the room and put them in front of staff lift.
- Enter the bathroom and check the following items:
 - Collect all the used towels from the bathroom.
- Remove Rubbish from bathroom dustbin.
- Check all electrical items and other bathroom items to ensure that all items are in good condition, such as lights, devices, water taps, bidet, shower head, etc.

27/11/2015

Authorised By:

Anabela Rodrigues
Executive Housekeeper

Annex 11 – Making the Bed



Making the Bed

***Standard:** All beds must be neat, consistent and meet the 5* standard that we strive to set throughout the entire hotel in terms of presentation and service.*

Procedures:

- If the mattress protector is stained or damaged, remove it immediately and place another one.
- If the duvet is stained or damaged, remove it instantly and place another one.
- Linen of the vacant room must be all changed (except for mattress protector) but if it's stained or damaged, we will remove it.
- In an occupied room, bed sheet and pillowcase and duvet must be changed on changing days, Mattress protector only replaced if it's stained.
- Mattress protector, blanket, and valance must be clean and free from stains and hair. Inform the supervisor before continuing, if not sure.
- Collect your clean linen and proceed to make the bed according to the Hotel Hospital **Corner Applied** (If any reject linen, place it in bags on your trolley).
- Move the bed away from wall to allow for carpet vacuuming.

08/12/2015

Authorised by:

Anabela Rodrigues
Executive Housekeeper

Annex 12 – Making the Bed (Hospital Corner Procedure)



Making the Bed (Hospital Corner Procedure)

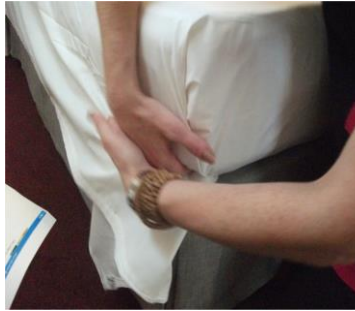
Standard: *The objective of making the bed is to provide our guests with a clean, comfortable and inviting resting area and to ensure they get a good night's sleep. Performing hospital corners helps achieve this by making beds look tidy and consistent in what the guests experience when they stay in our hotel.*

Overview of Making a Bed:

- If the mattress protector is stained or damaged, remove it immediately and place another one
- If the duvet is stained or damaged, remove it instantly and place another one.
- Linen of the vacant room must be changed (except for mattress protector) if it is stained or damaged.
- In an occupied room, bed sheet and pillowcase must be replaced. For duvet cover and mattress protector, replacement only to be made if its crumpled or stained.
- Collect clean linen, follow reject **Linen Reject Procedures** for any damaged/soiled linen.
- Mattress protector, blanket, and valance must be clean and free from stains and hair. Inform the supervisor before continuing, if not sure.
- Move the bed away from wall to allow for carpet vacuuming
- Make the bed according to the **Hospital Corner Procedure**.

Hospital Corner:

1. Position a flat sheet over the mattress. The long edges and the foot edge should hang below the bottom of the mattress, and the long edges should hang equally.
2. Tuck the foot edge under the mattress from corner to corner. Make sure the sheet lies smoothly.
3. Pull one long edge onto the mattress so that the sheet goes smoothly around the corner. The folded edge of the sheet should form a 45-degree angle (approximately) from that corner on the surface of the bed. The neater and more wrinkle-free you can pull this off, the better your hospital corner will be.
4. Put your hand on the long side of the corner to keep the edge smooth. Tuck in any part of the sheet that is hanging below the mattress. You should be able to remove your hand, and the corner will stay smooth and tight.
5. Bring the sheet corner on the bed over the edge of the mattress
6. Tuck the hanging edge tightly under the mattress.
7. Repeat on the other corner.



16/08/2015

Authorised by:

Anabela Rodrigues
Executive Housekeeper

Annex 13 – Making the Bed (Pillows)



Making the Bed Procedure (Pillows)

***Standard:** The objective of this is to arrange pillows in such a way as to make the beds look tidy, inviting and attended to with care for our guests. It also helps make beds look consistent with our 5* standard that we want our guests to experience when they stay in our hotel.*

1) Using Housewife pillowcases:

- a) Pillow must be in a clean pillow protector, free from hair.
- b) Check the pillowcase is well pressed and free from marks.
- c) Take the pillow by the opposite end to where the protector's opening is and fold it in half lengthwise.
- d) Shake the case open to allow for the pillow to be inserted.
- e) Holding case in one hand, insert the pillow with the other hand.
- f) Arrange it so that both corners are filled.
- g) Stand it on the closed end and fold one side of the case in over the edge of the pillow.
- h) Fold the other side of the case and slip it after the first, so they are even.
- i) In rooms with two pillows, place it on the bed with the opening facing the wall.
- j) In rooms with four pillows, use another housewife case and place both pillows with the openings facing each other.



2) Using Oxford pillowcases:

- a) Pillow must be in a clean pillow protector, free from hair.
- b) Check if the pillowcase is well pressed and free from marks.
- c) Take the pillow by the opposite end to where the protector's opening is and fold it in half lengthwise.
- d) Shake the case open to allow for the pillow to be inserted.
- e) Holding case in one hand, insert the pillow with the other.
- f) Arrange it so that both corners are filled.
- g) Make sure the envelope part of the pillowcase is placed evenly over the pillow edge.
- h) Place the oxford pillow(s) in front of the housewife pillow(s).

- 3) **Place the pillows standing against the headboard.**
- 4) **Pillows must be standing and on the same level.**
- 5) **Pull up the corners of oxford pillowcases.**
- 6) **There are four pillows per double bed and per king bed.**
- 7) **Step back to check that the appearance of the bed is neat and clean.**



12/12/2015

Authorised by

Anabela Rodrigues
Executive Housekeeper

Annex 14 – Cleaning a Guest’s Room



Cleaning a Guest’s Room

Standard: *The Room attendant will ensure that each room meets our level of cleanliness, free of dust, hair and smudges.*

Procedure:

- Re-arrange comfort tray according to the *Comfort Tray Procedures*.
- Make sure that all furniture, sofas, mirrors and devices are free from dust according to the *Dusting Procedures*.
- Make sure windows and window frames are clean and free from smudges.
- Check curtains are cleaned, free from damage and hanging straight according to the *Curtains Procedures*.
- Check all appliances are cleaned and working, free from dust/fluff, cables in good repair and tide back.
- Ensure all ASL are stocked and arranged neatly according to the *Electrical Appliance Check Procedures*.
- Ensure that all amenities and room items are set up based on the hotel standards (*Replenishing Amenities and Supplies Procedures*).
- Hoover bedroom and bathroom, wash bathroom floor.
- Before leaving the room, make sure that the A/C is set to standard temperature (21°C).
- Close windows, spray the room with air-freshener, before leaving the room dial room has been cleaned (*#01 for a departure & *#04 for an occupied room). Room ready for inspection *according to Completing the work Procedures*.

12/12/2015

Authorised by

Anabela Rodrigues
Executive Housekeeper

Annex 15 – Comfort Trays



Comfort Trays Procedure: Departure

Standard: The objective of arranging the complimentary trays is to present guests with a consistent standard of presentation that our guests come to expect of our service in the hotel.

Complimentary trays contain:

Item	Single room	Double room*
Kettle with base or cord	1	1
Tea pot	1	1
Cups and saucers	1	2
Teaspoons	1	2
Biscuits	1	2
Tea bags	2	2
Milk portions	6	6
White and brown sugar and sweetener	3 each	3 each
Water bottles	1	2
Water glasses with coasters	1	2

- 1) Collect any used glasses/crockery and soak in hot water with Titan Sanitiser.
- 2) Remove any tannin stains and polish all utensils.
- 3) Check the kettle for any water residue, remove lime scale with Descaler (Thursdays or when required).
- 4) Place the kettle in the top right corner of the tray, cord disconnected and coiled loosely around.
- 5) Place empty and clean tea pot in the top left corner of the tray.
- 6) Place the sugar bowl with all sticks and sachets (right way up) between the kettle and tea pot.
- 7) Place the clean and polished teacups / saucers / spoons in the bottom left and right corners.
- 8) Place the biscuits below the sugar bowl, label facing the guest.
- 9) Place the milk portions (3 whole and 3 semi-skimmed) between the teacups.
- 10) Position the tray on the shelf** with the tea pot at the front and kettle at the back.
- 11) Bottles of water with glasses on coasters, next to the tray***.

* Standard double/twin, executive double/twin, club, suite.

** In room 309 the tray is in the bottom drawer of the TV cabinet, the kettle next to it.

*** In room 501 water bottles with glasses are placed on the desk by the door.

Comfort Trays Procedure: Stay-on

Complimentary trays contain:

Item	Single	Double*
Kettle with base or cord	1	1
Tea pot	1	1
Cups and saucers	1	2
Tea spoons	1	2

Biscuits	1	2
Tea bags	2	2
Milk portions	6	6
White and brown sugar and sweetener	3 each	3 each
Water** glasses with coasters	1	2

- 1) Clean the tray and remove any crumbs, leave it where the guest left it.
- 2) Unplug the kettle from the socket and place it on the tray, remove water and report if there is anything else inside the kettle.
- 3) Collect any used glasses/crockery and soak in hot water with Titan Sanitizer if guest used tea or coffee, any other contents must remain.
- 4) Remove any tannin stains, rinse thoroughly and polish all utensils.
- 5) Water glasses with contents must remain as found.
- 6) Replenish and arrange on the tray all amenities except bottles of water.

* Standard double/twin, executive double/twin, club, suite.

** Replace water bottles only and just by the number of Guests in room.



08/12/2015

Authorised by

Anabela Rodrigues
Executive Housekeeper

Annex 16 – Electrical Appliance Check Procedure



Electrical Appliance Check Procedure: Departure /Stay On

Standard: All cords and cables must be cleaned and checked daily for any signs of damage, e.g. visible wires, broken or burnt rubber isolation or rattling noise in plugs.

- 1) **Light saver** – slide the key card in, it must fit tightly, and the lights and air conditioning must come on immediately, the cover must not be loose.
- 2) **Air conditioning control** – slide the key card in the light saver, check that the display is free from any cracks and displays the correct temperature, turn dial to adjust temperature as specified by supervisor, press both buttons to see the various modes and test speed of fan. The fan must not be noisy and the temperature in bedroom must alter noticeably when adjusting the dial.
- 3) **Lighting** – press all light switches until all light bulbs are on, make sure the light fittings are firmly attached to walls.
- 4) **Hairdryer** – unwind the cord and check visually for any breaks or wires, plug it in and turn on to test.
- 5) **TV including remote control** – use the remote control to switch the TV on, press the volume and channel buttons and scroll to see the channels are all there, clean the remote control of any residue and make sure the aerial is tightly attached at the back of the set with no wires visible.
- 6) **Kettle** – open to check for lime scale, inspect the cord to make sure no wires are visible, open and close lid to check and coil the cord loosely around the base.
- 7) **Trouser press** – turn dial or press red button to turn on, red light must come on when in operation, check the cord for any breakage and leave in OFF position.
- 8) **iPod dock** – visually inspected suits for any damage cords making sure it is folded neatly behind the device.
- 9) **Telephone** – pick up receiver to hear if the signal is clear, ensure telephone is cleaned and no message lights is left on.
- 10) **Electrical towel rail** – switch on, the switch is either by the rail or behind the telephone unit in the lounge, temperature change must be noticeable when on, leave in OFF position.
- 11) **Mini fridge #309** – must be noticeably cool when opened, always leave closed.
- 12) **Sockets and light switches** – visually inspect for any damage to faceplate, must be without any cracks, equipment works when plugged, plug in a device to check there is power.

12/12/2015
Authorised by:
Anabela Rodrigues
Executive Housekeeper

Annex 17 – Completing the work



Completing the work: Departure

Standard: *To make sure that the room is clean and ready according to our standards for inspection in order to meet and surpass our guest expectations.*

Procedures:

- 1) After the bed is made and bathroom cleaned, vacuum and clean the carpet and bathroom floor, taking care to reach under the beds and behind tables and chairs, remove the brush part to reach room corners, carpet edges and corners in the bathroom. Carpets must be free from spots, rips and strings.
- 2) Close the windows, straighten the curtains.
- 3) Check air conditioning / heating.
- 4) Look around the room to check for any missed smudges, hair or missing items.
- 5) Ensure you take all the cleaning utensils out and leave the temperature as specified by the Supervisor. **Do not change** the air conditioning settings in occupied rooms.
- 6) Air-freshen the room.
- 7) Update the room status as **CLEAN** by pressing ***#01** on the telephone for **Vacant** clean or ***#04** for **Occupied** clean.
- 8) Make sure the main door is closed behind you.

16/12/2015

Authorised by:

Anabela Rodrigues
Executive Housekeeper

Annex 18 – Floor Supervisor Checklist



Housekeeper Supervisor - Shift Checklist

Housekeeper's Shift Checklist	Date:	Name:
Action	Checked	Comments
MORNING		
Open the department, sign-in/out		
Prepare Housekeeper checklist		
Check emails		
Consult the DM checklist from the previous day and action it		
Check Arrivals		
Print Housekeepers room lists from Opera		
Print Daily Maids room lists from Opera		
Special Request's on Maids and Housekeepers Lists		
Check all public areas as per the <u>Porter</u> and <u>Lounge Attendant Duties</u>		
Check the trolleys are well organized and tidy, use discretion to ensure they are adequately stocked		
Inspect and approve all Departure Rooms ready for guests		
Check if the cupboards are closed, corridors and staircases are free of obstructions throughout the day		
Wash and dry used bathrobes/shower curtains, update list accordingly		
Check stock regularly and place orders when necessary, ensure you have adequate par stock		
Rejected linen brought down and put into cage for end of week account		
AFTERNOON		
Report any maintenance issues on Opera, check if maintenance actioned the urgent items		
Ensure pre-allocated and vacant rooms are Inspected in the system by 14:00		
Check the Iron & Ironing Board Lists and Room service cupboard		
Record any lost property into Opera and put away		
Collect all Maids' lists and ensure all tasks have been actioned and completed		
Collect Housekeepers list		
END OF THE DAY		
File Housekeepers checklist's and make sure they're signed and dated		
Wash used facecloths and cleaning cloths		

Purpose: This list is an overview of the HSK daily shift and all the duties that must be completed and checked by the HSK.

Procedure: To be completed every day and filed in HSK folder. This Shift checklist will be needed to be used in conjunction with other checklists such as the Porters Daily Checklist, the Lounge Attendant Checklist and the Room Attendant Checklist.

Irregularities: In the case of maintenance issues, inform the Head of the relevant department and the DM.

Signature -----

Date -----

Annex 19 – FIFO (First In, First Out)



FIFO (First In, First Out)

The objective of this procedure is to store ingredients in a rotational manner; to prevent contamination of ingredients and food perishing; and to ensure all our food items retain their freshness and quality.

All products will be rotated based on Use By date on the product.

- 1) Pay attention to food product shelf- life and use-by dates or labels.
- 2) Place newest items at the back of the shelf.
- 3) Slide older items forward.
- 4) Any open items should be used first, as long as they are still fresh.
- 5) Following this rule, known as first-in, first-out (FIFO), ensures proper product rotation for the freshest and safest inventory possible.

25/07/2015 Authorised by: _____ Hotel Manager

Annex 20 – Reception Shift’s Checklists



Early Shift Procedures

At all times, you need to have the following reports on your clipboard:

Room Availability (%FOR01, exclude non-deduct & O.O.O. Rooms), Manager Report (%STA60), Vacant Rooms, %Guest Balance Snapshot, Arrivals (%ARR01)

Vacant Rooms (Room Management → Housekeeping → Housekeeping Mgmt. → Untick Occupied → Report → Print)

Procedures	How to do	Init.
Receive handover from Night Manager. Read DM diaries and Handover Sheet.	Verbal – Always initialise Handover sheet	
Be aware of today’s business	Ctrl F2	
Be aware of how many rooms were sold the previous night	Miscellaneous – Report %STA60 – Month to date – Print	
Be aware of meeting room booking and group arrivals for the day	Opera main screen – Front Desk – Arrivals – Search	
Prepare reception for your shift, (Reception clean and tidy, change guest writing pads, paper in printers, pens, staplers....)	Manual	
Count float. Float should always be £1500. Always check if you have enough change	Manual	
Print “ Arrivals ” “ Guest in House ” comments. Be aware of any VIP’s/Regulars/Special requests	Miscellaneous – Report %ARR03 Miscellaneous – Report – Guest in house by Room with balances	
Ensure newspapers have been delivered and charged (Check with NM or Concierge)	Cashiering - Fast posting – Cashier shift – Code5035	
Ensure RMC points are updated in Opera	Profiles – Individual profile – Note – RMC	
Check your Email boxes and action them accordingly. Keep it minimised on your screen	Microsoft Outlook	
Update foreign currency rate in the system (Mon-Fri)	Cashiering – Cashier Functions – Exchange Rate – Edit – Buy Rate (Enter the rate with commissions)	
Check-out procedure	Cashier – Billing – Room Number Own acc.: Folio – Print (window 1) – Take payment – Check out Own extras: Select window 1 – Folio- Print – Take payment – Check out SL – always in windows 2 – Ensure that the routing has been instructed to AR. (Options- Routing- Select the AR) – Check out V-Pay – always window 2 – Ensure that the billing address is correct, Folio- Print – Take payment – Check out	

Put restaurant breakfast dockets with the guest in house file.	F&B will leave them at reception	
At 11:30am follow up any late departures and move any outstanding accounts to management rooms	Check backup & Arrivals, then call customer and follow up. Charge where applicable and inform HSK	
Pull out checked out registration cards. Whenever there is a middle shift receptionist, organise them in two piles: one without preauthorisation and second pile with preauthorisation to be cancelled (if we have middle shift)	Print Departed Guests and tick checked out from Miscellaneous - Reports	
On Mondays only, at 12:00 PM, we do the fire alarm test, so please call all in house guests and offices as well to make them aware of this	Print in house list from Miscellaneous-Reports	
Check that all Non-Arrivals /Pre-register bookings have been dealt with	Charge and c/out – Check in	
Ensure all PM accounts are dealt with before you finish your shift	Front Desk – In House Guest	
Take pre-authorisations for next day arrival before 2pm	Manual	
Do the Banking and close your cashier	Miscellaneous – Report - %FIN10 – check all the transactions and SL – Count the float Cashiering – Cashier shift Functions - Close	
Do handover to Late shift reception	Verbal– Always initialise Handover sheet	

Reception Middle Shift Check List

Name: _____

Date: _____

Task	Detail		Comments
Handover	Receive a proper handover from Early Receptionist	<input type="checkbox"/>	
	Read Duty Manager Diary and be aware of all incidents occurred	<input type="checkbox"/>	
Business awareness	Be aware of today's business and rates	<input type="checkbox"/>	
Special requests / VIP's / Regulars/ Emails	Read Arrival and In-House Guest comments and take action if necessary	<input type="checkbox"/>	
	Be aware of VIP's, Regulars, Special requests, Meeting Room Functions	<input type="checkbox"/>	
	Check Reception emails box and answer accordingly	<input type="checkbox"/>	
Wi-Fi	Make sure all the Special Price Wi-Fi charges have been corrected in Opera before guest's check out	<input type="checkbox"/>	
Guest Service	Ensure that guests receive an excellent service at all time	<input type="checkbox"/>	
Team work	Follow up No-show, Late Cancellation, Early Departure, Stay on, Late Departure, Early Arrival	<input type="checkbox"/>	

	You should be stationed inside the desk at all time unless you have to do some paperwork at the back office depending on the work flow at the desk	<input type="checkbox"/>	
	Support the receptionists in both early and late shift and ensure that every task is done	<input type="checkbox"/>	
Lunch break cover	Cover Early Shift Receptionist and Concierge lunch break	<input type="checkbox"/>	
Banking	Cover the early receptionist while he/she is doing banking	<input type="checkbox"/>	
Pre-authorisations	Canceling pre-authorisations	<input type="checkbox"/>	
Team work	Ensure pre-authorisations have been taken before 2pm	<input type="checkbox"/>	
	Keep reception desk tidy at all time and ensure there is enough stationary throughout the day	<input type="checkbox"/>	
	Prepare Arrivals for the next day	<input type="checkbox"/>	
	Updating guest's profiles	<input type="checkbox"/>	
	Liaise with duty manager if Quiet, (check if they need a hand with anything)	<input type="checkbox"/>	

Late Shift Procedures

At all times, you need to have the following reports on your clipboard:

Room Availability (%FOR01, exclude non-deduct & O.O.O. Rooms), Manager Report (%STA60), Vacant Rooms, %Guest Balance Snapshot, Arrivals (%ARR01)

Vacant Rooms (Room Management → Housekeeping → Housekeeping Mgmt. → Untick Occupied → Report → Print)

Procedures	How to do	Init.
Receive handover from Early Shift. Read DM diaries and Handover Sheet.	Verbal – Always initialise Handover sheet	
Be aware of today's business	Ctrl F2	
Be aware of how many rooms were sold the previous night	Miscellaneous – Report %STA60- Month to date - Print	
Be aware of meeting room booking and group arriving for the day	Opera main screen - Front desk – arrivals - search	
Prepare reception for your shift, (Reception clean and tidy, change guest writing pads, paper in printers, pens, staplers....)	Manual	
Count float. Float should always be £1500. Always check if you have enough change	Manual	
Print " Arrivals " "Guest in House" comments	Miscellaneous – Report %ARR03	

Be aware of any VIP's/Regulars/Special requests	Miscellaneous – Report – Guest in house by Room with balances	
Check your Email boxes; Keep minimised on your screen. Check with the previous shift Receptionist if any pending emails which are not dealt with	Microsoft Outlook	
Arrivals – Check-in procedure	Check Check-in procedures SOP	
Tidy up the desk (Sunday afternoons are usually not busy, so it is a good day to do a proper cleaning around reception area and back office)	Using the sanitiser and cloth wipe and clean the desk and underneath it making sure you do not unplug when cleaning around the cables	
Update client records. Enter comments such as early morning calls, newspapers, etc.	Front Desk – In House - update name and address. Update credit card amount pre-authorisation. Ensure you always choose correct folio and initialise Registration Card.	
Print Arrival list for next day and prepare them (Rathbone discount cards, key card holders and backups)	Miscellaneous - Arrivals (%ARR01) and choose the date for the next day	
Check the back up of remaining arrivals – arrival date is correct with pre-authorisation attached.	Front Desk - Arrivals	
Check over limit	%GIH12-Click “Only windows billed to guests”- Print	
Do the Banking and close your cashier	Miscellaneous – Report - %FIN10 – check all the transactions and SL – Count the float Cashiering – Cashier shift Functions - Close	
Do handover to Night shift reception	Verbal - Always initialise Handover sheet	

Night Shift Procedures

Procedures	How to do	Init.
20:30 – Handover	Receive handover from Late Shift (Always sign handover sheet). Read DM diary.	
20:30 – Emergency reports – at all times you need to have the following reports on your clipboard	%DASH01 –print %ARR01 – unselect all>select notes>Sort order by Room number>print %Guest balance snapshot >print %FOR01(exclude non-deduct & O.O.O. Rooms)>print %STA60>print %BB12>preview (just to see if we have departures in house) <i>Vacant rooms list</i> – Room Management>Housekeeping>Housekeeping management>Untick Occupied>Search>Report>Print	
20:30 – DM keys and telephone	Collect DM Keys and DM mobile from the late DM	
20:30 – Availability	Be aware of today’s business (Ctrl F2) – make sure long stay arrivals are allocated – do all necessary upgrades and check availability again. Check room status (pick up, out of order etc.) Check overbooking Check if Hotel Tonight and GDS is open and how many rooms.	
21:00 – Prepare	Prepare reception for your shift, (Reception clean and tidy, change guest writing pad, paper in printers, pens, staplers etc.)	
21:15 – Check F&B	Check room service, and bar – any help needed. Check fridges.	

21:30 – Check OXI	Opera main window>OXI>Login>Interface Status>Message Status> Search – check both windows (STATUS=Success and Warning is OK, STATUS=processed is OK)	
21:30 – Check telephone calls charges	Call logger (Mitel)>post charges manually>add telephone number and time of connection in Supplement comment box	
22:00 – Floor walk	Check basement door, both fire exits, 49 padlock , corridors	
22:30 – End of Late shift	Late shift should start end of shift. Float should always be £1500. Count the float.	
22:30 – Kitchen fan and rest. A/C	Turn off kitchen fan and restaurant A/C.	
22:50 – Handover from late shift	Hand over in-house comments and arrival comments	
23:00 – No post report for night porter	Guest with NO CREDIT – NO POST> %GIH14, <i>print</i>	
00:20 – Wake up	%GIH52>select today and tomorrow date>status (select pending)>print Double check with registration cards Entering w/c to the system: Guest service> (enter room number)> F0 Enter> F3 Wakeup call> F2 Set wakeup call> put the time and use AM or PM> F0 Set > F1 Exit	
00:20 – Newspapers	Newspapers delivery list/ %GIH05> “room type” select all rooms types> “preferences type” select newspapers> “preference” select all preferences Tick “Block Code” > (print by room number) Double check with registration cards	
00:30 – Rate check	Check room rates with registration cards, update and correct, if necessary, breakfast upsells and profile details. Ensure that ADMIN & COMP rates are justified – leave note in DM book.	
00:50 – Create Micros accounts	Create: 9050 (cash card), 8000 (cash), 8001 (Diners), 8002 (Maestro), 8003 (JCB), 8004 (Visa), 8005 (MasterCard), 8006 (Amex). <i>Ctrl F4 (dashboard)> search for 9050> reservation options> addons.</i> <i>PmAccount – all options as it is (no changes), the date for new day (stay for zero nights), add room number, leave as provisional booking.</i> ***Create 9500 every month on 1st	
01:00 – Competitors	Complete the Competitors analysis every Monday night	
01:00 – Rate commissions	Enter rate commissions to Excel file in Company shared folder> Front Office> Reception> Commission Report Add revenue at the end from end of day report	
01:30 – Banking #1	Close “50”, do banking and close PDQ only if had any payments between 23.00 – 01.30	
01:40 – PDQ report	<u>DO MANUAL BATCH ON ALL PDQ’s – BEFORE 01:45AM</u> Three PDQ reports (two reception and one from BAR) check with system transactions.	

	%FIN11>select cashier 1, 30, 40, 50>Group by – remove Cashier check totals from all type of cards	
02:30 – Check in all non-arrivals, make sure you check the confirmation. If rate include breakfast remove package	No shows/late cancellations> check in as normal, change the rate to BAR , negotiate the rate to £0.00 , also remove packages . Then post no-show /cancellation rate manually without VAT. If room has been prepaid (eg. Lastminute.com) charge with VAT. If guest arrives after End of Day, change the rate on the booking and correct the rate that was already posted. <i>Change rate amount:</i> -Once the reservation details are confirmed and it is a possible chargeable no show, proceed to change the rate (if it is an advance purchase with deposit, just check in the guest and leave a note for DM and reservations). -Go to the reservation and change the rate amount (Select the reservation on the arrivals screen and press “Edit”, click on the reticence box next to the rate amount, click on “Daily Details” and change the first night to “£0.00”, click ok and press “save” on the reservation screen. -Remove the package if there is any package attached to the reservation. -Check in the guest: - Click “ok” on the reservation screen and press “yes” to the check in question. <i>Post the no show charge:</i> -Open the Billing screen (“Cashiering” - “Billing”). -Enter room number or last name and click “search”. -Double click on the reservation to open the billing screen from the room. -Click “post” and select the No show charge code (1001). -Insert the amount (exclusive of VAT) -Press the “TAB” button and click on “post”	
02:30 – No show with declined credit card	In case having no show with declined credit card try to preauthorize credit card once again, if it comes declined cancel the reservation from the system and leave a note in DM book.	
02:50 – Check out cash card and Micros accounts	Check out: 9050 (cash card), 8000 (cash), 8001 (Diners), 8002 (Maestro), 8003 (JCB), 8004 (Visa), 8005 (MasterCard), 8006 (Amex). – <i>invoices to Accounts tray</i> ***Check out 9500 every last day of the month	
03:00 – Close bar	Check bar banking and run End of Day Swipe Micros card> Manager> Night Audit> wait for printout at Miguel’s office printer	
03:00 – Check transactions from bar	%FIN20> - Transaction Code> select codes: 2000, 2010, 3000 - Room> select all rooms - cashier> select “1 IFC Mitel” - preview and compare total with report from Micros. - leave Micros report in Miguel’s tray	
03:00 – End of Day	End of Day> Night Audit>Login>Start>Close	
03:10 – End of Day reports	End of Day reports> select 1, 2, 3, 4, 5, 7, 8, 9, 11 and print Attach PDQ reports and file in Accounts tray	
03:10 – Daily reports for DH	End of Day reports> select 2, 9, 11 and print, leave in DH tray	

03:15 – Check in cash card and Micros accounts	Check in: 9050 (cash card), 8000 (cash), 8001 (Diners), 8002 (Maestro), 8003 (JCB), 8004 (Visa), 8005 (MasterCard), 8006 (Amex). ***Check in 9500 every month on 1st	
03:30 – Restaurant reports	1. Trial balance – End of day report, select 2, print 2. In House list by Nationality – %STA42> select previous day> print 3. Restaurant breakfast report – %GIH50> print 4. Forecast report – %FOR13 (print two copies) - click on detail, - change the dates for today only, - “package forecast group” choose “breakfast”, - unclick “deduct”, - “group by” have to be blank, - select “preview” and print two copies. 5. In House List with comments – %DASH01 > select notes> print 6. Guest with NO CREDIT – NO POST> %GIH14, print 7. Print – RES50> Department (select only FB)> select notes> print	
03:50 – Check meeting room	Check meeting room, water, cups, stationery, projector etc.	
04:00 – Departures	Print departure list with comments %DEP01> group by “Travel Agent Name”> print	
04:00 – Charge No-shows	Charge and c/out no shows and late cancellations. - Leave a note in a DM book and in reception handover. - Inform housekeeping about no-shows and late cancellations	
04:00 – Charge V. Payments	Charge All V-payment and 3 rd party (Room only) bookings c/out today Do not charge EKORNES – company covering extra charges for EB	
04:00 – Charge S/L	Split Hotel Beds & Last Minute rates which are commissionable and c/out as SL (two copies of backup needed) Do all Sales Ledgers	
05:00 - Bar check	Check the Bar area is clean and tidy. No rubbish and dirty glasses.	
06:00 – Turn on TV	Open front door, turn on TV (Sky News #132), morning jazz music volume 10, lights in the lobby.	
06:00 – Last night occupancy	Write down last night occupancy and rate on DM book.	
06:30 – Prepare handover for early shift	Remember to write down all no shows, late cancellations if any.	
06:50 – Banking #2	Close “50”, do banking and close PDQ	
07:00 – Newspapers	Check if all newspapers are delivery. If any extra were needed send NP to newsagent and charge for it. Update newspapers record in company shared folder <i>Front office> reception> reception forms> other forms> newspaper record</i> Amount of papers: Mon 20 / Tue 25 / Wed 28 / Th 25 / Fri 25 / Sat 20 / Sun 20	
07:00 – “49”	Open Emergency Exit Gate at 49	

07:30 – Check telephone calls charges	Call logger (Mitel) – post charges manually – add telephone number and time of connection in Supplement comment box	
07:30 – Night porter end of shift	Before night porter finish, check if all duties were completed from the check list.	
08:00 – Handover	Handover to Early Duty Manager	
08:30 – DM check list	Make sure you fill, sign Night Shift check list and file in folder.	

Annex 21 – Meeting Room Cleaning and Setup



Meeting Room Cleaning and Setting up Procedure

To ensure that the meeting room is cleaned, and setup is done according to our company standard Procedure in our Fitzroy Suite.

1. Cleaning the meeting room:

- a) Remove all the rubbish, dirty cup, saucer, teaspoon and glasses. (Take the rubbish and throw in the bin. Crockery and cutleries to give it for washing).
- b) Check the tablecloth (if dirty give it for washing) whether it is clean of dust and marks. Clean if necessary and put a clean tablecloth.

2. Setting up the meeting room

- a) Check that the meeting room is set up in a correct style for the right number of delegates according to the most up to date checklist.
- b) Check the overall cleanliness of the meeting room (carpet, windowsills, furniture, doors and walls in good condition and free of dust. If necessary, clean it.
- c) Set up with stationery, glasses and mineral water. Check if glasses and crockery are clean, stain and fingerprint free.
- d) While putting Stationery – make sure pens have the logo facing up and are closed, the paper is clean and scuffs free and the leather pad is in good condition and dust free. Check if the Wi-Fi password display is present and at least 3 menus are on the table.
- e) Check the flipchart – ensure general cleanliness and that enough paper and markers are provided.
- f) If any audio-visual equipment has been ordered, ensure that it is set up in the room and check whether it is in good working condition.
- g) If refreshments (Tea & Coffee) has been ordered to be served during the meeting, please ensure that “**Mise en place**” is prepared in the meeting room.
- h) Check the drawers at the bottom and top shelf, making sure it is clean and well organised.
- i) Check that the staircase and corridors leading to the meeting room are clean and lighting is in good working condition. If not report it to the department concerned.

12/06/2015

Authorised by:

Hotel Manager

Annex 22 – DM Checklist



DM Checklist

Name: _____

Shift (AM/PM) _____

Date: ____/____/____

Task	Detail	<input type="checkbox"/>	Comments
Receive handover	Read DM book, reception handover sheet and emails, making sure that you are aware and knowledgeable of all the incidents occurred in the previous shift and details of any comment for the day.	<input type="checkbox"/>	
Business awareness	Check the business for the day in Portfolio Arrivals, Departures, BKF covers and meeting room availability	<input type="checkbox"/>	
Staff sign in/out	Make sure that you are in the back office when staff is signing in/out (check rota) and record any lateness/absenteeism in DM book. Check staff bags when signing out.	<input type="checkbox"/>	
Facilities check	Do floor walk before the previous DM shift leaves with the checklist attached. If there is any abnormality, record it on the checklist and follow up with the department responsible (EDM and LDM should do a minimum of 1 check each)	<input type="checkbox"/>	
Special requests/ VIP's/ Regulars	Check the In-house and arrivals comments from every department and follow up to ensure completion. Prepare Welcome notes and chocolates before 12.00H	<input type="checkbox"/>	
Bedroom Checks	Use the bedroom checklist attached to check a minimum of 2 bedrooms per day (1 each DM). If there are any VIP's arriving, those rooms have priority and have always to be checked.	<input type="checkbox"/>	
Back Office Interfaces and alarms	Check if the alarms are armed and there is no abnormality, as well as the server screen and telephone interface	<input type="checkbox"/>	
Check in/out busy hours	The DM should be visible in the lobby during the busy periods of check in and check out, to assist the concierge with luggage and escorting guests to the bedrooms	<input type="checkbox"/>	
Breakfast	During the busy periods of breakfast, the DM should act as a host/ess to enable the supervisor to help with the service.	<input type="checkbox"/>	
Room/Bar Service	Do at least one spot check of Bar and Room Service. This includes the presentation/quality of food/beverage and service to the guest that ordered it	<input type="checkbox"/>	
49	Ensure that the basement fire exit is open from 8am to 8 pm (DM to close it at 8pm)	<input type="checkbox"/>	

Reservations	In the absence of the reservationist and reservations manager, the duty manager should take over the department.	<input type="checkbox"/>	
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The DM should carry the mobile at all times.

During weekdays, the DM should be based in the lobby.

During weekends, in the quieter periods the DM should be based in the Reservations computer and act as a reservationist.

The DM is responsible for the operation of the entire hotel while on shift and has to be aware of the checklists of every department, to be able to supervise the staff.

Property Checklist

Area	Designation	Action		Comments	
Street	Flags	English, UK, EU all in good condition clean and attached	<input type="checkbox"/>		
	Outside Panels	In good condition and cleaned	<input type="checkbox"/>		
	Lights	In good working condition	<input type="checkbox"/>		
	Flower Vases	Clear of litter and clean (flowers blooming)	<input type="checkbox"/>		
	Pavement		Dry (except in rainy days)	<input type="checkbox"/>	
			Swept and clear of litter / leaves	<input type="checkbox"/>	
			Posts in good condition	<input type="checkbox"/>	
			Windows cleaned	<input type="checkbox"/>	
	Service entrance (Loading Bay)		Garbage bins closed and clean	<input type="checkbox"/>	
			Basement door locked	<input type="checkbox"/>	
			Pavement swept and clean	<input type="checkbox"/>	
			Housekeeping office locked and curtain closed after working hours	<input type="checkbox"/>	
			Parked cars (check if authorised or not)	<input type="checkbox"/>	
	Smoking area	Check if there is someone smoking outside the smoking area	<input type="checkbox"/>		
	Entrance		Carpet clean, swept and in good condition	<input type="checkbox"/>	
		Glass doors clean and in good working condition	<input type="checkbox"/>		
Lounge	Music volume on 2		<input type="checkbox"/>		

	Check type of music (ex. No x-mas music outside x-mas season)	<input type="checkbox"/>	
	Check if temperature is reasonable (19* summer and 23*winter)	<input type="checkbox"/>	
	Carpet clean and in good condition	<input type="checkbox"/>	
	Tables, chairs, sofa, menus and flower vases clean and placed properly	<input type="checkbox"/>	
	Fireplace on and cleaned	<input type="checkbox"/>	
	TV on (news or sport channels only). On between 6am and 11pm unless guest ask to turn it on.	<input type="checkbox"/>	
	Lights on	<input type="checkbox"/>	
	Newspapers tidy and in good condition	<input type="checkbox"/>	
	Table for Tea and coffee facilities set and clean from 7AM-11AM and reset with sweets after that	<input type="checkbox"/>	
	Check for dust in decoration and if mirror features are clean	<input type="checkbox"/>	

Area	Designation	Action	Comments
Bar	Guest area check as lounge	<input type="checkbox"/>	
	If no one is in the bar, the sign to order at the reception should be on the counter	<input type="checkbox"/>	
	Check if the bar area is clean and free of clutter (sinks, Floor, counters, Mirrors, Shelves)	<input type="checkbox"/>	
	All the crockery and cutlery should be organised and clean.	<input type="checkbox"/>	
	Check if the fridges temperatures are being recorded	<input type="checkbox"/>	
	Spot check for out of date food and beverage	<input type="checkbox"/>	
	Check if fridges are tidy and organised	<input type="checkbox"/>	
	Check if lights are working	<input type="checkbox"/>	
	Check if bins are being emptied	<input type="checkbox"/>	
Lobby	Carpet clean and in good condition	<input type="checkbox"/>	
	Chandeliers on, complete and clean	<input type="checkbox"/>	
	Flowers and vases clean and in good condition	<input type="checkbox"/>	
	Furniture clean and in good condition	<input type="checkbox"/>	
	Lights working and clean	<input type="checkbox"/>	
	Concierge area tidy and clean	<input type="checkbox"/>	

	Reception desk organised, clean and free of dust	<input type="checkbox"/>	
	Trolley clean and in good working condition	<input type="checkbox"/>	
	Stairs hoovered and handrail clean and fingerprints free	<input type="checkbox"/>	
	Check if luggage room is clean and tidy	<input type="checkbox"/>	
	Lift hoovered and clean	<input type="checkbox"/>	
	All furniture and decoration should be clean and in good condition	<input type="checkbox"/>	
Stairs	Hoovered	<input type="checkbox"/>	
	Mirrors cleaned	<input type="checkbox"/>	
	Handrail clean and free of fingerprints	<input type="checkbox"/>	
	Lighting in good working condition	<input type="checkbox"/>	
	Check for wall's scuff marks and cracks	<input type="checkbox"/>	
	Check if doors are closed in good working condition	<input type="checkbox"/>	
	Glass boxes clean and light inside working properly	<input type="checkbox"/>	
	Check for dust in signalling and picture frames as well as wall counters	<input type="checkbox"/>	

Area	Designation	Action	Comments
Breakfast Room	Carpet clean and in good condition	<input type="checkbox"/>	
	Tables, chairs, sofas, pillows, cutlery and crockery clean and in good condition	<input type="checkbox"/>	
	Lights working, chandeliers complete and clean	<input type="checkbox"/>	
	Temperature check (A/C) (20* summer 22*winter)	<input type="checkbox"/>	
	Check for dust in lamps, decoration and check if mirrors are cleaned	<input type="checkbox"/>	
	Buffet during service should be cleaned, organised and replenished at all times	<input type="checkbox"/>	
	Check cupboards if they are organised and cleaned	<input type="checkbox"/>	
Restaurant podium and corridors	Check music volume and type (like Lounge and bar)	<input type="checkbox"/>	
	Floor should be clean	<input type="checkbox"/>	
	Signalling should be clean and in good condition	<input type="checkbox"/>	
	Podium should be tidy and organised at all times. Should also be closed if no one is using it after service hours.	<input type="checkbox"/>	
	Check for dust in picture frames	<input type="checkbox"/>	

	Check lighting	<input type="checkbox"/>	
	Check for scuff markings and general condition of walls	<input type="checkbox"/>	
Cloakrooms	Check for cleanliness	<input type="checkbox"/>	
	Check if bins are empty and clean	<input type="checkbox"/>	
	Soap and hand cream filled	<input type="checkbox"/>	
	Toilet paper in the toilets is replenished	<input type="checkbox"/>	
	Paper towels are replenished	<input type="checkbox"/>	
	Hand dryer is in good working condition	<input type="checkbox"/>	
	Check cloakroom cleaning record.	<input type="checkbox"/>	
Bedroom Corridors	Check if weather forecast is updated	<input type="checkbox"/>	
	Check if mirrors are cleaned	<input type="checkbox"/>	
	Check if cupboards are locked	<input type="checkbox"/>	
	Signalling and picture frames free of dust, cleaned and in good condition	<input type="checkbox"/>	
	Check for scuff marks and other damages in walls and ceiling	<input type="checkbox"/>	
	Carpet should be clean and in good condition	<input type="checkbox"/>	
	Check if fire doors are open	<input type="checkbox"/>	
	Check lighting	<input type="checkbox"/>	
	Charlotte Street side fire exit stairs should have the fan on from 9am to 5pm	<input type="checkbox"/>	
	Corridors should be clear all the time, with no laundry or rubbish bags	<input type="checkbox"/>	

Area	Designation	Action	Comments
Back of house-still room	The floor should be clean at all times	<input type="checkbox"/>	
	The electric goods should be clean and in good working condition	<input type="checkbox"/>	
	The tea pots should be clean and tidy (spot check)	<input type="checkbox"/>	
	The counter should be clean and tidy	<input type="checkbox"/>	
	Check the cupboard-should be clean and organised	<input type="checkbox"/>	
	Check if fridge is organised, spot check expiry dates and check if the temperatures are being recorded	<input type="checkbox"/>	
Canteen	The floor must be clean at all times	<input type="checkbox"/>	

	The tables and chairs must be clean and free before 11.45am	<input type="checkbox"/>	
	Shelves should be clean and organised	<input type="checkbox"/>	
	Microwave / Toaster area should be clean and tidy after breakfast (check if bread is properly closed)	<input type="checkbox"/>	
	Fridge temperature should be recorded	<input type="checkbox"/>	
	Spot check staff fridge on expiry dates	<input type="checkbox"/>	
	Lighting, extractor fan and insect clear machine should be clean and in good working condition	<input type="checkbox"/>	
	Still room to canteen doors should be shut during service	<input type="checkbox"/>	
	Check if bins and cloth boxes are empty and cloth shelf replenished	<input type="checkbox"/>	
Kitchen	Floor should be clean at all times	<input type="checkbox"/>	
	The food preparation area should be clean and organised at all times	<input type="checkbox"/>	
	Check if fridges temperature is being recorded	<input type="checkbox"/>	
	Spot check expiry dates in fridges	<input type="checkbox"/>	
	Check if walk in fridge is clean and organised and check the temperature record	<input type="checkbox"/>	
	Check if staff toilet is clean and tidy	<input type="checkbox"/>	
	Check if service lift is clean and empty	<input type="checkbox"/>	
Emergency stairs	Check if signalling is in good condition	<input type="checkbox"/>	
	Check cleanliness	<input type="checkbox"/>	
	Check for wall marks	<input type="checkbox"/>	
	Check if emergency exits are closed	<input type="checkbox"/>	

Date: ___/___/_____

Name: _____

Signature: _____

Please attach the property checklist to your shift checklist.

Bedroom Checklist

Room number: _____

	Action	□	Comments
Bedroom check	Check if stationary is in good condition and updated (DND, BKF order, in room directory, Magazines, bible, pen, pencil and note pad)	□	
	Check Tea and Coffee making facilities (expiry date, overall condition and cleanliness)	□	
	Check if telephone is working	□	
	Check if TV is working (zap through the channels)	□	
	Check if safe is working	□	
	Check for scuff marks and cracks on walls and ceiling	□	
	Check Carpet / Floor cleanliness	□	
	Check lighting	□	
	Check dust in decoration and lamps	□	
	Check if hair dryer is working	□	
	Check if there are at least 5 cloth hangers in the wardrobe	□	
	Check all the drawers (empty and clean)	□	
	Windows and curtains clean and in good condition	□	
	Check if A/C is working	□	
	Check bathroom cleanliness	□	
	Check Toiletries	□	
Check if towels are clean and organised	□		

Date: ____/____/____

Name: _____

Signature: _____