



**UALg ESGHT**

UNIVERSIDADE DO ALGARVE  
ESCOLA SUPERIOR DE GESTÃO, HOTELARIA E TURISMO

**UNIVERSITY OF THE ALGARVE**

## **THE RATHBONE HOTEL: INTERNSHIP**

Andreia Candeias Costa

### **INTERNSHIP REPORT**

#### **Master in Hospitality Management**

Work oriented by:

Professor Carlos Miguel Guimarães Pinto  
Coelho Afonso  
[Cafonso@ualg.pt](mailto:Cafonso@ualg.pt)  
Escola Superior de Gestão, Hotelaria e  
Turismo  
University of the Algarve

Professor Henrique Rodrigues  
[Henriquemvrodrigues@sapo.pt](mailto:Henriquemvrodrigues@sapo.pt)  
Escola Superior de Gestão, Hotelaria e Turismo  
University of the Algarve

And supervised by Mr. Miguel Silva

The Rathbone Hotel  
Rathbone Street • Fitzrovia • London W1T 1LB  
[www.rathbonehotel.co.uk](http://www.rathbonehotel.co.uk)  
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## **THE RATHBONE HOTEL: INTERNSHIP**

Declaration of authorship of work

I hereby declare that I am the author of this internship report, which is original and unpublished.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.

Signature: \_\_\_\_\_

Name: Andreia Candeias Costa

Date: 29/09/2014

Program: Master in Hospitality Management

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*“Believe in yourself!  
Have faith in your abilities! Without a humble  
but reasonable confidence in your own powers  
you cannot be successful or happy.”*

*Norman Vincent Peale*



# Table of Contents

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<b>List of Figures .....</b>	<b>xi</b>
<b>List of Tables.....</b>	<b>xii</b>
<b>List of Acronyms.....</b>	<b>xiii</b>
<b>Acknowledgments.....</b>	<b>xv</b>
<b>Executive Summary.....</b>	<b>xvii</b>
<b>Resumo .....</b>	<b>xix</b>
<b>Chapter 1 Introduction .....</b>	<b>1</b>
1.1. Objectives .....	1
1.2 Expectations.....	2
<b>Chapter 2 The Rathbone Hotel – Strategic and Operational Issues.....</b>	<b>3</b>
2.1 Mission, Vision, Core Values and Culture .....	3
2.2 Organisational Characterisation and Services .....	4
2.3 Organisational Structure .....	5
2.4 Internal and External Analysis.....	8
2.5 Competitive Analysis.....	9
<b>Chapter 3 Tasks and Activities .....</b>	<b>14</b>
3.1 Standards.....	14
3.1.1 Housekeeping Department .....	14
3.1.2 Room Service and Bar departments .....	21
3.1.2.1 Room Service .....	21
3.1.2.2 Bar .....	27
3.1.3 Breakfast Department.....	31
3.1.4 Accounts Department .....	40
3.1.5 Reservations and Revenue Management Departments .....	42
3.1.5.1 Reservations .....	42
3.1.5.2 Revenue Management .....	49
3.1.6 Reception Department .....	52
3.1.7 Administration Department .....	59
3.2 Activities.....	63
3.2.1 Housekeeping Department .....	63
3.2.2 Room Service and Bar Departments .....	65
3.2.2.1 Room Service .....	65

3.2.2.2 Bar .....	67
3.2.3 Breakfast Department .....	69
3.2.4 Accounts Department .....	71
3.2.5 Reservations and Revenue Management Department .....	72
3.2.6 Reception .....	73
3.2.6.1 Relation with Reception and Housekeeping .....	78
3.2.7 Administration .....	78
<b>Chapter 4 Applied Research.....</b>	<b>71</b>
4.1 SOPs - Standards Operating Procedures .....	71
4.1.1 Importance of SOP .....	71
4.1.2 Importance of SOP in Hotels .....	72
4.1.3 Who hotels should write a SOP? .....	73
4.1.4 SOP Layouts .....	73
4.2 Menu Engineering.....	73
4.2.1 Purpose of Study.....	74
4.2.2 Literature Review .....	74
4.2.3 Methodology and Results .....	75
4.2.3.1 ME Sandwiches Analysis .....	75
4.2.3.2 ME Main Dishes Analysis .....	76
<b>Chapter 5 Conclusions .....</b>	<b>78</b>
5.1. Internship Experience Summary .....	78
5.2. Recommendations for the Internship Company .....	79
5.3 Future work.....	79
<b>Bibliography.....</b>	<b>80</b>
<b>Annexes.....</b>	<b>83</b>

## List of Figures

---

Figure 1 - The Rathbone Hotel organigram.....	6
Figure 2 - Carnavon Group LTD organigram .....	7
Figure 3- The Rathbone Hotel Room Chart .....	20
Figure 4- The Rathbone Hotel Lobby and Bar Diagram.....	30
Figure 5- Right hand side dry buffet .....	35
Figure 6- Right hand side cold buffet.....	36
Figure 7- Set up table .....	37
Figure 8 - Breakfast Room Diagram .....	39
Figure 9 - Matrix ME Sandwiches .....	76
Figure 10 – Matrix ME Main Dishes.....	77

## **List of Tables**

---

Table 1: The Rathbone Hotel SWOT Analysis .....	8
Table 2: The Rathbone Competitive Set Review Score .....	10
Table 3 - The Rathbone Hotel Competitive Set with social media data.....	13
Table 4 - The Rathbone Hotel Rate Structures.....	52

## **List of Acronyms**

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UA – University of the Algarve  
RevPAR - Revenue per Available Room  
ADR - Average Daily Rate  
FIFO - First In First Out  
SWOT - Strengths, Weaknesses, Opportunities, Threats  
F&B – Food and Beverage  
PO - Purchase Order  
PR – Purchase Requisition  
VIP - Very Important Person  
H&S – Health and Safety  
SOP - Standard Operating Procedures  
ME – Menu Engineering  
MM – Menu Mix  
CM - Contribution Margin  
ASAP – As Soon As Possible  
VAT - Value Added Tax  
DND – Do Not Disturb



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Acknowledgments are due to a number of people who have helped me reach the end goal of finishing the internship. This internship would not have been possible without the guidance and the help of some people who in one way or another contributed and extended their valuable support in the preparation and completion of this internship.

I would like to express my sincere gratitude to Mr. Miguel Siva, Hotel Manager for giving me a chance to do my internship in all departments of this organisation, Rathbone Hotel. He had the kindness to accept me in Rathbone Hotel and guide me through my internship with advice and feedback despite his busy schedule.

I would also like to extend special thanks to the entire staff and my colleagues for their help, guidance and support, for giving time from their busy schedule and explaining how work is being done in and assigning me with various tasks during these 12 months of internship period.

Professor Carlos Afonso and Professor Henrique Rodrigues, who are my schools internship coaches whose understanding, exceptional knowledge and helpful advice guided the directions of this internship. They helped and coached me during my internship by giving me feedback on how to handle and approach situations. They always had time to answer all my questions concerning my internship.

Lastly, I would like to thank my parents, all my family and my best friends, that continue to provide the encouragement and support. Their understanding is particularly important when I disappeared from Portugal when I could be doing the internship near home for example. I love you, family.

Sincerely  
*Andreia Costa*



## **Executive Summary**

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The main objective of the internship is to complete the requirement of the Master program as prescribed by the University of the Algarve. An intern has to prepare an internship report at the end of the internship period but the main objective of the internship is to get experience of the real world organisation. The internship was concluded with the objective of getting practical knowledge in all departments at The Rathbone Hotel.

The first responsibility I was assigned during these 12 months of internship period was to assist the Housekeeping Department. Secondly, I was allotted the work of F&B, Accounts, Reservations, Front Office, Back Office and assisting the Assistant Manager was the last task I was assigned during my Internship program. As an intern, I realised that I was successful to gather a lot of significant learning experiences which would be helpful in my future career. Work in all departments of The Rathbone Hotel offered me ample space and opportunities, not only to learn but also to exhibit my skills as a Rathbone team member. I could use my theoretical knowledge in real practice while participating in many discussions. I was actively involved in the revenue meetings where I shared my knowledge and views regarding the performance in Reservations of The Rathbone Hotel.

I successfully completed all the assigned duties and passed them over to the supervisor at the end of the internship. I thoroughly enjoyed the challenges that came along every single day. These lessons that I have learned will be a valuable one for my future activities as well.

**Keywords:** The Rathbone Hotel, Internship, Housekeeping, Food and Beverage



O objetivo principal do estágio é cumprir a exigência do programa de Mestrado como prescrito pela Universidade do Algarve. Um estagiário tem que se preparar para o relatório do estágio no final do período de estágio, mas o principal objetivo do estágio é fazer com que a experiência da organização proporcione uma oportunidade prática. O estágio foi concluído com o objetivo de obter conhecimento prático em todos os departamentos do The Rathbone Hotel.

A primeira responsabilidade que me foi atribuída nestes 12 meses de período de estágio foi auxiliar no Departamento de Housekeeping. Em segundo lugar, foi-me atribuído o trabalho de F & B, Contabilidade, Reservas, Front Office, Back Office e ajudar o Assistente de Direcção foi a última tarefa que me foi atribuída durante o meu programa de estágio. Como estagiária, percebi que iria era bem-sucedida após reunir uma aglomeração de experiências de aprendizagem significativas que serão úteis na minha futura carreira. Trabalhar em todos os departamentos do The Rathbone Hotel ofereceu-me um amplo espaço de oportunidades, não só para aprender, mas também para expor as minhas habilidades como um membro da equipa The Rathbone Hotel. Tive oportunidade de usar o meu conhecimento teórico na prática real, enquanto participei em muitas discussões. Estive ativamente envolvida nas reuniões de revenue, onde compartilhei meus conhecimentos e pontos de vista em relação ao desempenho de Reservas do The Rathbone Hotel.

Conclui com êxito todas as tarefas atribuídas, entreguei ao supervisor no final do estágio e apreciei todos os desafios que me surgiram ao longo de cada dia. Estas lições que aprendi serão também uma mais-valia para meus futuros empreendimentos.

Palavras - Chave: The Rathbone Hotel, Estágio, Alojamento, Alimentação e Bebidas



After the completion of the internship, I am required to prepare an internship report on a topic relevant to the work I was assigned during the internship. Has to prepare project report at the end of the internship period but the main objective of the internship is to get experience of the real world organisation. It also helps to develop the skills required to handle the day to day operation in an organisation. Upon subsequent research to find the best suitable organisation to match both my major and area of interest, I selected a four star hotel supremely known for its well defined quality services - The Rathbone Hotel London. This internship program was approved by the University of The Algarve.

### 1.1. Objectives

The University of the Algarve (UA) has its ultimate objectives of preparing students for professional pursuits of business, industry and government. The core objective of the internship is to fulfil the requirement of the Master program as prescribed by the UA.

Apart from this, the internship was completed with the objective of getting practical knowledge in all departments of The Rathbone Hotel. And finally I have to set up personal targets to develop and improve my skills.

The reason I chose to follow an abroad internship is because I wanted to benefit from the experience. I wanted a new challenge and to learn, improve and develop new sets of skills. During my 12 month internship, I want to improve my English language by working alongside with my colleagues and communicating with the guests of the hotel.

More specifically, the objectives of the internship were as follows:

- To gain practical experience of the jobs carried out in all departments of The Rathbone Hotel;
- To compare the theoretical knowledge of Hotel Management with the practical experiences carried out in a 4 star Hotel;
- Clarify personal interests, skills, and competencies, and their implementation toward development of career goals;
- To gain ideas from the experienced people working for Operations department;
- To understand the challenges faced by the Hotel Manager.

## **1.2 Expectations**

Before my internship began my expectation where high, because it involved an abroad internship. This is an internship abroad in a different country, with a different language and different culture.

Before my internship began, I spoke with Mr. Silva and he described what kind of internship it is going to be. The hotel is named The Rathbone. The description of my work, activities and assignments exist from: to understand thoroughly the housekeeping department functions, to understand and execute the Room and Bar service, to understand and execute the breakfast service, to have an introduction to accounts in an hotel with emphasis in Ratios and the daily financial reports, to understand and execute the reservations department tasks, to understand the full guest flow chart and to be able to complete a receptionist shift.

Also I did my own research by going through the hotel's website to get an impression and understanding what kind of hotel it was. With the knowledge I obtained, I knew I could learn much and I knew I could achieve my learning objectives. I wanted to follow an internship where I could work in all departments, especially revenue management, because I always had an interest in that area.

I wanted to learn and to understand how to maximize the sales and profitability of the hotel and its facilities dedicated to offering the highest level of service to the hotel. That is why I choose this internship hotel. It is appropriate and I knew could achieve my learning goals.

## **Chapter 2**

# **The Rathbone Hotel – Strategic and Operational Issues**

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The Carnarvon Group Ltd. is a family owned company, with three company directors, third generation hoteliers who own and operate three properties in the United Kingdom with Head Office base in Camden, London. Operate three properties. Those properties are The Rathbone Hotel, The Collingham Apartments and The Winchester Hotel & Spa (The Rathbone Hotel, 2013a).

The internship hotel is the Rathbone Hotel, is boutique style property with 72 bedrooms offering personal service to its guests. The Hotel goal is to excel in the service industry and as much as possible attract a repeat client portfolio (The Rathbone Hotel, 2014).

### **2.1 Mission, Vision, Core Values and Culture**

The mission can be considered as a strategic management tool, which aims to answer the questions what is our business and what should it be (Campbell & Yeung, 1991). In this way, the organisation members should have a clear sense of directions as to what their organisations trying to achieve and also the mission statement must inspire the organisation all members and generate passion and commitment for the organisation's way of doing business (Markides & Papadakis, 1998).

The 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 (The Rathbone Hotel, 2013a).

The vision can be considered a mental image of a possible and desirable future state of an organisation (Campbell & Yeung, 1991). The Hotel's vision is to stay ahead of competition 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 (The Rathbone Hotel, 2013a).

The hotel aim is to exceed their guest's expectations by far through providing excellent and pro-active service. The hotel is a "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, 2013a).

The sharing of a common set of values and principles by managers and workers, makes the collective contribution to the development of the company is much higher than the mere sum of individual contributions (Freire, 1997). In this sense The Rathbone Hotel features as their values:

- Respect- Both mutually and for oneself, 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 a sense of humour together with a great smile must be the basis for our behaviour both with our colleagues and our clients.
- 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 and colleagues.
- Professionalism- The high quality of service is determined by our ability to master our duties, train our team members and our constant desire to improve and innovate.
- Profitability- Through our skills and professionalism, each staff member contributes to achieve the best possible results for the Rathbone (The Rathbone Hotel, 2013a).

## **2.2 Organisational Characterisation and Services**

The Rathbone Hotel is located in central London, United Kingdom. In 2011 rising costs of acquiring customers in U.K. (by having more Marketing costs £4216 in 2011 and £3166 in 2010) hotels were masked by strong increases in the average daily rate (ADR) (STR, 2013).

In 2013 UK hotels averaged 81.1 percent of occupancy and 79.57 percent of ADR. By 2014, it had risen to 83.4 percent of occupancy and 83.91 of ADR. RevPAR suffered an 8.5 percent increase, to £64.52 from £70.00 in 2014. Conversely, London Market in 2014 achieved 117.72 percent of RevPAR and 113.06 percent in 2013, that means an increase of 4.1 percent and as we can see less than UK market (STR Global, 2014).

The hotel is within easy walking distance of numerous Underground (subway) stations (Oxford Circus, Tottenham Court Road, and Goodge Street), providing quick and easy travel to and around all areas of London including the City financial district and easy connections to London's Main Line railway stations. Taxis are on hand and numerous bus routes can be accessed on Oxford Street, which is only a brief walk away (The Rathbone Hotel, 2014).

The hotel offers 72 En-suite Guest Bedrooms (including 3 Suites and 1 Studio Suite) (Figure 3). It has a breakfast Room on the first floor, which seats 42 covers in one sitting, a Bar and Lounge, also open to the public within permitted hours, a dining room, 24 Hour Room Service available also to Non-residents within permitted hours and a meeting facilities for up to 12 delegates boardroom style (The Rathbone Hotel, 2013a).

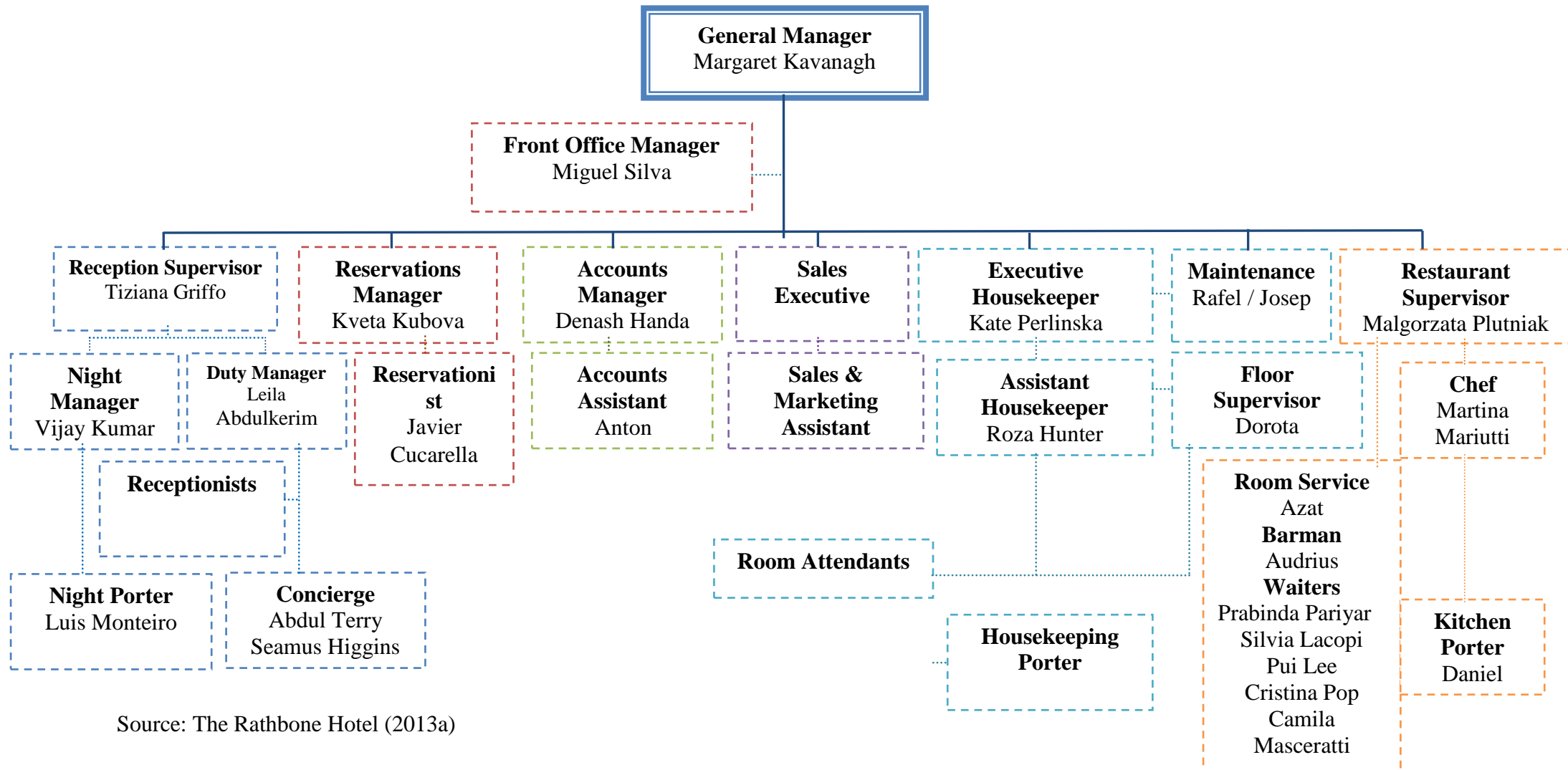
### 2.3 Organisational Structure

The Carnarvon Group Ltd. is a Family owned company, with three company directors, third generation hoteliers who own and operate three properties in the United Kingdom with Head Office base in Camden, London (Figure 2) (The Rathbone Hotel, 2013a):

- **The Rathbone Hotel** located in Westminster, Central London
- **The Collingham Apartments** located in Kensington, London
- **The Winchester Hotel & Spa** located in Winchester

The Rathbone Hotel is creative and has an eye for detail however this does not come from only one person but from all members of the team. Being a leader in the industry, we must be innovative, creative, intelligent, motivated and professional but above all we must be able to work as a team. Rathbone Hotel is committed to providing the highest possible quality of service to all clients and staff through supporting and contributing to hotel quality initiatives.

All employees are expected at all times to provide a professional service and to treat those with whom they come into contact in a courteous and respectful manner. This applies to all members of the public and of course your co-workers. The team (Figure 1) currently make up five main departments: Front Office, Reservations, Food & Beverage, Housekeeping & Maintenance and Accounts (The Rathbone Hotel, 2013a).



Source: The Rathbone Hotel (2013a)

Figure 1 - The Rathbone Hotel organigram

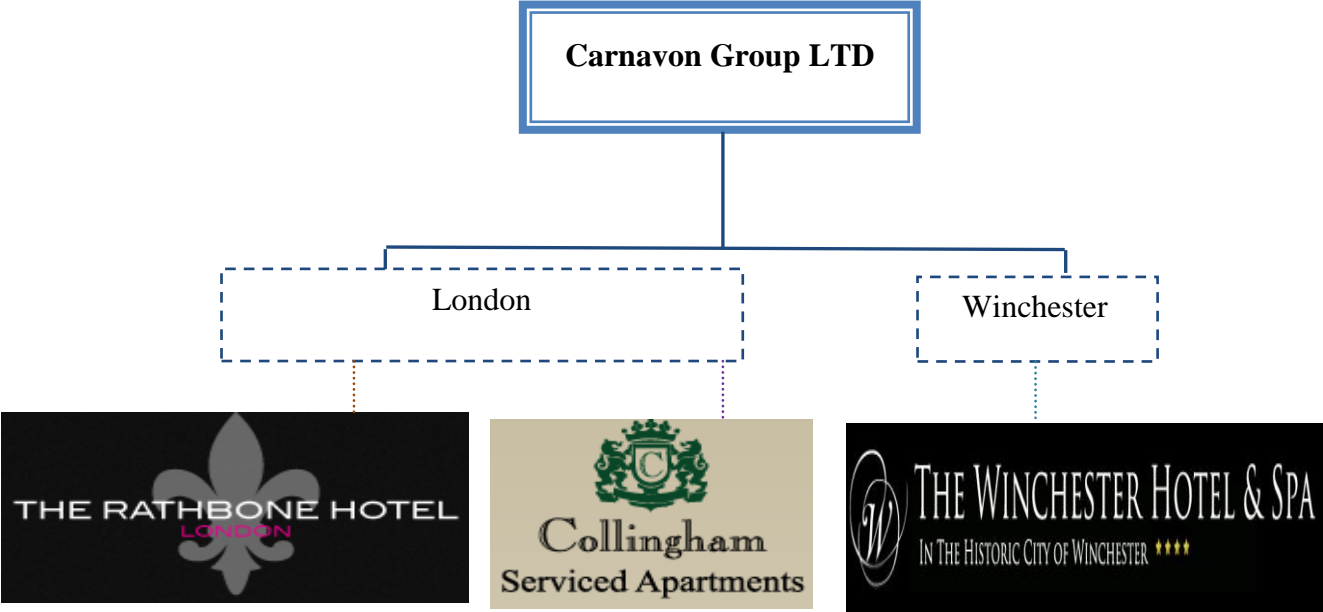


Figure 2 - Carnavon Group LTD organigram

Source: The Rathbone Hotel (2013a)

## 2.4 Internal and External Analysis

SWOT Analysis can be used to evaluate the Strengths, Weakness, Opportunities and Threats related with an organisation. This kind of analysis is typically presented in the form of a matrix, as we can see above (Hay & Castilla, 2006).

Strengths, Weakness, Opportunities and Threats are defined based on the following criteria: Strengths are internal attributes of the organisation that are helpful to the achievement of the objective, conversely Weaknesses are internal attributes of the organisation that are harmful to the achievement of the objective, opportunities are external conditions that are helpful to the achievement of the objective and finally Threats are external conditions that are harmful to the achievement of the objective (Hay & Castilla, 2006).

The following analysis (Table 1), developed by the author, presents the current state of The Rathbone Hotel which combines the strengths, the weaknesses, the opportunities and the threats.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>▪ Location – For Business &amp; Leisure</li> <li>▪ Unique independent hotel in this area</li> <li>▪ Restaurant Club</li> <li>▪ Friendly/ helpful staff</li> <li>▪ Executive &amp; Club rooms</li> <li>▪ Frequent Visitor program</li> <li>▪ Rathbone regular guests – loyalty</li> <li>▪ Luxury but welcoming Hotel entrance</li> <li>▪ Breakfast quality</li> </ul>	<ul style="list-style-type: none"> <li>▪ Tired rooms</li> <li>▪ Extremely old lounge carpet</li> <li>▪ Small dated TVs</li> <li>▪ No mini bar/fridge in rooms</li> <li>▪ No booker loyalty program</li> <li>▪ No meeting room basis equipment</li> <li>▪ No restaurant</li> <li>▪ No gym / leisure centre</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>▪ Possible refurbishment</li> <li>▪ A booker loyalty program</li> <li>▪ Optimise use of the Website</li> <li>▪ Develop e-commerce for online exposure</li> <li>▪ Key local partnerships in Media &amp; Fashion</li> <li>▪ Environment</li> </ul>	<ul style="list-style-type: none"> <li>▪ London’s economic boom slowing down</li> <li>▪ Competition on price point</li> <li>▪ Stagnated growth</li> </ul>

Table 1: The Rathbone Hotel SWOT Analysis

Source: The author; The Rathbone Hotel (2013a)

In the SWOT analysis in Table 1, these factors that are classified as threats and weaknesses should be worked to be improved. It was observed in the Weaknesses tired rooms, old lounge carpet, small dated TVs, no mini bar in rooms, no restaurant, no gym area which are identified as essential for a good image and service. In area of Threats hotel should have special attention in London's economic boom slowing down. Already, in opportunities, the possible refurbishment in order to give a good image should also deserve attention.

## **2.5 Competitive Analysis**

A competitive analysis can be considered a major marketing tool, which enables quick and easy way to compare our product or service with similar ones on the market. To make a competition set it is necessary to have competitors information's like services, profitability, growth pattern, marketing objectives and assumptions, current and past strategies, organisational and cost structure, strengths and weaknesses, and size (in sales) of the competitor's business (Small business Encyclopaedia, 2014)

There is an analysis of The Rathbone competitors (Table 2). These competitors have similar offers, services, strategies and objectives: Melia White House, Raddisson Blu Edwarian Berkshire, Raddisson Blu Edwarian Grafton, The Academy Hotel and MyHotel Bloomsbury. In this Competitive Set Review Score, it analysed the score of the Cleanliness, Comfort, Location, Facilities, Staff and Value for Money performance. The table illustrates the impact of Booking .com and Trip Advisor online Reservations, in this portion of the analyse it presents the review score of consumers consulting reviews at Booking.com(2014) and Trip Advisor(2014) prior to booking a hotel room. As we can see, The Rathbone Hotel (2014) is in second place with 8.2 score points from Booking.com and in fourth place on Trip Advisor (2014) with 357 score points (Booking.com, 2014; Trip Advisor, 2014).

Review Score Competitive Set	Cleaness	Confort	Location	Facilities	Staff	Value for money	Booking Score	Trip Advisor Score
The Rathbone Hotel	8,5	8,1	9,3	7,6	8,6	7,3	8,2	357
Melia White House	8,5	8,2	8,8	8,2	8,2	7,3	8,2	262
Radisson Blu Edwarian Berkshire Hotel	8,1	7,6	9,5	7,3	8,2	6,8	7,6	314
Radisson Blu Edwarian Grafton Hotel	8,7	8	8,8	7,8	8,3	7,1	8,1	359
The Academy Hotel	7,8	7,3	9,1	7	8	6,5	7,6	570
My Hotel Bloomsbury	9,2	8,9	9,4	8,7	9,2	7,7	8,8	335

**Table 2: The Rathbone Competitive Set Review Score**

Source: Booking.com (2014) and Trip Advisor (2014)

Hotels make use of internet to offer their services but also to provide to customers their facilities. The following table (Table 3) identify a detailed an overview of relevant facilities such as outdoor, activities, food and drink, internet, parking and their services. The Rathbone Hotel is the only one that doesn't have a Restaurant and the Wi-Fi is chargeable which can be a Threat (Booking.com, 2014).

Competitive Set	Rooms	Rate	Outdoor	Activities	Food & Beverage	Internet	Parking	Services	General
The Rathbone Hotel	72	4 Star	Bar, Breakfast in the room	No	Bar, Breakfast in the room	Yes - Chargable	No parking available.	Room service, 24-hour front desk, Currency exchange, Tour desk, Ticket service, Luggage storage, Concierge service, Laundry, Dry cleaning, Meeting/banquet facilities, Fax/photocopying	Newspapers, Safety deposit box, Non- smoking rooms, Lift, Non-smoking throughout, Air conditioning
Melia White House	581	4 Star	BBQ facilities, Garden, Terrace	Golf course (within 3 km), Hiking, Fitness centre	Restaurant, Bar, Breakfast in the room, Restaurant (à la carte), Restaurant (buffet), Special diet menus (on request)	Free WiFi	No parking available.	Room service, Packed lunches, Car hire, 24-hour front desk, Express check- in/check-out, Currency exchange, Tour desk, Ticket service, Luggage storage, Concierge service, Babysitting/child services, Laundry, Dry cleaning, Ironing service, Trouser press, Meeting/banquet facilities, Business centre, Fax/photocopying, VIP room facilities, Bridal suite	Newspapers, Safety deposit box, Shops (on site), Non- smoking rooms, Facilities for disabled guests, Lift, Soundproof rooms, Heating, Non- smoking throughout, Designated smoking area

Competitive Set	Rooms	Rate	Outdoor	Activities	Food & Beverage	Internet	Parking	Services	General
Radisson Blu Edwardian Berkshire Hotel	147	4 Star	No	Fitness centre, Massage	Bar, Breakfast in the room, Restaurant (à la carte), Snack bar	Free WiFi	No parking available.	Room service, Car hire, Shuttle service (surcharge), 24-hour front desk, Express check-in/check-out, Currency exchange, Luggage storage, Concierge service, Shared lounge/TV area, Babysitting/child services, Laundry, Dry cleaning, Ironing service, Shoeshine, Meeting/banquet facilities, Business centre, Fax/photocopying, VIP room facilities, Bridal suite	Newspapers, Safety deposit box, Mini- market on site, Non- smoking rooms, Facilities for disabled guests, Lift, Heating, Non- smoking throughout, Designated smoking area
Radisson Blu Edwardian Grafton Hotel	330	4 Star	No	Fitness centre	Restaurant, Bar, Breakfast in the room, Restaurant (à la carte), Special diet menus (on request)	Free WiFi	No parking available.	Room service, Car hire, 24- hour front desk, Express check-in/check-out, Currency exchange, Tour desk, Ticket service, Luggage storage, Concierge service, Laundry, Dry cleaning, Ironing service, Shoeshine, Trouser press, Meeting/banquet facilities, Business centre, Fax/photocopying, Bridal suite	Newspapers, Safety deposit box, Non- smoking rooms, Facilities for disabled guests, Lift, Heating, Non- smoking throughout

Competitive Set	Rooms	Rate	Outdoor	Activities	Food & Beverage	Internet	Parking	Services	General
The Academy Hotel	49	4 Star	Garden	Library	Bar, Breakfast in the room, Special diet menus (on request)	Free WiFi	No parking available.	Room service, 24-hour front desk, Express check-in/check-out, Tour desk, Ticket service, Luggage storage, Concierge service, Laundry, Dry cleaning, Shoeshine, Trouser press, Meeting/banquet facilities, Business centre, Fax/photocopying	Newspapers, Non-smoking rooms, Heating, Non-smoking throughout, Air conditioning, Designated smoking area

Table 3 - The Rathbone Hotel Competitive Set with social media data

Source: <http://www.booking.com/>

## **Chapter 3**

### **Tasks and Activities**

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During my internship at The Rathbone Hotel I have worked on multiple departments, on multiple tasks and multiples activities. The tasks and duties that I have worked on during my internship can be divided into the following 5 work areas: the first responsibility I was assigned on these 12 months of internship period was to assist Housekeeping Department. Secondly, I was allotted the work of F&B (Room Service, Bar and Breakfast), after Accounts, Reservations, Reception and work with the Assistant Manager was the last task I was assigned during my Internship Program.

### **3.1 Standards**

Following are presented the standards for Housekeeping, Room Service, Breakfast, Accounts, Reservations, Reception and Administration departments where I have worked. All of these following standards are based on Hotel Standards Manual (The Rathbone Hotel, 2013b).

#### **3.1.1 Housekeeping Department**

The Housekeeping Department is to always maintain a positive spirit, a ‘can do’ perspective. They should take ownership of a Guest’s request, follow it through to ensure 100% satisfaction and be attentive to every detail of the Guests’ needs. The housekeeping department starts at 07:30hours beginning with cleaning the lobby and the pavement outside the hotel. Room attendants and maintenance start at 08:00hours and finish by 16:30hours. The last bedroom will be cleaned and finished no later than 16:00hours (The Rathbone Hotel, 2013a).

- **Communication with Guest/Guest relations.**

Guests are number one priority and they are to be given attention immediately upon request. Communications with guest procedures are:

- 1) The guest will always be given the right of way and the “10/5 Rule” will apply to all Guests;
- 2) Always volunteer to assist a Guest. If you cannot service the request or do not understand what the Guest is asking.

- 3) Request immediately to the floor supervisor or Housekeeper. Loud talking is not to occur in the guest corridors, public areas, service landing and guestrooms or anywhere within guest hearing;
- 4) All guest requests will be delivered within 15 minutes and guest's questions or complaints will be logged and responded on the same day by the appropriately designated person. It is necessary to be knowledgeable of the Hotel facilities to help us answer potential questions;
- 5) Conversations with guests should never be personal, intrusive or for personal gain. Conversations with Guests should never detract from serving them;
- 6) The Guest's name or room number are never to be given out or the identity of an in-house or arriving guest ever to be confirmed. The telephone is never to be answered in a Guest room. The telephone may be used to place a call for housekeeping department from the guest room but never to place a personal call.

- **Handling Complaints and Angry Guests**

Immediately responding to the Guest is the key to properly handling a guest complaint. If the employee is able to rectify the situation, they are encouraged to do so. The ultimate objective is to turn a negative situation into a positive one by effectively handling the Guest's complaint/comment in an appropriate way. The Handling Complaint and Angry Guest procedures are:

- 1) Recovery is critical. Remember our objective is to strive for a happy guest who would rather write to the Hotel about how effectively their complaint was handled rather than how it was unresolved;
- 2) Do not promise anything you cannot deliver. Avoid making unavailable deals or promises. Act immediately and if confronted by an angry guest in the room because he/she has not received something (e.g. an extra pillow or towels) attend to it right away.
- 3) If the request is something you cannot take care of personally, politely ask if you may use their phone and contact the Supervisor, Executive Housekeeper or Reception;
- 4) Whenever a Guest offers a comment in respect to their stay, preference or special needs, this should be relayed to your Supervisor. It is important that the guest feels that you care. Call the Supervisor or Executive Housekeeper

immediately or write it down. You do not want the guest to think that you do not care.

- **Receiving Room Assignment, Retrieving Keys and Supplies**

It is the responsibility of a Room Attendant to assure possession of hotel keys during a shift and she must keep them secure. The receiving room assignment and retrieving keys and supplies are:

- 1) Have a brief morning meeting with Executive Housekeeper;
- 2) Receive the room assignment from the supervisor;
- 3) Collect your bucket and amenity bag;
- 4) Collect your keys and sign for them;
- 5) Finally open the trolley cupboard on the floor.

- **Entering a Guest Room**

Entering a guest room procedures are:

- 1) Knock on the door or ring the doorbell two times;
- 2) Announce “Housekeeping” and count to six;
- 3) All Room Attendants will hold the door open in the room with their bucket or vacuum cleaner and remove it upon completion of cleaning the room;
- 4) A Guest room displaying a “Do Not Disturb” sign the room attendant will not disturb the Guest. Should a “Do Not Disturb” card still be displayed after 2pm, notify the Supervisor;
- 5) Lastly, should the Guest enter while the room is being cleaned, they are to be asked what time they would like the service or if it is acceptable to continue to clean the room.

- **Cleaning a Guest Bedroom**

The Room Attendant will ensure that each room is cleaned and supplied with all amenities as specified by the Head Housekeeper. This also means that the room is in good repair, free of dust, hair and smudges.

- **Stripping a Guest Room**

Stripping a guest room procedures are:

- 1) Open the curtains remove all linen and dirty towels and take them to the trolley;

- 2) Report to your Supervisor any missing items in the room (soap dish, bathrobe, glass, facecloth etc.);
- 3) After the dirty linen is removed, all rubbish should be removed. 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;
- 4) Toiletries should be put in the recycle box in the Housekeeping office;
- 5) After the room is stripped collect clean linen and start to clean the room. If you discover damaged linen please make sure you fold it or tie a knot and place it on a side of the trolley.

- **Clean Furniture and Fixtures**

Clean Furniture and fixtures procedures are:

- 1) Chairs, coffee tables, bedside tables, desks etc. need to be dusted and free of marks/stain (rungs, legs and back included) and properly place;
- 2) Desk and bureau drawers clean and with the correct guest supplies;
- 3) Wardrobe doors and drawers need to be clean and must open easily, the laundry bags, laundry lists, blankets; luggage racks need to be carefully placed in the wardrobe. Wardrobe shelves and inside cupboard areas need to be dust free and clean and all hangers in closet must be in a good condition.
- 4) Ensure the trouser press is clean and dust free and ensure that dial is in the 'off' position, check if the dial activates by turning it or pressing the 'on' button;
- 5) Kettle needs to be empty and clean and free from any scale deposits;
- 6) Cups, saucers and glasses must be washed and sanitised;
- 7) All magazines need to be clean and in good condition. TV sets and iPod decks (including remote controls) need to be clean and dust free;
- 8) All lamps work, including fixtures, shades and bulbs need to be clean and dust free. Lamp shades straight and seams turned so they are not visible to the guest;
- 9) Mirror and frame clean and dust free;
- 10) Wastebaskets need to be empty and clean (to avoid cuts and injuries associated with the above never place your hands inside a wastebasket in case of sharp objects e.g. needles or broken glass);
- 11) Telephones clean and handsets wiped and finally tops of pictures to be dusted.

- **Making the Bed**

All beds are to be made consistently and up to the Rathbone Hotel standard. Making the bed procedures are:

- 1) Check the mattress protector, blanket, and duvet for stains and hair. If it needs to be replaced ask the supervisor;
- 2) Using the hospital corner, put on the sheet making sure that all sides are even and tucked in firmly;
- 3) Place the duvet in the duvet cover;
- 4) Place the blanket on top of the duvet making sure it is even on all sides and fold the top of the duvet cover;
- 5) First place the plain pillows and then the oxford pillows on top.

- **Cleaning the Bathroom**

Cleaning the Bathroom procedures are:

- 1) Mirrors must be clean and smear free;
- 2) Basins must be clean and shiny with no watermarks;
- 3) Towel racks clean, dust free and polished, with towels folded neatly. Towels must be free of any stains or tears and heating system to be in good working
- 4) Sink plug holes must be clean and free of hair, etc.;
- 5) Toilet bowl must be clean and free from odours and limescale deposits;
- 6) Bathtub must be clean and free from any lime scale deposits and must be shiny and draining stopper must be clean and free from hair;
- 7) All light bulbs and spotlights must be in good working order;
- 8) Showerhead must be clean, shiny and free of lime scale and be in a good working condition;
- 9) Tiles must be clean and gleaming and tile grouting must be clean, white and mildew free;
- 10) Shower door must be clean and free of any water spots and air vents to be clean and dust free, report to maintenance if it is not so;
- 11) Floor needs to be vacuumed daily, in all corners and then wiped down with a damp cloth;
- 12) Pedal bin must be empty and clean both inside and outside and smear free;
- 13) Soap dish in the shower area must be clean, shiny and free from soap residue or water;
- 14) Glasses must be clean, free from watermarks and in a good condition.

- **Replenishing Amenities and Supplies**

The Room Attendant will ensure that each room is clean and supplied with all amenities as specified by the Head Housekeeper. Replenishing Amenities and Supplies procedures are:

- 1) The Room Attendant will ensure that each room is clean and supplied with all amenities as specified by the Rathbone Hotel Standards:
  - a. Each bathroom should have: Shampoo (Executive, Club rooms and Suites x2), Bath and shower gel (Executive, Club rooms and Suites x2), Hand and body lotion (Executive, Club rooms and Suites x2), Face cloths x2 (except single rooms), Hand soap x2 (except Executive, Club rooms and Suites x1), Bath towels x2 (except single rooms), Hand towels x2 (except single rooms), Bath mat x1, Toilet paper x1, Box of tissues x1, Glasses with coasters x2 (except single rooms);
  - b. Each wardrobe should have: Hangers x5 in double rooms and x4 in single rooms, Bathrobe x2 in Executive rooms only, Pairs of slippers x2 in Executive, Club rooms and Suites only, Laundry list and bag x1, Luggage rack, Trouser press;
  - c. In the drawers there should be: Bible and Hairdryer;
  - d. The Tea and coffee tray should have :Cups x2, Saucers x2, Tea spoons x2,Biscuits x2, Tea bags x2, Milk portions x6, White and Brown sugar and Sweetener x3, Water bottles x2, Water glasses with coasters x2;
  - e. And finally by each telephone: Note pad and pencil x1.

Following (Figure 3) is presented the room chart of The Rathbone Hotel.

213 Exec Twin 313 413 513 Exec Double	212 STD Twin 312 412 512 STD Double	211 STD Twin 311 411 511 STD Double	210 STD Twin 310 410 510 STD Double	209 STD Twin 309 Club 409 509 STD Double	208 Exec Twin 308 Club 408 Exec Double 508 STD Double	203 303 403 Suite 503 Studio	
214 314 414 Junior Double 514 Single							
215 315 415 515 Single	**** GUEST LIFT ****		**** GUEST STAIRS ****	207 307 407 507 Single	206 306 406 506 STD Double	305 STD Double 205 405 505 STD Twin	204 304 404 504 STD Double
216 316 416 Exec Double 516 Exec Twin	217 317 417 517 Single					201 301 401 501 Junior Double	202 302 402 502 Junior Double
	218 318 418 518 Junior Double						
**** STAFF STAIRS ****	**** STAFF LIFT ****					**** GUEST STAIRS ****	

Figure 3- The Rathbone Hotel Room Chart

Source: The Rathbone Hotel (2013a)

### 3.1.2 Room Service and Bar departments

The Rathbone Hotel Food and Beverage department is separate within Room service, Bar and Breakfast. Following are presented the standards of Room Service and bar.

#### 3.1.2.1 Room Service

In Room Service, The Rathbone Hotel provides food and beverages for guests and for the hotel it's an opportunity to continue to be profitable. Here are the standards for room service.

- **Opening and closing Room Service**

The objective of this opening is to make sure the R/S work area is fully prepared for our shift and we have all information needed to run a smooth service. Closing procedure is to double check you left the work area tidy and in order for the next person to arrive.

Opening procedures and closing procedures are as follows:

- 1) Opening procedures:
  - a. Wash your hands;
  - b. Approach supervisor to receive handover from morning shift;
  - c. Read Duty Manager diary and Black Book for any messages for your shift;
  - d. Ask reception to print 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 Night Porter verbally;
- e. Leave important notes in Black Book.

- **Taking room service orders**

The objective is to take room service orders and serve guests in a pleasant and timely manner at all times in order to ensure smooth operation. Taking room service orders procedures are as follows:

- 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) We need to be familiar with the menu, if we don't understand any words or items ask;
- 4) Write down orders in full details properly, 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) Inform the guest of the delivery time by saying politely:
  - a. *“Your order will be delivered within 30 minutes, Guest Name”*;
- 8) Thank the guest for giving the order by saying:
  - a. *“Thank you, Guest Name for ordering Room Service”*;
- 9) Let guest hang up first;
- 10) If there is a delay to deliver the order, we need to call the guest back, apologise and inform about 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 Time of Delay minutes. I apologise for any inconvenience”*.

- **Room Service Delivery**

The objective of Room Service delivery is to deliver a correct order to the guest room in accordance with the set standards and policy of this hotel. Room service delivery procedures are:

- 1) Before delivery to the room, we need to verify that food is served at the right temperature, hot food is served hot and cold food is served cold;
- 2) To deliver room service we always use staff lift and knock on the door or ring 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 guest where to place the tray by saying:
  - a. *“Where would you like to place your tray Guest Name?”*
- 5) Check the order to confirm with the guest to ensure accuracy;
- 6) Recommend the guest of the removal methods of the tray after food is being delivered by saying:
  - a. *“Please call Room Service when you would like your tray to be collected Guest Name”*;
- 7) Obtain 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.

- **Room service courtesy call**

The objective of this is to present the best service towards the guest and to implement more effective control over room service tray collection. Room service courtesy call procedures are:

- 1) Whenever doing a room service, we need to record it on the tray collection form that is situated on the wall:
  - a. When delivering the room service, 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 instruction below:
    - i. *“Good morning/afternoon/evening Mr/Ms/Mrs (guest last name), how was the (menu item)?”* (We always need to take the guest 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 to put the tray outside the room for later collection);
  - b. Whenever a guest chooses not to have the tray collected, this information have 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 his/her supervisor/duty manager.

- **Room service fridge and freezer**

The objective is to clearly explain how to maintain the fridge and freezer in an organized manner Room service fridge and freezer procedures are:

- 1) Room Service Fridge:
  - a. All items in the R/S fridge should be stored according to the Room Service Fridge Record Sheet;

- b. All products have to be individually wrapped/boxed and labelled according to Food Labelling Procedure;
  - c. Fridge has to be checked daily by removing and opening each product;
  - d. Make sure different types of food are separated by section e.g. meat, cheese, vegetable;
  - e. Always ensure you follow the food rotation policy in the fridge-FirstInFirstOut (FIFO);
  - f. Fridge has to be deep cleaned every week by the Kitchen Porter but everyone who uses this fridge (Night Porter, Waitresses) has a duty to clean as they go and keep it organized at all times;
- 2) Room Service Freezer:
- a. Items in the freezer have to be stored according to Room Service Freezer Record Sheet;
  - b. All products have to be individually wrapped/boxed and labelled according to Food Labelling Procedure;
  - c. Freezer has to be checked daily by Chef and restocked if needed;
  - d. Make sure the different types of food are separated, meats, cheeses, vegetables;
  - e. Always remember about food rotation in the freezer – FIFO;
  - f. Freezer has to be deep cleaned once a month by the Kitchen Porter but everyone who comes in contact with this freezer has a duty to clean after themselves and keep it organized at all the times;
- 3) Temperature of fridge and freezer has to be checked twice a day and recorded in the Current Week Temperature Folder. This is the responsibility of the Chef in the morning and the Room Service Staff in the evening.

- **Food labelling procedure**

The objective is it is to maintain correct rotational procedures and to ensure the fridges and freezers are always stocked with only the freshest ingredients. Food labelling procedures are:

- 1) Fridges:
  - a. Every single product in the fridge has to be wrapped with cling film or boxed;

- b. Labels have to be filled in by the person responsible for food item i.e. chef, waiter/ess, kitchen porter;
  - c. Food can only be stored in the fridge for maximum of 2 days from the production date;
  - d. It is the responsibility of the chef to ensure labels are changed accordingly every 2 days;
- 2) Freezers:
- a. Every product inside the freezers has to be wrapped with cling film or boxed individually and must contain the following information on each label: item, name, quantity, date and “use by”;
  - b. Labels have to be filled in by the person responsible for the food item i.e. chef, waiter/ess, kitchen porter, night porter;
  - c. Food can be kept in the freezers for maximum of 3 months from the production or delivery day;
- 3) Golden rule: If you defrost something, never refreeze it again.

- **FIFO**

The objective is to store ingredients in a rotational manner, to prevent contamination of ingredients and food freezing and to ensure all our food items retain their freshness and quality. FIFO procedures are:

- 1) All products will be rotated based on “Use By” date on the product;
- 2) Pay attention to food product shelf- life and use-by dates or labels;
- 3) Place newest items at the back of the shelf;
- 4) Slide older items forward;
- 5) Any open items should be used first, as long as they are still fresh;
- 6) Following this rule, known as FIFO, ensures proper product rotation for the freshest and safest inventory possible.

- **Set Up Meeting room**

Set up meeting room procedures are:

- 1) When meeting room is not in use have to be set up for 12 delegates. The function sheet must be verified if the meeting it is for 12 delegates or less. Every delegate has to have pad with one pencil place in the middle of a paper with name and the number of the Hotel visible;

- 2) Glasses in the meeting room have to be polished the middle of the table and has to be one still water and one sparkling water;
- 3) Extra glasses and cutlery cannot be stored in the meeting room cupboard, if you need to replace them, first take dirty ones and later bring clean ones from the still room;
- 4) If is less than 12 delegates all spare glasses and cutlery have to be removed from meeting room and take to the still room;
- 5) All cleaning products have to be in the Kitchen cupboard, never inside the meeting room.

### **3.1.2.2 Bar**

The bar of The Rathbone Hotel provides bar service and lobby service for guests in house and guests from outside. There are the standards for the bar.

- **Opening & Closing Bar**

The objective is to make sure the Bar area is fully prepared for our shift and we have all information needed to run a smooth service. At the close, double check if we left the work area tidy and in order for the next person to arrive. Opening and closing bar procedures are:

- 1) Opening procedure:
  - a. Wash our hands;
  - b. Approach Supervisor to receive handover from morning shift;
  - c. Read Duty Manager diary and Black Book for any messages for your shift;
  - d. Ask reception to print following reports:
    - i. In House Guest with comments;
    - ii. Arrivals with comments;
    - iii. No Post report;
  - e. Count money in the till (should be £50);
  - f. Check bar and lounge furniture cleanliness. Check if bar area and Lobby is clean and tidy. Wash any dirty glasses, cups etc.;
  - g. Prepare the Bar with: Clean trays, Glass cloths, Napkins, Ice, Tea, Coffee, Biscuits, Milk, Sliced lemon/lime, Fruit etc.;
  - h. Prepare the bar restock;

- i. Prepare with the supervisor the Soho wines orders;
  - j. Polish all glasses and wipe clean all surfaces with sanitizer;
  - k. Make sure music is on and music must be playing at all times in the lobby;
  - l. Check all cutlery and crockery cleanliness;
  - m. Clean all serving trays;
  - n. Prepare 5 sets of cutlery, 2 sets of salt & pepper and keep in the back area of the bar;
  - o. Check fridges for any expired products and FIFO procedures are being followed;
  - p. Attend to any guests in the lobby. Always offer nuts with their drink. Keep an eye on all guests and offer more drinks before they finish;
  - q. 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 i.e. iron/boards etc.;
- 2) Closing procedures:
- a. Cover all food items in the bar and put labels;
  - b. Clean coffee machine (twice a week with chemicals);
  - c. Clean all polish all dirty glasses before you leave;
  - d. Empty bins and replace them with new bags. Throw rubbish to the containers located next to the housekeeping office;
  - e. Check and clean tray under the fridge;
  - f. Clean all tables, bar counter and back area of the bar;
  - g. Place dirty glass clothes in the ground floor cupboard;
  - h. Sweep and mop floor behind the bar;
  - i. Handover to Night Porter verbally;
  - j. Leave important notes in the Black Book.

- **Lobby Service**

The objective of is to ensure our level of service given to the guest is consistent, up to our standards and always exceeding guest expectations. Lobby service procedures are:

- 1) Welcome the guest:
  - a. Greet the guest in a professional manner, making eye contact, smiling and courteous;

- b. Allow the guests some time to adjust, settle down and relax, watch your body language if they are in a hurry they may want to order quickly, use your discretion to read the situation, however do not leave it more than 2 minutes before you approach them.
- 2) Menu presentation:
    - a. Check menu is in a good condition with no food stain, clean, no pen or pencil marks;
    - b. Open menu on the Cocktail of the month page and offer to the guests from the right hand side of the guest;
    - c. Bend your body a little and present the open menu in front of the guest by saying: *“Excuse me Guest Name (if possible) or Sir/Madam here is our menu”*;
    - d. Recommend Cocktail of the month to the guest (make sure we are always aware of ingredients and method of preparation to be able explain to the guest).
  - 3) Always Remember:
    - a. Always deal with guest 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.

- **Lobby Food Service**

The objective of is to serve food in an elegant way, in professional manner in accordance with the set standards of the hotel. Lobby food service procedures are:

- 1) Taking orders:
  - a. Approach table with the smile;
  - b. If guest look undecided offer help with selecting menu item (make sure we 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 cutlery set in the linen napkin according to the guest 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 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.

The following image presents The Rathbone Hotel Lobby and Bar Diagram (Figure 4).

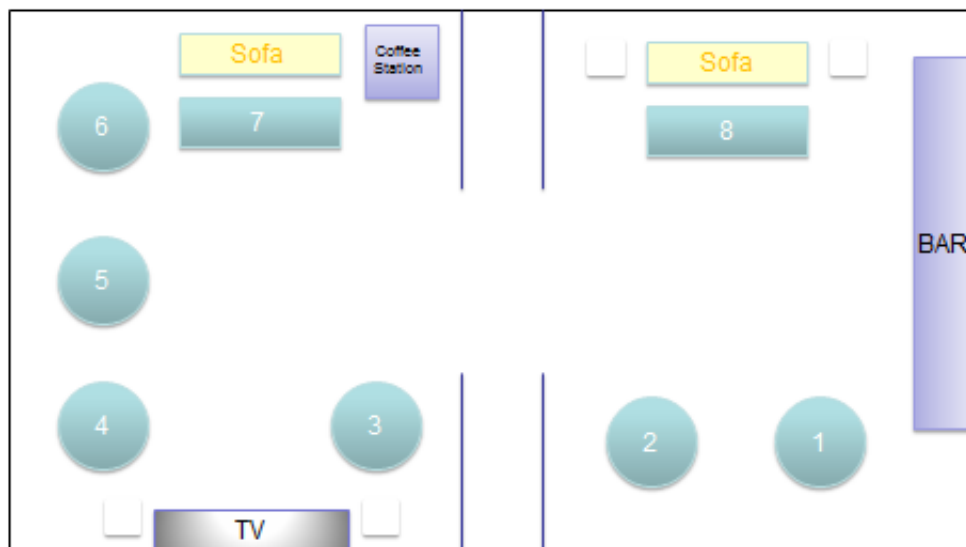


Figure 4- The Rathbone Hotel Lobby and Bar Diagram

Source: The Rathbone Hotel (2013b)

- **Bar and Room Service Payments**

Bar and room service payments procedures are:

- 1) Credit/Debit card transactions:

- a. Any transaction that is paid by credit/debit card, the procedure remains the same, take reception's pdq machine to receive payment and give the docket with the slip to be posted by reception;
- 2) Cash transactions:
- a. Receive payment and fill docket with the designation and price of products;
  - b. If change is needed, use Bar Float;
  - c. Use only one docket for all the cash transactions (if possible);
  - d. Keep the receipts in the Bar float safe box;
  - 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 posted;
- 3) Room Charges
- a. We 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 product designation, name, room number and price and ask 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 posted.

### **3.1.3 Breakfast Department**

The Rathbone Hotel offers Breakfast service for the guest in house and for guests from outside as well. Breakfast room is located on the first floor and has 20 tables, as we can see below (Figure 8). There are the standards of Breakfast:

- **Breakfast waiter service**

The objective of Breakfast Waiter Service is to ensure service given to the guest is constant, consistent and up to our high standards of quality; think 5\* service. We are always aiming to exceed guest expectations. Breakfast waiter service procedures are:

- 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, i.e. 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 is 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.

- **Opening Breakfast**

The objective of the breakfast opening is to ensure that the breakfast room is fully set up and up to our quality standards; regarding cleanliness, presentation and environment; before starting the service. Opening breakfast procedures are:

- 1) Lights, music, AC and toaster:
  - a. Switch on all lights and ensure all are working and in good condition, if any irregularities inform 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 buffet according to the “Breakfast Preparation”;
  - b. Turn on buffet display, switch located under cold buffet in cupboard;
- 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 finger prints 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. Open breakfast door at 7am;

- **Set up Buffet Sections**

The objective of breakfast buffet set up procedure is to ensure buffet tables are set according to the standards we expect every single day. Set up buffet sections procedures are:

- 1) Right hand side (dry buffet) (Figure 5):
  - a. Top:
    - i. Jugs of fruit juices (1 of each, orange, cranberry and apple);
    - ii. Jug of semi- skimmed milk;
    - iii. Water (still and sparkling);

- iv. 10 glasses;
- v. Ice bucket with ice;
- b. Bottom:
  - i. Bowls of cereals (Special K, Bran Flakes, Cornflakes, Muesli)- wooden spoons;
  - ii. Weetabix(24)
  - iii. Preserves (marmalade, strawberry, blackcurrant, raspberry and honey);
  - iv. Bowls of toppings (raisings, granola, banana chips etc.)-mini silver ladles;
  - v. 2 breads (Multicereals and White bread)- wooden board and bread knife;



Figure 5- Right hand side dry buffet

Source: The Rathbone Hotel (2013b)

2) Left hand side (cold buffet) (Figure 6):

- a. Top:
  - i. Butter Croissants
  - ii. Pastries (Danish selection and chocolate twist)
  - iii. Fresh fruit basket
  - iv. Honey pourer
  - v. Brown sugar
- b. Bottom:
  - i. Natural yogurt
  - ii. Fruit compote

- iii. Fresh melon
- iv. Prunes
- v. Grapefruits segments
- vi. Meat plate (ham, salami)
- vii. Cheese plate (Brie, Emmental and Cheddar)
- viii. Fruit salad
- ix. 3 fruit compote yogurt
- x. Individual cheese portion (BabyBell, Boursin Garlic & Herb)
- xi. Square buffet plates- 1 stack of 20
- xii. Cereal bowls- 2 stack of 15



Figure 6- Right hand side cold buffet

Source: The Rathbone Hotel (2013b)

- **Setting Tables**

To ensure we maintain consistent service across our dining room presentation. Setting table's procedures are:

- 1) Left hand side of the table:
  - a. Side plate with the butter knife halfway the right hand side of it(cutting edge has to be directed to the left hand side);
  - b. Paper napkin folded in half with fork, knife and spoon (in this order) on top;
- 2) Centre of the table:
  - a. Sugar pot with teaspoon directed inside the table;
  - b. Menu, salt and pepper on the opposite side to the sugar pot;
  - c. Butter in the centre of the table diagonally;
- 3) Right hand side of the table:

- a. Teacup with saucer and teaspoon (teacup grip facing right and teaspoon behind the teacup with the handle pointing right);
  - b. Put water glass diagonally to saucer about 2cm left (always touch only bottom of the glass, do not leave any fingerprints);
- 4) See picture below for reference (Figure 7):



Figure 7- Set up table

Source: The Rathbone Hotel (2013b)

- **During breakfast**

During Breakfast procedures are:

- 1) Always stick to your own section unless otherwise instructed by the Supervisor;
- 2) Welcome guests within 15 seconds of arrival by saying: “*Good morning Madam/Sir, how are you today?*”;
- 3) Escort customer to their table. Always keep a balance between sections. Offer tea/coffee/juice. Ask if they would like any toast;
- 4) Offer cooked items from the Menu. Check breakfast status (English Breakfast/Continental Breakfast) if ordered and inform the host;
- 5) During Service ensure you refill coffee and tea for the guests and remove any dirty plates from the tables. Clean and set up tables immediately when guests depart;
- 6) During breakfast replenish buffet (swap items without leaving the buffet empty). Make sure it is always full and tidy;
- 7) Setting tables during the service:
  - 7.1 Remove all dirty cutlery, crockery and napkins (salt, pepper, sugar and menu as well if dirty) and take them to the kitchen (always use a tray);
  - 7.2 Wipe table thoroughly with blue cloth sprayed with cleaner product. Always use a tray and wipe crumbs to tray;

7.3 Move menu, salt and pepper and sugar pot to make sure table is clean everywhere;

7.4 Check chairs and sofas and remove any breadcrumbs (clean if dirty);

7.5 Set the table according to the Setting table procedure;

7.6 Place butter in the middle of the table.

- **Closing Breakfast**

The objective of the breakfast closing procedure is to ensure that the breakfast room is cleaned thoroughly, that items are stored away correctly and that the room presentation is ready for the next breakfast shift. Closing breakfast procedures are:

1) Tables:

- 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;
- Wipe menus, sugar pots, salt and pepper and make sure they are free from stains and damage free and are fill with appropriate contents and take time to fill up sugar pots or salt/pepper if needed;
- Make sure tables are set up fully clean and according to the standards;
- Turn cups and glasses upside down;

2) Buffet:

- Switch off buffet display located under the cupboard;
- Remove fruit salad, fruit basket, croissants, pastries, cheese and meat platter and bread and leave on the bench for chefs attention;
- Store dry buffet items in the cupboard below the buffet (always seal with cling film);
- Remaining cold food, store in the breakfast fridge in appropriate containers and label;
- Take out all ice left over and put in bucket and lift up metal tray by handles on each end;
- Lean metal tray up against pillar and dry with napkin;
- Roll napkin and use it to move and drain water down the pipe. Dry area with napkin;
- 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 is 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 according to Daily preparation list (See Annex 1)
  - c. Prepare trolley for "mise en place";
- 5) Lights and Air Conditioner:
  - a. Switch off lights except chandeliers and corridors.

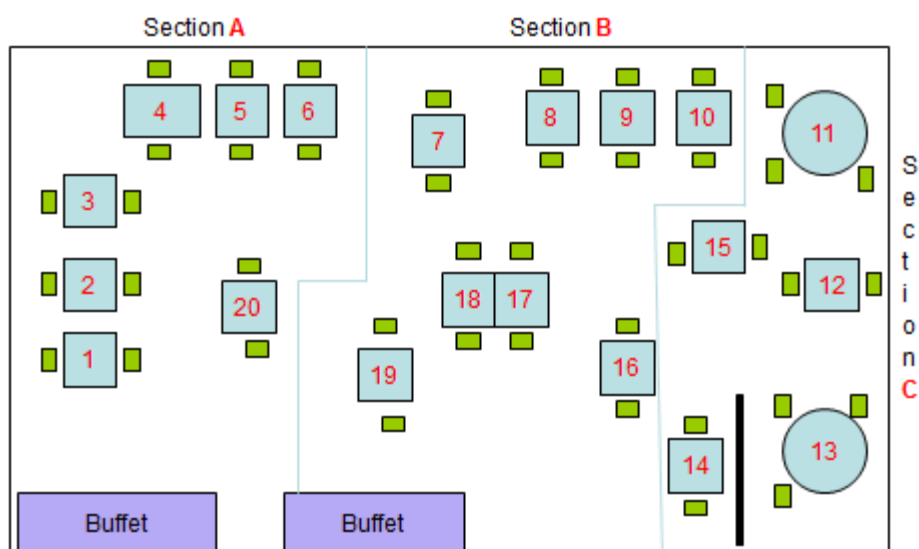


Figure 8 - Breakfast Room Diagram

Source: The Rathbone Hotel (2013b)

### **3.1.4 Accounts Department**

At The Rathbone Hotel accounting department combines all staff and all departments. It's relational with reports, banking and financial statements. Responsibilities are also accounts receivable, accounts payable and payroll preparation.

- **Purchase requisitions and Purchase orders**

It is the policy of The Rathbone Hotel to require the issuance of an approved purchase order prior to ordering any goods or services for the hotel. The only exceptions to this policy are consumable food and beverage items, items for which an approved check request has been issued in advance of the purchase. The procedures below assume a paper Purchase Order (PO) system.

- 1) After determining if funds are available for the purchase of goods or services, a Purchase Requisition (PR) is completed by the person requesting the purchase. A PR details the information necessary to make a purchasing decision as follows:
  - a. Vendor information including name, address and phone or e-mail contact information;
  - b. Quantity, unit price, extended price of units. Cost of unit, sales tax and the total cost of this purchase;
  - c. Reason for purchase;
  - d. Only the General Manager has to approve purchases;
- 2) The PR is routed for approval as follows:
  - a. Department Manager may purchase goods or services;
  - b. General Manager must approve all departmental requisitions;
- 3) If the PR is approved, a number is assigned to the requisition, at which point the requisition becomes a PO. The PO is simply a PR that is fully signed and is assigned a Purchase Order Number.

- **Credit policy and direct billing authorization**

Hotel Clients interested in establishing a direct billing relationship with the hotel must comply with the minimums, limitations and procedures set forth in this policy. Credit policy and direct billing authorization procedures are:

- 1) The method of payment must be addressed in the initial sales phase and the method of payment must be agreed to in the final sales contract;

- 2) For groups where payment in advance is required by policy, it is the booking Reservations Manager's responsibility to communicate this policy requirement to the client during initial phase of the sales process;
- 3) The booking Reservations Manager must ensure that full payment is received 5 days prior to the start of the check-in. This may be in the form of cash, credit card or company/personal check;
- 4) Bookings may be paid by credit card upon completion of a credit card authorization form and must include copy of the front and back of the card. The credit card authorization must include an estimate of anticipated charges.

- **Individual Cashiers Procedures**

Each individual cashier is responsible to secure a witness and perform a drop of their cash, checks and vouchers into the hotel's banking back immediately following their work shift, and to verify that the deposit has fallen safely into the drop safe. The Accountant is responsible for properly retrieving daily deposits that are dropped by cashiers. Individual cashiers procedures are:

- 1) Once a cashier has counted their cash and checks that they are going to deposit (drop) at the end of their shift, they are responsible to prepare a Cashier's Report envelope listing the contents and total amount of cash to be dropped;
- 2) The cashier is to secure a witness before the drop can be made;
- 3) In the presence of the witness, the cashier is to list their name, department, time and amount of their deposit on the "Daily Banking". The cashier then places the deposit envelope in the drop safe, and obtains the witness signature on the "Daily Banking Sheet";
- 4) Cashiers should never drop their deposit simultaneously with other individuals making a deposit. This has the potential to cause confusion during the drop process;

- **Daily Banking**

The banking's bags must be opened and should be inside the shift cash reports and money. Count the banking bags for the day and count the number of witnessed drops that appear on the Daily Deposit.

- **Purchasing Procedures and Controls**

Purchasing and controls procedures are:

- 1) All purchasing policy and procedure guidelines are to be followed in accordance with Purchase Requisitions (PR) and Purchase Orders (PO);
- 2) Any changes made to beverage staff, including wine, liquor or beer menu changes that affect beverage inventory must be approved by the General Manager, Food and Beverage Manager or Account Manager;
- 3) Prior to stocking supplies related to any menu changes, a plan for the dissolution of old stock must be presented by the Food and Beverage Manager to the General Manager and Account Manager for approval;
- 4) Prior to placing orders with beverage vendors, any adjustments for special event beverage sales such as New Year's Eve, weddings, etc., must be considered and the purchase adjusted accordingly;
- 5) Purchase quantities should be adjusted to take advantage of any vendor discounts or special promotions being offered, after approval by the Food and Beverage Manager;

- **Receiving Procedures and Controls:**

All beverage product received must be received by an approved Manager/Supervisor.

Receiving and controls procedures are:

- 1) As items are received they must be checked as follows:
  - a. Each item must match the ordered specification with regard to brand and size of container;
  - b. Each item must be verified to the quantity ordered;
  - c. Each item must be verified to the invoice;
  - d. Items purchased by quantity per case must be verified to the case received.

### **3.1.5 Reservations and Revenue Management Departments**

#### **3.1.5.1 Reservations**

Developing and making a reservation with respect, national reservation system, fax and telephone manner of personnel handling reservations, cancellations, accommodation availability, complimentary services and products, and general information.

- **Receiving a Reservation enquiry**

Receiving a reservation enquiry procedures are:

- 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.

- **Regular Guests, Special Requests & Pre-register bookings**

Regular guests, special requests and pre-register bookings procedures are:

- 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.

- **Pre –Allocation of Rooms**

Pre-Allocation of rooms procedures are:

- 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.

- **Billing Instructions**

Billing instructions procedures below must be used when entering a booking:

- 1) RO, £... excl VAT, own acc on dep - The rate does not include breakfast, is Room Only and the customer needs to settle all charges on departure;
- 2) RO, £... incl VAT, RO pre-paid, own extras on dep - Secret room through LateRooms as 100% non-refundable;
- 3) RO, £.... excl VAT, own extras on dep - The company will settle for Room only and the customer needs to settle any extras;
- 4) RO, £.... excl VAT, BB to comp - own extras on dep - The rate does not include breakfast but the company will settle, including breakfast if taken by the customer;
- 5) RO, £... excl VAT, full acc to comp – The company will pay for all the charges a guest may incur. This invoice needs to be signed by the customer to approve all the charges;

- 6) CB/EB incl, £... incl/excl VAT, own acc/extras on dep – The rate includes Continental/English breakfast;
- 7) RO/BB/All charges to 3<sup>rd</sup> party CCD (credit card) – The Company will pay for all the charges a guest may incur.

- **Making Amendments/Cancellations**

Depending on how a booking was made, amendments will be made differently. Making amendments/cancellations procedures are:

- 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, with the exception of Londontown and Go Voyage.
- 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.

- **Deposits**

Deposit procedures are:

- 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.

- **Profiles**

Profiles procedures are:

- 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.

- **Waiting List**

Waiting list procedures are:

- 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.

- **Cancellation Policy**

Cancellation policy procedures are:

- 1) The general cancellation policy is by 2pm the day prior to arrival;
- 2) Utell's cancellation policy is by 4pm the day prior to arrival;
- 3) Superbreak's cancellation policy is by 11pm the day prior to arrival;
- 4) 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;

- 5) 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.

- **No-Shows/Late Cancellations**

No-shows and late cancellations procedures are:

- 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.

- **Checking the Arrivals list**

Checking arrivals list procedures are:

- 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.

- **Comments for other departments**

Comments for other department's procedures are:

- 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.

- **Preparation of Arrivals Report for Morning Meeting**

Preparations of arrivals reports for morning meeting are:

- 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.

- **Overbooking of Room Types & Upgrades**

Always needs to be approved by a manager. Overbooking of room types and upgrades procedures are:

- 1) Tues/Wed: do not overbook;
- 2) Mon/Thu/Sat: We can overbook a couple of rooms up to 5 days in advance if we have allocation remaining, as we should get some of the allocation back or cancellations. If we do overbook please check the allocations to see what you have, only overbook on singles, JD's and doubles. You would need to sell at a higher rate than normal as we are taking a risk, in case we need to book out;
- 3) Fri/Sun: there is no rule about it as we can have between 5-20 rooms in allocation and most will likely come back especially on Sundays. It is good to over book on these days, however we still need to check the allocations to see

what is coming back and only overbook on singles, JD's and Doubles. Do not sell all the allocation as some agencies could take their allocation;

- 4) On Fridays you need to check the availability is correct for the week-end, taking into consideration rooms that are on allocation and might come back.

- **Conferences**

Conferences procedures are:

- 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.

- **Groups**

Group's procedures are:

- 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.

### **3.1.5.2 Revenue Management**

Revenue management is also treated in the reservations department. For The Rathbone Hotel Revenue Management section is mainly to pick up rooms examining rates controls. There are procedures for revenue management.

- **Selling Chart**

This chart displays the Hotel rates for the entire year and needs to be updated on a daily basis.

- **Free sale Chart**

This chart is used to update the FIT's free sale according to the availability. It must be updated on a daily basis. FIT's should be closed on Tuesdays and Wednesdays to avoid low rates. It is sent on a 3 month basis. This should be emailed out any day that you have made any changes to the following FIT's.

- **Revenue Meeting**

The Revenue Meeting is held once a week on a Tuesday morning, the reports for this meeting are done on Monday. When pulling off the reports they will always run from the previous Tuesday to the Tuesday before you pull off the reports.

Below are the 5 main reports that you will look at every week and the 1 report that we look at, at the complementation of the previous month.

- **Daily Pick up report**

Use the pickup report that was done on the Tuesday morning.

- **Pick up week on week**

Use the information from the pickup report on Tuesday for the month we are in and then for the next 3 months.

- **Pace report**

Pace report procedures are:

- 1) Information for the pace report is pulled off of Opera, using the Forecast Report, we will need to pull off the information on a daily basis for the month that we are in and then for the next 2 months;
- 2) On the Pace report for the month that we are in, you will need to add in the consumed amount of rooms and average room rate, this information can be pulled from the statistics report for that month.
- 3) At the beginning of every month, we will need to take the figures from the stats report from the previous month and update the amount of rooms nights booked for each tariff type; this gives us an idea at the end of the year, which types of bookings we have received more of.

- **Availability Report**

Availability report procedures are:

- 1) We will need to use the reports for the month we are in and then for the next 2 months;
- 2) To obtain the information required for the availability reports you will need to go to Room Availability, enter the dates until the end of month and print;
- 3) We will need to do this for the month we are in and the next 2 months;
- 4) We will then also need to use the months in the selling chart and update the days where the room rates have been amended and room types closed out.

- **Stats and Pick up Report**

Stats and pick up report procedures are:

- 1) Print out a copy for the Pickup reports file in the back office and then email the pickup out to the General Manager, Sales, Reservations, Revenue, Accounts and Reception.

- **Selling Plan and Structure**

Below in the table (Table 4) are the different Rate types that we offer at the hotel, the table below this is the normal weekly rate structure that we would follow in our normal busy periods, these rates will change depending on availability, events happening in London and Holidays, etc.

Rate Structures									
RSN	RACK	R10	R20	R30	R40	FRIDAY	PROMO	SUNDAY	SPECIAL
Single	£160	£145	£140	£125	£115	£100	£90	£80	£70
JD	£195	£160	£150	£135	£120	£110	£100	£90	£80
Double	£230	£190	£160	£145	£135	£145	£115	£100	£90
Executive	£260	£210	£180	£170	£160	£150	£130	£110	£100
Club	£280	£225	£190	£185	£175	£160	£145	£135	£125
Suite	£295	£240	£205	£195	£185	£175	£165	£160	£150

**Normal Weekly Rate Structure**

DATE	MON	TUE	WED	THUR	FRI	SAT	SUN
Single	£125	£140	£140	£125	£100	£115	£80
JD	£135	£150	£150	£135	£110	£120	£90
Double	£145	£160	£160	£145	£145	£135	£100
Executive	£170	£180	£180	£170	£150	£160	£110
Club	£185	£190	£190	£185	£160	£175	£135
Suite	£195	£205	£205	£195	£175	£185	£160

The Special rate is only to be used on days where we really need to sell rooms.

**Table 4 - The Rathbone Hotel Rate Structures**

Source: The Rathbone Hotel (2013b)

### 3.1.6 Reception Department

The Rathbone Hotel reception area is where we, staff in general interact with guest, manages the room inventory, as well as the check-in and check-out process and the account activities for each guest in house. Following are presented The Rathbone Hotel procedures for reception activities.

- **Hand Over**

Hand Over procedures are:

- Hand over is to be conducted by all staff when ending or starting a shift in accordance with laid down procedures;
  - 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;

- 5) Any guest comments from during your shift should be written into the handover sheet;
- 6) You must inform the next shift of any guests that are waiting for rooms and where they are waiting (Normally during Early shift);
- 7) The float must be £1500 and has to be signed for during the hand over. Any discrepancies are to be brought to the attention of the Reception Manager or Duty Manager;
- 8) Ensure all cash deposits from the previous shift have been dropped into the drop safe and someone has counter signed to say this has been done.

- **Check In**

To ensure guests are checked in promptly and efficiently in a professional and friendly manner in line with standards that have been set. Checks in procedures are:

- 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) Receptionist to sign the registration card;
- 7) During check in procedure use the guest name minimum once;
- 8) No guest is to be given access to their room without a valid pre authorization;
- 9) Always confirm the departure date of the guest and number of people in the room and update if necessary;
- 10) Ask the guests if they would like a complimentary copy of Times in the morning, if not we can supply another newspaper at a small cost;
- 11) Ask if the guest requires a wake-up call and at what time;
- 12) Ensure you write both the newspaper and wake-up call time on the registration card;
- 13) 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;

- 14) Give the key to the concierge and the concierge will show the guest to his room, introduce the concierge by name;
- 15) Inform guest whether breakfast is inclusive;
- 16) Inform the guest of breakfast times, bar opening hours and 24 hr room service;
- 17) Inform the guest about the check-out time;
- 18) When occupancy is high, reception is to inform guests that queues are likely at breakfast times and they are also to promote express check outs;
- 19) Go back into the reservation and update all new details onto the guests booking.

- **Check Out**

To ensure guests are checked out promptly and efficiently in a professional and friendly manner in line with standards that have been set. Checks out procedures are:

- 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 guest 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 guests 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.

- **Late Departures**

The departure process or check out should be fast and efficient, leaving our guests with a lasting positive impression of the hotel. Late departures procedures are:

- 1) All the day's departures should be checked at the beginning of every early shift. In Opera you should go through all the day's departures, looking at their cashier comments and checking over the bill details;

- 2) To ensure all departures leave in time for housekeeping servicing the rooms, reception is to phone all outstanding departure rooms no later than 11:15pm;
- 1) In a polite and friendly manner state: *“This is “...” from reception, could I please enquire what time you are planning to departure today?”*;
- 2) If the guest states a time after 12pm inform them that checkout time is at 11am. If they request a time after 12pm advise the guest that there is a charge of £30 per hour after 12pm;
- 3) Any rooms departing after 12pm will be charged £30 per hour. Any departures after 5pm will be charged a full night’s stay;
- 4) Inform housekeeping of any changes, i.e. stay-over’s or late departures;
- 5) Make sure that by 12pm all unauthorised late departures have left.

- **Posting a Correction**

Posting a correction procedures are:

- 1) A correction can be processed if the error was made the same day and if the error is anything but a payment or deposit. When doing a correction the reason must be logged in the comment section of the posting;
- 2) Any large values must be authorised by the Duty Manager.

- **Posting a Refund**

Posting a refund procedures are:

- 1) Should a refund be necessary, authorisation must come from a manager or member or Reservation or Accounts;
- 2) Details as to why the refund was processed must be recorded on the Refund Explanation form. This is essential along with the Duty Managers signature;
- 3) After payment type has been decided and followed the amount will be credited to the guests room account;
- 4) Print out two copies of the refund;
- 5) One copy goes to the guest;
- 6) One copy goes with your banking for that shift.

- **Late Cancellations**

Each Late cancellation must be dealt with straight away. This procedure applies to all members of Front Office:

- 1) The hotel operates a 24 hour cancellation policy;
- 2) Notification needs to be received in writing 24 hours prior to 2pm on the date of arrival to ensure no charges are incurred;
- 3) If a booking is cancelled after this time the rate for the first night only will be applied to the guaranteeing credit card on file.

- **Cash Deposits**

To ensure safe and correct handling of cash and to avoid any risk to guest deposit follow the procedures below:

- 1) Post full cash deposit on room;
- 2) Drop the full deposit as per cash drop procedure in the Reception Float;
- 3) Failure to follow said procedures will result in disciplinary procedure and cash taken on your shift is your responsibility until dropped and signed for as per procedure.

- **Room Charges**

Room charges procedures are:

- 1) Room Charges are to be posted individually and accurately;
- 2) All charges to the guest's account must have a docket, which should be attached to the registration card.
- 3) In order to retrieve an in-house bill you have to either know the surname or room number of the guest, so it is imperative that you get one of these when charging a guest for anything that has to be posted onto his room account;
- 4) Ensure you get the guest's signature as authorisation for you to post that certain amount to his account, otherwise he may deny having the item.

- **Walk in Guest**

To check in as per the hotel procedures in a very friendly and efficient manner, ensuring return custom. They are:

- 1) When a guest enters the hotel reception staff is to stand and greet the guest with a smile;
- 2) Welcome the guest to the Rathbone Hotel;

- 3) Ask the guest to fill out the registration card while you make a booking in the system for the guest ( See reservations how to make a booking);
- 4) Once booking has been made check guest into the system;
- 5) Always charge a walk in guest and do not pre-authorize the credit card;
- 6) Never accept a walk in if in an overbooking situation, if multiple night stay check booking situation for all nights;
- 7) Follow check-in as per Check-in procedure.

- **Up-Selling**

To maximise the revenue for the hotel all receptionists are to offer room upgrades when business allows. It must be noted that up selling is part of everyone's job and this incentive is merely in place as a means to increase job satisfaction and motivation as well as increase revenue. Up-selling procedures are:

- 1) When starting your shift, confirm which rooms are available for upgrades on the day;
- 2) If no ready rooms are available in the system, confirm with Housekeeping no later than 10.30am which rooms will be available for upgrading;
- 3) Consult the daily upgrade rates on the yield chart to obtain the daily upgrade rate;
- 4) During the day, ensure you keep your self-updated on which rooms are available at what upgrade charge. Note that the charge is per night;
- 5) Offer these upgrades to early arrivals, using the selling point that the upgraded room would be available at that time. Offer these upgrades to leisure and corporate business when applicable;
- 6) When processing a room upgrade, take care to complete the following:
  - a. Inform Housekeeping;
  - b. Update the Billing instructions;
  - c. Post the charge as a Room Supplement charge. If the guest stays several nights, make sure it is recorded in the reception diary to ensure daily posting or add it to the reservation as a Requirement and it will be charged automatically with the night audit;
  - d. Ensure any welcome card and / or VIP treat is moved or removed.

- **Lost Property**

Lost property procedures are:

- 1) A lost property form needs to be filled in for each item forgotten by any of our guests;
- 2) If a guest phones and reclaims lost property, firstly check on the system under;
- 3) If you cannot find anything in the system, take all guest details including name and surname, room number guest stayed in, check out date and also a description of the item(s) missing. Inform guest you will investigate and call back in the next couple of days or very shortly if it is urgent;
- 4) Contact housekeeper and ask her to look for the item and let you know A.S.A.P;
- 5) If the item is not found, reception will call back the guest to inform and also mention that we will keep these details in case the item turns up;
- 6) If the item has been found: the reception will contact the guest and enquire how he/she would like it to be posted, by Royal Mail or via DHL and if they would like it to be insured depending on the value. You need to inform the guest that we will need to charge and which card he/she would like to pay with. Also inform when the item will be sent;
- 7) Charge the postage to the guest's credit card;
- 8) The receptionist will contact the guest and confirm to that item has been posted and it is on the way.

- **Petty Cash**

Petty Cash procedures are:

- 1) Petty Cash must always be authorised by Management in line with the Hotel policy;
- 2) This applies to front office and is the money that is kept by the front desk for when it is needed either for guest refunds or sundry payments needed immediately for the hotel, e.g.: Postage etc;
- 3) The petty cash slip must be filled out with the reason for the petty cash, date and signature of the duty manager as well as the person receiving the cash;
- 4) Once the item has been purchased the receipt must be attached to the petty cash slip;
- 5) Petty cash slips without a duty manager's signature or receipt will not be accepted;

- 6) The Reception is not to issue any money if the float is under £50.00;
- 7) The Reception Manager/Assistant Manager will balance the slips on a weekly basis;
- 8) The total of Petty cash slips must equal the total on spreadsheet;
- 9) All slips must be signed / authorized by the General Manager/Front Office Manager;
- 10) The slips must be attached to the spreadsheet and sent to the Accounts Department;
- 11) Reception Manager/Assistant Manager to record amount to be re-allocated to floats.

### **3.1.7 Administration Department**

All needs of customer/guests are met and exceeded in a professional and friendly manner. It is necessary to create an efficient and systematic working environment where all staff can excel. Take full responsibility of the hotel and all departments during shift. All department's procedures are followed there by enhancing guest satisfaction and staff efficiency. Lastly, maximise the sales and profitability of the hotel and its facilities dedicated to offering the highest level of service and commitment to the hotel.

- **Guest Report**

Guest report procedures are:

- 1) To help check in/out customers to the Hotel standards;
- 2) To ensure that payment is verified upon check in and follow the procedure for each different payment type;
- 3) Responsible for the smooth running of the hotel, maintaining a visible presence in the hotel lobby and ensuring the utmost comfort and safety of all guests;
- 4) Take care of reception, cashiering, portering, reservations;
- 5) To resolve any situations that may occur, subsequently referring any problems to the department concerned for further action and follow-up. Input all complaints in Duty Manager diary;

- 6) To provide caring and personal service to each guest with eagerness and interest, and deal efficiently with any complaints;
- 7) To have a current knowledge of events in London and restaurants / bars so guest information can be provided;
- 8) Ensure all rates are correct based on the instructed selling rates and that the confidential rates are not submitted to the client;
- 9) Ensure all current legal requirements and hotel procedures for guest registration are complied with and that guest accounts are monitored in daily basis in accordance with hotel credit policy;
- 10) Check each day the float balances. If there is a discrepancy it must be investigated immediately and corrected;
- 11) To maintain and update an accurate guest history / marketing database as laid down in departmental procedures;
- 12) To be familiar with the operation of all technical equipment in guest rooms – e.g. TV, Telephone, Safe, etc;
- 13) Deal with customer / guest bill queries;
- 14) Liaise with maintenance, housekeeping and F&B departments on relevant problems / issues and follow up where necessary;
- 15) To supervise the receptionist and ensure that all duties are carried out promptly and to the required standards;
- 16) Understanding the computer software and Internet system, and address any problems to the appropriate support desks;
- 17) To be familiar with and implement the hotel's security policy in respect of 1st Aid, Fire, Emergency Hygiene and Health & Safety procedures;
- 18) To participate in staff training programmes and identifies training requirements;
- 19) Ensure that the front office team are carrying out the hotel procedures and policy and liaising with the AM if there are discrepancies;
- 20) Liaise with all other departments;
- 21) To report any concern in staff performance or hotel standards to the AM;
- 22) Ensure checklists and handovers are being done correctly with all information being passed on and signed off;

- 23) Maintain a thorough knowledge of hotel reservation procedures, in-house special promotions, rate availability and control to maximise occupancy and revenue (including F&B areas);
- 24) Be aware of when the meeting rooms are being used and make sure they are set up/checked every night;
- 25) Ensure that the lobby, reception, concierge and back office areas are tidy and clean at all times;
- 26) To assist in the updating of hotel data bases;
- 27) Work the hours necessary to ensure the smooth running of the hotel and to perform other reasonable duties as requested by management;
- 28) Comply with all current hotel codes of conduct, staff regulation, instruction and responsibilities detailed as part of hotel policy and government legislation.

- **Switchboard**

Switchboard procedures are:

- 1) Answer calls according to the Mystery Guest Report;
- 2) Be aware of terrorist and bomb threat procedures;
- 3) Know how to operate the voicemail / message system;
- 4) Be able to log, charge and send faxes and to receive and process incoming faxes;
- 5) Be conversant with the bleep system and procedures;
- 6) Familiarise with the internal telephone list;
- 7) To close / open telephone lines according to company policy;

- **Customer Service and help Check In**

Customer service and help check in procedures are:

- 1) Greet and meet guest with Good Morning/Afternoon/Evening using guest title Mrs/Mrs/Ms etc;
- 2) Always apologize and thank the guest for waiting in a warm and friendly manner;
- 3) Ensure all parts of the guest registration form is completed correctly and to cross check all information with the guest;

- 4) Request credit card authorisation from the guest or adequate cash deposit;
- 5) Present guests with restaurant club card and inform them of the restaurant club guide located at the concierge desk;
- 6) Ask guest if they require a morning newspaper or a morning call;
- 7) Explain the breakfast opening times, and reserve a table at the weekends when the restaurant is busy;
- 8) Always inform guests about the bar/room service opening and closing times;
- 9) Always offer help with the luggage;
- 10) Attend to guest needs in the lobby;
- 11) Have good knowledge of immediate area, local transport to and from hotel;
- 12) Have good knowledge of theatres, restaurants etc.
- 13) Always remember to smile whilst greeting guests at all times.

- **General**

General procedures are:

- 1) Be aware of all H & S Regulations regarding your department and hotel;
- 2) Attend all training sessions / meetings as required;
- 3) Adhere to all emergency procedures e.g. fire, bomb, and evacuation;
- 4) Assist in the building of efficient team employees by taking an active interest in their;
- 5) Ensure all employees report for duty punctually wearing the correct uniform / badge name;
- 6) Ensure that all employees have the necessary skills to perform their duties with the maximum efficiency and in the most productive manner;
- 7) Supervise department employees ensuring the correct standards and methods of service are maintained as stated;
- 8) Ensure the department's operational budget is strictly adhered to and that all costs are controlled and expenditure approved;
- 9) Ensure employees understand and adhere to the hotel's rules and regulations and in particular the policies and procedures relating to fire, hygiene and H & S;

- 10) Comply with local legislation and be conversant / act in accordance with any such matters relating to your department;
- 11) Ensure all external contractors are signing in/out according to fire regulations;
- 12) Respond to changes in the department as dictated by the need of the industry and company / hotel operation;
- 13) Continuously endeavour to improve the knowledge of the job;
- 14) To be flexible and extend job duties to carry out any other reasonable duties and responsibilities within the job capability as assigned, including redeployment to alternative departments / areas if required, to meet business demands and guest service needs.

## **3.2 Activities**

The purpose of this point is to provide more information about my activities during my internship at The Rathbone Hotel. I began my internship in housekeeping department, after room service, bar, breakfast, accounts, reservations, reception and to conclude administration. Here are my activities.

### **3.2.1 Housekeeping Department**

I did Housekeeping for a period from 16<sup>th</sup> September 2013 19<sup>th</sup> October 2013 and my Supervisor was Ms Kate Perlinska (Executive Housekeeper). The main objective of housekeeping department is to understand thoroughly the housekeeping department functions. The special performance objective is to know and understand:

- department policy and procedures;
- the Hotel facilities and hours of operation;
- the safety and emergency procedures;
- the importance of cleanliness and attention to detail for our Guests.

All bedrooms must conform to the following standards previously described. Any maintenance issues or other and pass to your Supervisor ASAP. It is our responsibility to ensure that our rooms are all ventilated adequately. Therefore, on entering a room

open all windows before you start to clean. I have worked on multiple tasks that can be described as:

- **Entering a Guest Room:** As a 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;
- **Stripping a guest room and bathroom:** 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 pyjamas;
- **Clean Bedroom –** As a Room attendant will ensure that each room is in good repair, free of dust, hair and smudges. Re-arrange comfort tray, make sure that all furniture, sofas, mirrors and devices are free from dusts, make sure windows and window frames are clean and free from smudge, check curtains are clean, damage free and hanging straight, check all appliances are clean and working, free from dust/fluff, cables in good repair, ensure that all amenities and room items are arranged based on the room setup has been determined by the Hotel, Hoover bedroom and bathroom and wash bathroom floor. Before leaving the room, make sure that air-condition is set to standard temperature, close windows, spray the room with air-freshener, leave the room and prepare for inspection;
- **Clean Bathroom –** Bathrooms must be cleaned according in good repair, free from smudges/hairs etc. Enter the bathroom and check the follow items: Collect all the used towels from the bathroom, check for other soiled linen, clean the toilet dustbin and collect leftover rubbish in the bathroom (if any). Check all electrical items and other bathroom items to ensure that all items are in good condition. Spray all areas with appropriate and clean and polish all necessary bathroom fittings (hand basin, mirror, water tap, shower unit tiles and bath) to ensure sparkling and shiny ambience in the bathroom).Apply the correct cleaning chemical to brush up the toilet bowl and flush it down appropriately. Check to ensure that the flush is working well and the water flows without blockages. Arrange all required bathroom amenities in the bathroom and place it in the bathroom, clean air vent exterior and report to maintenance if needs anything. Replenish and arrange towels, Hoover and wash floor (at the end when

vacuum cleaning bedroom). Before leaving the bathroom, give a final look to make sure that all items are clean and in good condition;

- Cleaning the Guest Floor Corridor - Provide assurance that guest floor corridors are properly cleaned. Clean corridor wall, top ceiling, floor corner, sign board and wall lamp daily and ensure no dirt and stains on the corridor wall or floor corners. Vacuum the carpet daily to ensure clean carpet. To finish damp dust of elevator door with cleaning cloth daily and check to ensure no dirt and no stain on it;
- Trolley Set Up: To setup maid trolley and to put sufficient items on it and to handle the trolley properly. As a maid has to setup my trolley before starting and after finishing the working shift. Items are to be putted on the trolley must be sufficient enough for completing the cleaning for that particular day;
- Cleaning Lobby Area: Remove all rubbish from planters and plant spots, remove stains from walls , wipe pictures and frames with dry cloth, clean chairs and legs as well table legs, pay attention to any marks, remove finger marks from doors and windows, clean dust and apply damp wipe at the entrance door on frame.

### **3.2.2 Room Service and Bar Departments**

In 20<sup>th</sup> October I was jointed the Food and Beverage team until 20<sup>th</sup> December 2013. I was welcomed by Mrs. Malgorzata Plutniak (F&B Manager). The objective to work in room service and in the bar is to understand and execute the Room and Bar service, including an emphasis in standards of service and basic financial notions

#### **3.2.2.1 Room Service**

On this time I was assigned to do a multi-tasking job as below:

- Opening and closing Room Service- make sure the R/S work area is fully prepared for my shift and we have all information needed to run a smooth service;
- Take handover from Breakfast Supervisor- Read Restaurant and DM diaries then go to the lounge and take handover Lounge service;

- Check that we are fully stocked for the shift. All food must be covered and all expiry dates valid. If anything is needed we need to inform the DM and go to the supermarket;
- Read temperature from thermometer- located inside the fridge and freezer and notify in the special sheet attached to them. Fridge temperature should be between +2 to +8, freezer temperature should be between -18 to -25. Anything abnormal report to the Supervisor or Duty Manager;
- Swipe the front entrance and polish the glass doors- “Brasso” the main door, guest staircase and the lift buttons inside and out;
- Hoover - outside the restaurant and guest lift and guest staircase if necessary;
- Floor check- and collect room service trays (collection list signed). Ensure room service trays are cleaned and polished and black napkins are checked and clean before storing;
- Clean kitchen and staff area including changing room- Mop floors (display sign).Ensure the toasters and Panini machine are clean;
- Folder Napkins for Room Service and Breakfast;
- All bins must have lids and be turned upside down to avoid use until following day. Only the bin under the kitchen sink should be available after service with a clean bin liner and lid;
- Clean and restock public toilets- Mop floor inside and outside (display sign) and sign the list. To be checked every 2 hrs;
- Ensure air vents are switched off by the fire exits at 6pm;
- Empty all bins at the back office and reception;
- Check the lobby is tidy. The flowers vases in the lobby are clean, with ½ inch of water;
- Assist Reception with luggage and any guest requests;
- Prepare Room Service orders according to the standards required, and mark on the list;
- Taking room service orders - The objective is to take room service orders and serve guests in a pleasant and timely manner at all times in order to ensure smooth operation.;
- Room Service Delivery- deliver a correct order to the guest room in accordance with the set standards and policy of this hotel;

- Room service courtesy call- present the best service towards the guest and to implement more effective control over room service tray collection;
- Room service fridge and freezer- to maintain the fridge and freezer in an organized manner and to make sure it is according to Government Food Hygiene standards. All items in the Room Service fridge should be stored according to the Room Service Fridge Record Sheet;
- Food labelling procedure- Every single product in the fridge and freezer has to be wrapped with cling film or boxed and must be labelled with the following information: item, name, quantity, date and “Use by”;
- FIFO - 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;
- Clean Meeting room is clean and set up for 12 people. Need to be aware of any meeting on the day. If is any conferences next day set up according to the number of delegates, otherwise for 12 people.

### **3.2.2.2 Bar**

At the main time I did Room service I did bar. Following it is present my duties in the Bar. My duties on bar was as follows:

- Opening & Closing Bar- make sure the Bar area is fully prepared for the shift and we have all information needed to run a smooth service. Closing is to double check if we left the work area tidy and in order for the next person to arrive.
- Lobby Service- ensure level of service given to the guest is consistent, up to The Rathbone Hotel standards and always exceeding guest expectations;
- Welcome the guest: Greet the guest in a professional manner, making eye contact, smiling and courteous and allow the guests some time to adjust, settle down and relax, watch your body language if they are in a hurry they may want to order quickly, use your discretion to read the situation, however do not leave it more than 2 minutes before you approach them;

- Menu presentation: Check menu is in a good condition with no food stain, clean, no pen or pencil marks, open menu on the Cocktail of the month page and offer 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 and recommend Cocktail of the month to the guest;
- Taking orders: Approach table with the smile, If guest look undecided offer help with selecting menu item, write down the order and repeat order to the guest;
- Prepare table: Put cutlery set in the linen napkin according to the guest order on the right hand side and set table with salt & pepper;
- Serve food: Place food in front of the guest and Always announce what you serving;
- Lobby Food Service- Serve food in an elegant way, in professional manner in accordance with the set standards of the hotel;
- Hot drinks service in the lobby - (Coffee, americano, hot chocolate, cappuccino, latte and tea). Always table service, after order is taken prepare table for cups, saucers, sugar, milk etc. When table is ready start doing hot drinks serve on the black tray and never put tray on any table. After couple of minutes check on guest. Clearance has to be done with tray. Always try to upsell in a gentle way;
- Cold drinks service in the lobby - (Soft drinks, wines, beers, champagne, cocktails, and cognac) Always table service and try to upsell. When serving bottle of wine always give to guest to try before pour into the glass. With alcoholic drinks we serve small ball of nibbles without charge. Always put black cocktail napkin under the glass only (not under bottle) and after couple of minutes check on guest. Use black tray for service and never put tray on the table. When guest have less than half of the drink offer next one. To finish, clearance has to be done with tray;
- When docket is filled and signed has to be given to Reception staff immediately. If guest paying by card and we leave card in the black folder with docket you have to inform Reception staff every time you did that.

### 3.2.3 Breakfast Department

As the time goes by I now enter three months of internship in this hotel. From 26<sup>th</sup> December 2013 until 15<sup>th</sup> February 2014 I attend Breakfast Department and here I were thought about execute the breakfast service, including an emphasis in standards of service and basic financial notions. My daily activities were:

- Breakfast waiter service - ensure service given to the guest is constant, consistent and up to our high standards of quality; think 5\* service. We are always aiming to exceed guest expectations;
- Taking orders - Take hot drink orders and if the clients order a cooked Breakfast is necessary to ask if they would like their toast now or when their food arrives. Write the order down accurately to avoid mistakes (no's of cover, table number, order), always separate each plate on the docket with a line. Repeat the order back to the guest to ensure accuracy;
- Handing over order - Read aloud your entire order to chef and ensure that chef has heard you and you have communicated the key information clearly;
- Drinks and toast preparation - If coffee order, prepare according to Caffetiere Service Procedure and then make toast, if tea order put toast through the toaster first then return to brewing tea, take hot drinks (and toast if requested) out to guest;
- Delivering Food to table - Check cooked Breakfast for irregularities, i.e. dirty marks on plate etc, before it comes from the kitchen to the guest, inform chef about irregularity and correct it, after take cooked breakfast (and hot toast if requested) to table, repeat order to guest as you place the plate down;
- Opening Breakfast- ensure that the breakfast room is fully set up and up to our quality standards; regarding cleanliness, presentation and environment; before starting the service;
- Set up Buffet –Set up buffet according to the `Breakfast Preparation
- Turn on buffet display, switch located under cold buffet in cupboard;
- Breakfast room - Walk around the room and check carpet cleanliness & Hoover where needed, check all tables and chairs are free of any dirt, crumbs or mess of any kind, check cutlery, crockery and glassware cleanliness(free of finger prints or stains) and finally check if butter, salt & pepper, menu and

sugar are in place according to 'Setting Tables' and all are clean and salt and pepper have contents inside them;

- Set up Buffet Sections- ensure buffet tables are set according to the standards we expect every single day;
- Closing Breakfast -ensure that the breakfast room is cleaned thoroughly, that items are stored away correctly and that the room presentation is ready for the next breakfast shift.

- **Activities as supervisor breakfast service**

A supervisor breakfast service I was allotted ensure that the service given to guests is of 5\* quality, that the entire department runs smoothly with the goal of exceeding our guests expectations.

- Forecast, sections and briefing - Inform chef about number of covers expected during the breakfast, ensure they have everything they need for a seamless service. Fill in the breakfast morning briefing on chalkboard in still room, including covers and staff stations and Brief the staff (special requests, sections, menu changes, tasks);
- Meet, greet and seat - Acknowledge guest before she/he enters the restaurant, welcome guest and ask for room number(use guest name whenever possible), escort guest to the table and explain the buffet, inform the guest about English Breakfast cost, chance to upsell any continental breakfasts and finally inform server about meal plan for that particular guest;
- Room management- Manage the seating of the room (do not overload only one section), walk around the restaurant on regular basis to make sure the service given to guests is according to the standards, check kitchen, still room and canteen to ensure attentiveness from staff. Help with service whenever required, ensure the presence of one member of staff in the breakfast room at all times, kitchen management, and give regular information to chef regarding covers left to arrive, communicate regularly. Check food coming out of the kitchen;

- Manage the food requests for the buffet, this requires regular communication on the amount of croissants and pastries that are needed in the buffet;
- In General - Be attentive to general cleanliness of the breakfast room. Be aware of food & health safety policies, check regularly staff presentation, check regularly food presentation and check regularly guest satisfaction.

### **3.2.4 Accounts Department**

The importance of my job in accounts can be established by the observation how hotel departments are organized by major portions of their functions. The prime example of this is in the front office, where we supervise the activities of the night audit staff, cashiers, and other front desk clerks.

The accountant must know the hotel operations and be familiar with what goes on in each department. As is the same with all other managerial roles, the accountant must have many skills that are used daily.

I start my work in account department by 18<sup>th</sup> February 2014 until 29<sup>th</sup> Mach 2014. Finance department is diverse and separated by several parts, like the account receivable (handling all the sales and money coming in to the hotels ledger), the account payable (handling all the invoices and payment to the supplier), payroll (handling the payment of salary and wages working closely with the human resources), information system (handling the IT and all the matter regarding the software and computer appliances,

My activities were as follows:

- Collect invoices and Banking from front office;
- Verify daily reports like daily income/sales and daily transactions;
- Log on Opera and import file from Accounts master and save. Hotel use Accounts Master system and Opera. Where it's the system which connects between Accounts Master and the data published in the Opera must balance with the data in Account Master;
- Check if there is email to attend;
- Attending for morning meeting with Administration;
- Checking cash and PDQ Report agree with Opera for Banking;

- Checking all Credit card invoices, sales ledger Invoices agree with Opera. The types of ledger are the city ledger and the credit card ledger;
- Filling all invoices ,and sending by post sales ledger Invoice except Superbreaks, Travelscape, Gullivers, Jac Travel and H&M Hennis&Mauritz Invoices;
- H&M Hennis & Mauritz Invoices send by PDF format;
- Reconcile Remittance advices with Sales ledger account;
- Querying for Invoice Unpaid on the Remittance advice. If there any invoices not received by post send them again by fax;
- Time to time dealing with Guest queries;
- Ringing Debtors for Invoices due for the month;
- Post and Bank;
- Audit cost department, like the petty cash, discount account (the complimentary given to hotel special guest or superior);
- Issue payments to the suppliers based on the Purchase Order submit by the purchasing department to the account payable department.

### **3.2.5 Reservations and Revenue Management Department**

From 01<sup>st</sup> April 2014 until 30<sup>th</sup> May 2014 I start in Reservation Department with Ms Kveta Kubova (Revenue Manager) with the main objective to developing and monitoring a reservation system with respect to simplicity of access to toll-free numbers, fax, national reservation system, and telephone manner of personnel handling reservations, cancellations, accommodation availability, complimentary services and products, and general information. My activities on reservations were the following:

- Receive handover from Night Manager;
- Print pending reservations from the Inbox and check Reservations tray for any pending bookings. Organise in chronological order;
- Enter all reservations for the same and following day;
- Check Waiting list for the next 3 days and book if possible;
- Update the availability for the day and current week (open/close websites);
- For the morning meeting cross-check “Arrival List” with comments from Opera and note availability for the next 7 days;

- Deal with any No Shows/Late Cancellations/Early Departures;
- Answer the most urgent emails;
- Check “Telephone Log for Reservations” list and return calls;
- Send Suite rates to GM, Front Office, Michael Harris and Daniel Harris;
- Email the Pickup report (GM, Michael Harris, Daniel Harris, Denash, Anton, front office, housekeeping and reservations);
- Confirm all direct bookings for the next day before 12 noon and handover to the Reception for pre-authorisation;
- Check Arrivals on the travel agents extranets;
- Prepare Arrivals for the next day(s). Copy and file all Sales Ledgers and 3rd party payments;
- Check comments for the next day and prepare “Arrival List” for morning meeting;
- Confirm bookings on Lastminute and Expedia;
- Enter all reservations and answer calls as required during your shift;
- Check for any groups arriving, ensure payment/rooming list has been received where applicable, rooms have been released if not needed and prepare lists;
- Once all reservations are entered print availability and update selling chart for the next 3 months. Proceed with Websites and Freesale chart updates;
- File all reservation faxes;
- Hand over to late Duty Manager with clear instructions regarding selling rates;
- Complete the Twin Room Occupancy report for the previous week and send it to the owners and director (Mondays only);
- Prepare the Pace Report , Pick Up Report and Actual VS Budget Report for the revenue meeting (Tuesdays only);
- Send the screen print of our availability for the next 14 days and a selling chart for the current month to general manager (Fridays only).

### **3.2.6 Reception Department**

From 01<sup>st</sup> May until 31<sup>st</sup> July 2014 I was introduced to Front Desk with the objective of ensuring guests' needs are met and exceeded in a professional and friendly manner, ensuring total guest satisfaction. And to assist guests both in house and outside the

Hotel and to constantly deliver a high quality of service associated with the Rathbone Hotel. My Supervisor was Mrs Tiziana Griffo (Reception Shift Leader).

The front desk or reception area is where staff-guest interaction is probably most intense. Our front desk is located in the lobby area, easily accessible from the main entrance door and the guest room elevators. The desk is divided into several equally equipped two workstations. Each workstation has a computer with a credit card swipe and printer, room key encoder, telephone, guide with information about room location, currency exchange, cash, emergency procedures and other property-related information. It is vital that this folder – an important front-desk tool- is in order and up to date at all times. It is important to keep the workstation clean and organized at all the times, as they are all in direct view for the guest and reflect on the hotel's operations.

The initial training of a receptionist is crucial to guest and associate satisfaction. Unless the front office manager provides the receptionists with the right tools from the beginning, the service encounter can become a frustrating experience for the receptionist and guest. Initial training should include a rotation so the receptionist can experience other departments, see how departments interact, and become familiar with the hotel, its features, and its offerings. Below there are my activities:

- To check in/out customers to the Hotel standards - Manages the room inventory as the check-in and check-out process and the amount activities for each guest in house. During the check in process is necessary to verify information related to the guest's reservation. The information includes but is not limited to duration of stay, requested room type or room preference, room rate, special requests or arrangements, method of payment, breakfast included or not, Wi-Fi included or not. The verification of this information is important to avoid discrepancies in the billing process and adjustments during check-out, and to ensure precision in the room availability. Discrepancies in the billing process can be time-consuming and therefore a significant inconvenience to the guest. It is important to verify the room rate during the check in process (especially if a guest's room rate changes during the stay), otherwise, the front desk must adjust revenue during the check-out process, which takes extra time and affects the room revenue figures negatively. Billing discrepancies are the most common reason for guest complains;
- Assign rooms to the arriving guests - according to their preferences and requests, handle cash, resolve conflicts, address reservation/billing inquiries, and perform

guest services. This because the front desk is the most important access point for information, complaints, and requests at the hotel. The correct room type and location can be essential to guest satisfaction. Selection is a matter of training and experience, as there are several aspects to consider when allocating rooms to reservations. The order of importance of the criteria may depend on local or corporate standard operating procedures. About rate, this selection criterion is pretty much self-explanatory. If there are two guests with the same room type request, we normally assign the nicer room to the guest who pays the higher rate;

- Verification of length of stay to help front desk manage room inventory more accurately. Especially in a sold-out situation, the hotel depends on all guests who are supposed to check out, according to the system, to actually check out, as their rooms have been sold to other guests for the night. If a guest's departure date is incorrect and he or she needs to be extended, the hotel may find itself in an oversold situation. This causes a chain reaction of additional problems and costs. If a guest's actual length of stay is shorter than the system shows (because it was not verified during check-in) and the guest checks out earlier than expected, the hotel might have lost an opportunity to sell the room. Accuracy is thus very important to maximizing hotel revenue. However, there will be occasions where guests depart before the confirmed departure date. Accord with the hotel an early departure fee is charged (usually one night-room and tax).  
Length of stay A guest who checks in late and stays only one night might not be too concerned about the view or location of the room as long as he or she gets a good night's sleep. On the other hand, a guest staying with family or a spouse for several days will certainly have expectations regarding view and room location (for example quiet room);
- Loyalty / frequent-stay program membership level – Receptionist must ensure the most loyal customers to the brand or chain are recognized for their repeating business. Benefits of higher membership level benefits include room type and upgrade guarantees. Some programs even penalize the individual property if those guarantees are not met. This shows the importance companies place on these frequent guests and the money they spend with the chain members of the hotel company's reward program. The Hotel have individual VIP levels indicating the importance of the guest checking in—for example, a group VIP,

meeting planner, corporate executive, celebrity, political figure. The VIP levels might include specific room assignments and check-in procedures (such as the manager on duty or general manager escorting the guest to the room) or the type of amenity for the guest;

- Special requests - on the reservation might include information about allergies, extra pillows, baby cot requests, high floor/low floor, request for an accessible room, and so on. Our system has codes/traces that identify such requests. This helps when printing reports and when the front desk associate, during the check-in process, verifies that the requests and guarantees are met;
- Method of payments – Need to ensure that all rates are correct based on the instructed selling rates and that the confidential rates are not submitted to the client. Must be secured either prior to check-in (e.g., for a prepaid reservation) or during the check-in process. In the hotel payment can be made in cash or by valid credit card or check. A credit card pre-authorization is made during check-in, either electronically or manually. The total amount of room and tax and an incidental amount (for phone calls, bar, room service, etc.) are authorized on the credit card to secure payment. If a guest wishes to use cash, an equivalent amount should be collected and deposited on the guest account. Each receptionist checks regularly in the system to see if the authorized amount has been exceeded and, if so, authorizes additional funds on the guest's credit card. Any guest account without sufficient authorization appears on a credit limit exceeds report, which the front desk runs regularly. Usually, the front desk tries to top-up the credit card. However, if the show has declined the front desk might go as far as locking the guest out of his or her room. This requires the guest to stop by the front desk to get a new key issued - a good time to inquire about an alternative method of payment or to ask for an additional cash deposit. It is important for the front desk associate to know that when guests use a debit card during check-in, the amount authorized will not be available for the guest to withdraw from the checking account until he or she checks out of the hotel and the hold is re-leased. It should be part of the check-in procedure to inform the guest about this before taking an electronic pre-authorization of a debit card;
- Answer the telephone to the standards required;

- Deal efficiently with guest complaints and to inform the management of all relevant issues by recording it in the Duty Manager diary;
- Banking – In the end of the shift check each day the float balances. If there is a discrepancy it must be investigated immediately and corrected;
- Deal with customers bill queries;
- Check arrival comments and address the requests accordingly;
- Ensure checklists and handovers are done correctly with all information being passed on and signed off;
- Pass all sales leads or event leads onto the correct person immediately.
- Ensure that the reception, lobby and back office areas are always neat and tidy and that all rubbish bins and scrap paper is out of sight;
- Always carefully and politely direct a guest and always attend all their needs. Guest relations are getting more and more attention these days. Guests can conveniently make any request or order room service by calling a single extension; the receptionist who answers takes care of everything. The hotel has also implemented a customer profile notes where every request is logged to better learn about guests' habits, preferences, and problems during their stay. These profile notes can be used in many ways and should be shared with every department;
- Specific Customer References - If all requests are logged properly, the hotel has an enormous amount of information about each guest. With reference to this information, the receptionist can place certain items the guest usually requests in the room when he or she returns. The systems allow the hotel to print repeat guest reports for each day that shows the preferences of repeat customers, as well as incidents and requests from prior stays. For example, the system may show that a specific guest called for extra pillows during her previous two stays at the hotel. If we tell the guest at check-in that extra pillows have already been placed in her room, we have won a customer for life. Anticipating the needs of the guests before they have to ask sets the hotel apart from the competition. Consistency, though, is the key to success. Otherwise it might lose its credibility and no longer stand out in the mind of the guest;
- Requests - The other important use for such a system is the analysis of the data logged through the guest's requests. It is important that all requests and issues

are logged in order to make this process work. Print Reports show the requests (e.g., towels, in-room coffee) made from which guest rooms. This information can be helpful in several ways. Towels and coffee are basic room amenities and should always be there. An increase in the number of these requests should catch the manager's eye. Reports can should be narrowed by floor or even by housekeeping section to see if the performance of a particular housekeeper is the reason for those increased requests (i.e., items are not replenished when the room is cleaned). Other requests can be an adaptor, iron and iron board, shaving kit, mending kit, to book a taxi for example.

### **3.2.6.1 Relation with Reception and Housekeeping**

Throughout the day, as receptionists we spend a significant amount of time providing guest services including directions, restaurants, reservations, and rate inquiries. Therefore, it was very important for me receive detailed training in these areas before. So it was very helpful for me to spend a few months in other departments (like housekeeping) to learn about them and their mode of operation.

Working in housekeeping gives me great knowledge about location room setup, amenities, but also an appreciation for the work the housekeeping staff does. With all this knowledge, as receptionist I'm able to handle the common of guest requests and questions, and the check-in process is faster, as I knew it everything about the room type and location. It is helpful for the receptionist to visit a guest room once in a while to get comfortable with the room types and locations and learn about any changes made to the setup or amenity offering.

### **3.2.7 Administration Department**

From 01<sup>st</sup> August 2014 until 05<sup>th</sup> September 2014 I assist the Assistant Manager, Mr. Miguel Silva. I have done the following tasks:

- Ensure that all guests are checked in and out of the hotel in accordance to the hotel's standards;
- Ensure that all needs of customer/guests are met and exceeded in a professional and friendly manner;

- Assist the front office manager in creating an efficient and systematic working environment where all staff can excel;
- Cover reception, nights and concierge when needed;
- Ensure room allocations on a daily basis and the week ahead are correct and all special needs / requests are met;
- Be aware of all account procedures and ensure they are followed, liaising with the night managers in the process;
- Ensure correct grooming standards are in place and uniforms are suitable for new department employees;
- Personally greet VIP guests with or in the absence of the General Manager / Front Office Manager;
- Ensure the credit extended to guests and method of payment is controlled and correct, including ledger bills, 3rd party authorizations etc;
- Communicate with reservations to ensure close-outs are controlled and monitored. To distribute all special and promotional rates to the front office team;
- Ensure rates are being quoted correctly at reception;
- Handle guest comments, complaints, and requests or enquires taking the necessary action and following up with the relevant department head(s);
- Understanding the computer software and address any problems with the help of the appropriate support desks;
- Communicate with all other departments regarding issues that relate to them i.e. room moves, extra arrivals, departures, maintenance issues etc.
- Ensure checklists and handovers are being done and filed correctly;
- Ensure that front office team all have up to date hotel information;
- Liaise with reservations / sales with regards to groups – communication of requirements, room allocations, and arrival times, on the day organisation, billing and follow-up;
- Be aware of when the meeting rooms are being used and make sure front office have the info they need;
- Ensure that the lobby, reception, concierge and back office areas are tidy and clean at all times;
- Ensure that concierge is providing the best possible service to guests and the contacts used are of the highest possible standard;

- Assist with rotas / timesheets and make sure they submitted on time;
- Ensure that all employees are treated fairly and consistently as outlined in their terms and conditions of employment, local legislation and company / hotel policy;
- Do the Pick-up Report every day and then email the pickup out to the General Manager, Sales, Reservations, Revenue, Accounts and Reception;
- Do the Pace Report and the Actual Vs Budget Report every Tuesdays for the Revenue Meeting.

The two major experiences that I have chosen and implemented during my internship are Standards Operating Procedures (SOPs) for Housekeeping Department and a Menu Engineering (ME) for F&B department. In this chapter I will describe the aspects of each task that I had implement as trainee.

## **4.1 SOPs - Standards Operating Procedures**

One of the problems I encountered during my internship was related to the Housekeeping Department. There were no Housekeeping procedures in order to explain how the housekeepers should do their job. I was appointed by The Rathbone Hotel to do Housekeeping Procedures based in the Housekeeping checklists (The Rathbone Hotel, 2013b) in order to help Housekeepers to do their duties in the best way. I prepared the Procedures and give the documents to my Supervisor, Mr. Miguel Silva. Attached there are The Housekeeping Procedures (Annex 2) and a Standard Service Manual for the Rathbone Hotel (Annex 3). To follow I will refer importance of SOP, importance of SOP in Hotels, why hotels should write SOPs and SOP layouts.

### **4.1.1 Importance of SOP**

A SOP is used to figure in the required level of performance and quality in each task so that, when done properly, the sequence of tasks delivers the final service exactly as it is required. There is great value and worth in spending the time and effort to develop a SOP because it provides a means to control events in a structured way. As long as people follow the SOP conscientiously and attentively, they do not need to be an expert in their department. This allows hotels to employ less qualified people to do the jobs that an expert was previously required to do, does mean that less knowledgeable people can be trained up to do the tasks reliably, with confidence that they will, in time, leading the job (Sondalini, 2011).

#### **4.1.2 Importance of SOP in Hotels**

The main purpose of having a hotel SOP is to improve guest experience. Hotel SOPs help in educating the hotel staff in dealing with the given situation in a best way possible (Prasanna, 2013).

In today's business hotel, Standard Operating Procedures (SOPs) must make bottom line especially if hotel invest the time and energy to develop and implement effective SOPs. Below are presented some of the ways they can have a direct or indirect positive impact on hotels performance:

- 1) People need consistency to achieve top performance. Doing jobs the same way every time rather than wondering, "How does the boss want it done today?" improves productivity. We are talking about consistency in routines
- 2) SOPs will reduce system variation, which is the enemy of production efficiency and quality control.
- 3) Well-written SOPs facilitate training. Having complete step-by-step instructions helps trainers ensure that nothing is missed and provides a reference resource for trainees.
- 4) Well-written SOPs facilitate cross training. A SOP can be an excellent reference document on how a task is done for employees filling in on jobs they do not perform on a regular basis.
- 5) People incline to be supportive of the things they help create. Involving employees in developing SOPs can help assure the final product is more complete, useful and accepted.
- 6) SOPs can help in conducting performance evaluations. They provide a common understanding for what needs to be done and shared expectations for how tasks are completed.
- 7) Employees can coach and support each other if there is documentation available on exactly how various tasks must be done and everyone knows what their co-workers are supposed to be doing. This can also help generate a more cooperative team approach to getting all the daily tasks done correctly, every day.
- 8) Having well defined SOPs, using them in training and insisting that they be followed can help keep employees safe at work and may provide some legal protection if an injury occurs.

- 9) Having SOPs can encourage regular evaluation of work (Grusenmeyer, 2003).

### **4.1.3 Who hotels should write a SOP?**

SOPs should be written in such a way that any common person understands it easily (Prasanna, 2013). The people who write a SOP must be the current 'expert' on doing the job. If the job is at the moment being done and a SOP is to be written for it, then the person who does the best job should be the author (Sondalini, 2011). But employees should report needed changes to their supervisor any time they see an opportunity, problem, or concern (Grusenmeyer, 2003).

If the SOP is critical to the success of a hotel initiative it should be thoroughly reviewed and analysed by managers. This may include having meetings where the SOP is analysed in great detail to establish the consequences of it being done wrongly (Sondalini, 2011).

### **4.1.4 SOP Layouts**

A SOP for the same task will differ from hotel to hotel. There are also a number of different approaches to developing SOPs depending on the hotels, complexity of the SOP and the number of people involved in the development (Grusenmeyer, 2003).

A SOP will typically contain all the instructions to do a complete job from start to finish. The instructions are divided into separate tasks and each task is an action to be performed. For the hotel all SOP's needed to look the same. The layouts of each page must be identical for all pages, and the aim of the SOP's is to get the job well done at first time (Sondalini, 2011).

## **4.2 Menu Engineering**

Throughout the progress of my internship, I have come across other problem: there was no Menu Engineering (ME) in F&B department. I was appointed by the Rathbone Hotel to make a ME in order to assist the F & B department in the menu analysis and the menu items. The Rathbone Hotel doesn't have a restaurant but offers room service and lobby food service.

### **4.2.1 Purpose of Study**

The purpose of this study is to utilize menu engineering in order to represent sell price, food cost, revenue, menu mix, contribution margin, popularity items and profit items to distinguish Stars, Dogs, Plowhorses and Puzzles and to compare the different meal. With these results we can analyse The Rathbone Hotel Menu and identify which dishes are profitable, should be improved on or removed completely. This will not only help make our menu more profitable but also keep it fresh and attractive.

### **4.2.2 Literature Review**

For Davis et al. (1998) Menu Engineering is a marketing orientated approach to the evaluation of a menu with regard to its present and future content, design and pricing. The concept of menu engineering requires food and beverage managers to orient themselves to the contribution that the menu items make to the total profitability of a menu. Using the sample matrix, menu items can be represented by their performance.

Menu engineering examined by author LeBruto et al. (1995) consider items that scored high in contribution margin and high in popularity were labelled "stars." These should be tested for price elasticity by raising the selling price. "Plowhorse" was the identification assigned to items by having the high popularity and low contribution margin quadrant. Menu items that are low in popularity and high in contribution margin are assigned "puzzle." The fourth label, "dogs," represent items that were low in popularity and low in contribution margin and is suggested that they be alternated on the menu with similar items, or eliminated.

For Davis et al. (2013) popularity per menu item allows to the F&B manager to identify potential menu items that are not doing very well and possibly eliminate them from the menu, or identify the items that sell extremely well and ensure that enough ingredients are ordered to ensure no customers are left unsatisfied due to a menu item that was not available. On the other hand Profitability per menu item permits that the F&B manager recognizes menu items that are high profitable and to ensure that quality and price keeps the same and takes advantage of its popularity to introduce new dishes.

According with Rochat (2001) Omnes laws of "universal rules of good sense" are advanced merchandising techniques that can be defined as:

- 1° omnes law consist in the dispersion within a product range. The number of articles included in the group of average price should be equal to or greater than the sum of the lower group with the higher group;
- 2° omnes law involve the amplitude of the interval between the lowest price and the highest price that not must be greater than 2.5;
- 3° omnes law consist in the value of the ratio between the average demand price and the average supply price that should between the 0.9 and 1 range;
- 4° omnes law says that promotions in order to sell the image of the restaurant should be made within the range of mid-priced dishes.

### **4.2.3 Methodology and Results**

Additionally, was used the Menu Engineering to analyse data sheets for each menu item of the two family groups such as Sandwiches (Annex 4) and Main Dishes (Annex 5).

#### **4.2.3.1 ME Sandwiches Analysis**

According to Annex 4 and Figure 9 related to Sandwiches Family ME analysis, for an Average CM of £5.94 and popularity reference point of 5.83%, there are four menu items classified into the quadrant of STAR (BLT sandwich, Classic club sandwich, Ham cheese and tomato sandwich and Bacon and Brie sandwich). However, there are three menu items in the quadrant of DOG (Egg and Mayo sandwich, Cheddar and tomato sandwich and Smoked Chicken and lettuce sandwich). The menu items in quadrant of Star have higher efficiency and higher financial performance, so the F&B manager needs to maintain these items in the menu. In contrast, the menu items in quadrant of Dogs have relatively low efficiency score and less profits. The F&B manager, as solutions, should consider dropping these dishes completely from the menu, replace with a menu item that has better potential based on room service feedback or encourage the chef to have other innovative menu items to replace the original Dogs items.

The menu items classified into the Plowhorses with high popularity and Puzzles with lower popularity and higher profit shows that there are three Plowhorses (Honey roast ham and cheddar sandwich, Tuna, mayo, cucumber sandwich and Smoked salmon and

cucumber sandwich) and two Puzzles (Tuna, mayo and spring onion sandwich and Mozzarella tomato and pesto sandwich). For Puzzles is necessary to review cost of ingredients for possible cost reduction without affecting the quality, and for Plowhorses the first step with these items should find out why they are not selling. F&B manager should start with our customers and get their feedback.

Is necessary according to 2<sup>a</sup> Omnes Law to review the distribution of prices in the various items and is it necessary to revise ratio between Average demand price and average offer price (3<sup>a</sup> Omnes Law).

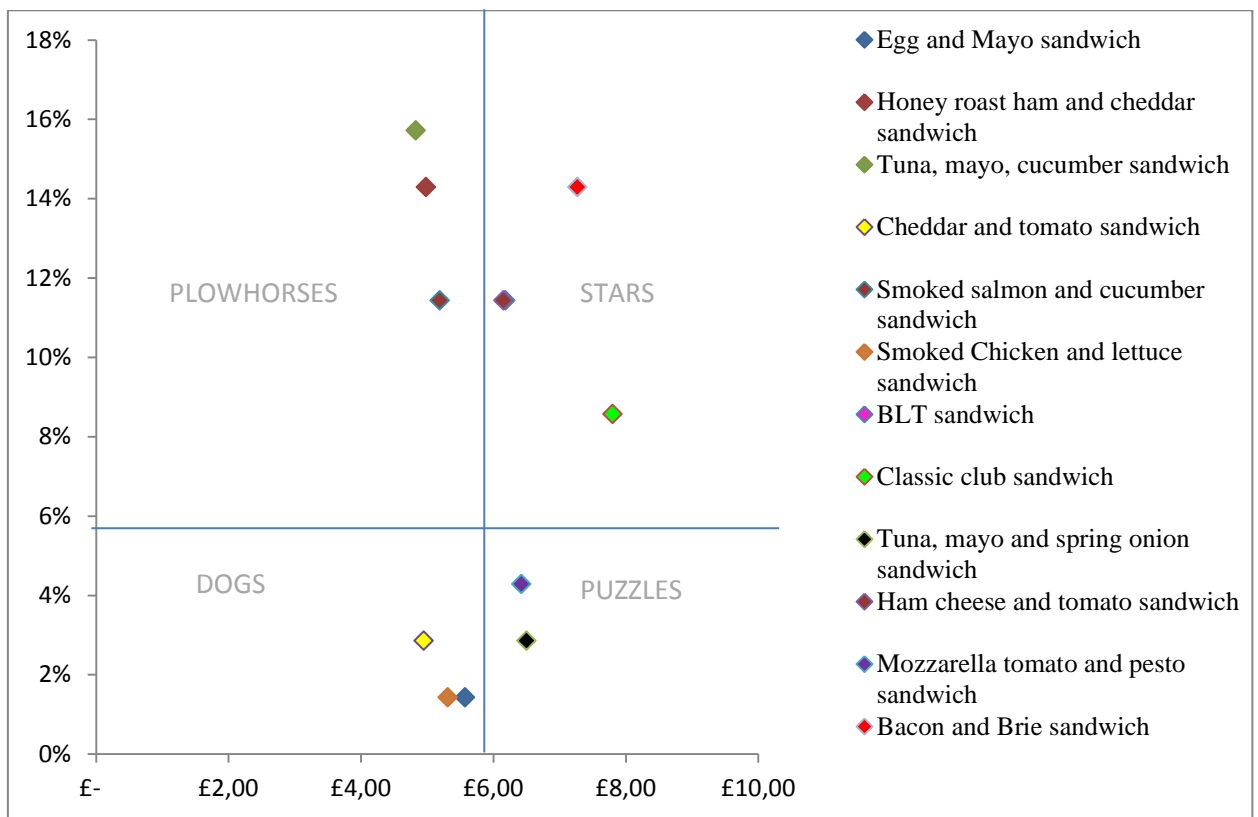


Figure 9 - Matrix ME Sandwiches

Source: Prepared by the author

#### 4.2.3.2 ME Main Dishes Analysis

Relating to Annex 5 and Figure 10 related to Main Dishes Family ME analysis, for an Average CM of £7.71 and popularity reference point of 17.5 %, there are two menu

items classified into the quadrant of STAR (Spaghetti alla Bolognese and Beef Stroganoff), one menu item in the quadrant of DOG (.Penne al Pesto), two menu items classified as Plowhorses (Green Thai chicken) and there is no menu item classified as Puzzle

Is necessary according to 2<sup>a</sup> Omnes Law to review the distribution of prices in the various items and it is necessary to revise ratio between Average demand price and average offer price (3<sup>a</sup> Omnes Law).

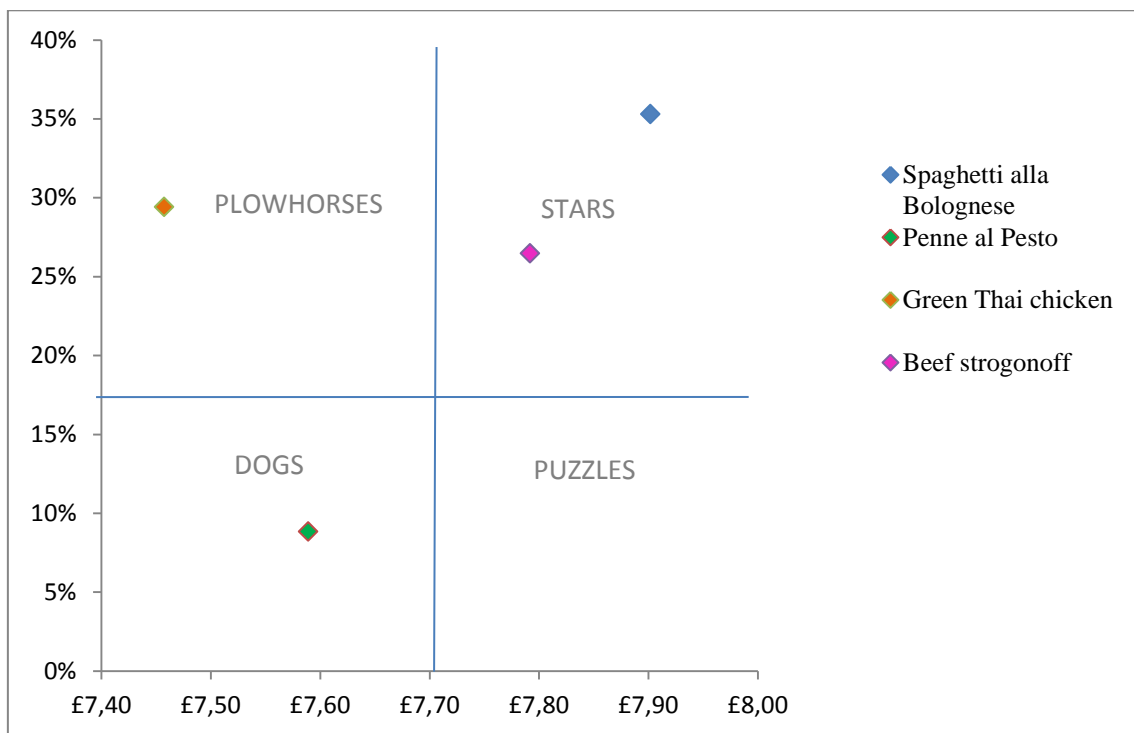


Figure 10 – Matrix ME Main Dishes

Source: Prepared by the author

This chapter summarizes the internship experience, recommendations for the hotel and also limitations of the current work and future work. The chapter is divided into three sections. Section 5.1 is an internship experience summary, section 5.2 presents a recommendation for the Internship Company and section 5.3 discusses the limitations and future work.

#### **5.1. Internship Experience Summary**

The past months of my internship have been very instructive for me. The Rathbone Hotel has offered me opportunities to learn and develop myself in many areas. I gained a lot of experience, especially in hotel operations. A lot of the tasks and activities that I have worked on during my internship are familiar with what I'm studying at the moment. I worked in many areas where I did different work. This gave me the chance to find out which areas I want work in after my education. The areas that I found most interesting are Reservations and Revenue Management.

Before my internship start my ideas did not match with the experiences that I have gained during my internship. There is a big difference in the school projects and the tasks or activities done during the actual work. In school we learn how to describe the work in projects, conversely in work you learn how to implement them in reality. This internship was definitely for me an introduction to the actual work field. I have learned to work in a hotel organisation and apply my knowledge into practice.

I learned a lot from the different colleagues that I have been working with during my internship. Each colleague had a different educational background and culture that made it interesting for me.

My mentor during my internship was Mr. Miguel Silva with who I have also learned a lot during my internship. As a Hotel Manager, he has lots knowledge in hotel operations. He was very helpful and always enthusiastic to give me advice and feedback which I appreciate. I have tried to learn as much as possible from him and my colleagues during my internship.

The conversation through email and Skype with my mentor Dr Carlos Afonso is also an important learning moment for me during my internship. He had always time to answer

all my questions concerning my internship. I appreciate all the advice he gave me during my internship.

I had fun during my internship at The Rathbone Hotel. I learned a lot about the all areas. I also became stronger in my English oral and written communication. I have improved my English oral skills by communicating with the colleagues that I have worked with and all the guests, but I still need to practise more speaking and writing English. Interning at The Rathbone Hotel was definitely a learning experience. This internship was definitely beneficial for me and I'm grateful and thankful because I experienced and learned many things.

## **5.2. Recommendations for the Internship Company**

The Rathbone Hotel is a great learning hotel for interns. The Rathbone Hotel is a small hotel and helps interns improve and develops their skills. I would recommend The Rathbone Hotel to keep hiring interns with different educational background, to help build and improve the company with the knowledge they gained from their studies.

I also researched the possibility of creating in Housekeeping Cupboards, shelves identification and sheets colours identification with a map inside cupboards. I also came up with idea to do a room service cupboard for the room service night staff where there can find: Extra beds and baby cot (*rotate stock*), Duvets and covers (*rotate stock*), Double and single sheets (*rotate stock*), Extra pillows and covers (*rotate stock*), Bath towels and hand towels (*rotate stock*), Synthetic items, Toilet paper (*rotate stock*), Irons and Irons Boards, Milk portions, sugar, sweetener, coffee sticks, decaf coffee sticks, teas and biscuits (*rotate stock*), Door hangers (DND and Breakfast Menu) and Soap, Shampoo, Shower gel and Hand and body lotions.

## **5.3 Future work**

After finish this internship, Hotel has offered me opportunities to learn and develop myself in many areas. I gained a lot of experience in all areas so with all of this experience I would like to take benefit and open my own proper business, mostly a Hotel. If on the beginning I have some difficulties to open my own business, I'll be ready to work in other hotels, especially in the area of Revenue Management.

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## **Annexes**

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<b>Annex 1 - Daily preparation check list for Breakfast.....</b>	<b>84</b>
<b>Annex 2 - Standards Operating Procedures - Housekeeping Department .....</b>	<b>86</b>
<b>Annex 3 Service Standard Manual - Housekeeping Department .....</b>	<b>134</b>
<b>Annex 4 – ME Sandwiches hot and cold .....</b>	<b>150</b>
<b>Annex 5 – ME Main Dishes .....</b>	<b>163</b>

Annex 1 - Daily preparation check list for Breakfast

## Daily preparation check list for Breakfast

**Completed by:**

*To be completed and filed every morning before service begins and at the end of the full time shift at 3pm*

**Date:** \_\_\_\_\_ **Time:**

### For Buffet

- Bread rolls, pastries, pain au choc, croissants - to be kept warm on top of the convection oven and covered with a clean tea towel – enough supply for buffet and extras depending on number of guests expected
- (Morning prepare only. Monitor stock levels during service)**

### Still Room Area

- 2 unopened tins of grapefruit segments
- Minimum 6 bags of coffee, Decaf sticks
- 2 boxes brown sugar cubes
- 2 boxes white sugar cubes
- Sweetener
- Clear pouring honey
- 1 tin of hot chocolate
- Muesli
- Marmite
- Rice Krispies, Cornflakes, Special K, All Bran (full tubs of each)
- Tea bags (English breakfast, Earl Grey, Fruit, Herbal)

### Fridge 1

- 4 x 2 litre whole milk
- 4 x 2 litre semi skimmed milk
- 4 x 2 litre freshly squeezed orange juice
- 3 each of, grapefruit, cranberry and apple juice
- 1 tub butter portions
- 1 tub margarine portions
- 1 box of 12 fruit yoghurt
- 1 box of 12 natural yoghurt

### Restaurant Cupboard

- Minimum 1 tray (30) each of honey, marmalade, strawberry and blackcurrant preserves
- One bowl each of: Rice Krispies, Cornflakes, Special K, All Bran, Muesli

### Breakfast Fridge

- 1 spare meat plate
- 1 spare melon plate
- 1 bowl of prepared fruit salad (no juice)

For weekend preparation you must have two spare of each of the above breakfast fridge items

Annex 2 - Standards Operating Procedures - Housekeeping Department



# **STANDARDS OPERATING PROCEDURES**

## **HOUSEKEEPING DEPARTMENT**

**THE RATHBONE HOTEL**

**2014**

RATHBONE STREET • FITZROVIA • LONDON W1T 1LB  
TEL 0207 636 2001 • FAX 0207 580 5546 • [reservations@rathbonehotel.com](mailto:reservations@rathbonehotel.com)  
[www.rathbonehotel.co.uk](http://www.rathbonehotel.co.uk)



## Entering Guest Room

**Standard:** *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 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 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 permit 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 service, 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 “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.**



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Assistant Hotel Manager

Authorised by: \_\_\_\_\_

Executive Housekeeper



### 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 pyjamas

#### Procedures

- Enter the guest room and put a wedge under the door to make sure the door keeps open
- 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**
- All rubbish should be left in a refuse bag in front of the staff lift.
- After 10:00am (11:00am on Sundays) report Room Service trays to 104, leave the tray in the room until collected.



- Enter the bathroom and check the following items:
  - Collect all the used towels from the bathroom
  - Clean the bathroom dustbin
  - Collect leftover rubbish in the bathroom
  
- 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.

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Executive Housekeeper



## Lost Property Procedure

*Standards: Every item whether left in checked out room or public are must be informed and handled by Housekeeping Department to ensure items are identified and returned to the respective owner.*

### Procedures:

**1. Inspect the room and collect any item left behind by guest which is not rubbish** – consult supervisor if in doubt

**2. Handling Lost and Found**

- Any Lost and Found item are to be delivered to the Housekeeping Office immediately
- Never throw any lost found items in the bin or leave on the trolley
- Immediately call the housekeeping office when any item is found
- Housekeeping office is responsible for the administration of all Lost and Found items
- Anything left in an empty room or other guest areas should be treated as a Lost and Found Item

**3. Handover the item to the office**

- Floor supervisor will take the item to the Housekeeping Office and log the location found, date and time in the Lost and Found log book.
- The lost item will be placed in a plastic bag, enclose a note with the date and room number where it was found. Item will be locked in the lost and found cabinet.
- Valuable items must be put into the FO Safety and the Housekeeper should be responsible for administration of that item



**4. Guest calls**

- When guest calls, items must be convincingly identified by the guest

**5. Sending the item**

- Executive housekeeper or Assistant executive Housekeeper must ensure that the right item is sent to the right guest from the concierge desk
- The guest will be asked how they want to have the item sent, or when they will come to collect the item personally
- Items will be sent to the guest on the hotel's expenses as a gesture of service (if it's not more than £5) within shortest possible time.

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Executive Housekeeper



## 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 changed (except for mattress protector) if it stained or damaged
- In occupied room, bed sheet and pillow case must be replaced. For duvet cover and mattress protector, replacement only 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
- Move the bed away from wall to allow for carpet vacuuming
- Make the bed according to the hotel according to the ***Hospital Corner Procedures***.

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### **Rejected Linen Procedure**

***Standard:*** *Reject any linen or towels with stains, holes, tears or excessive creasing (more than 10cm from the edge of the cover)*

***Procedures:***

1. Place a rejected item on the side of the reject linen bag attached to the trolley for the porter to take to the housekeeping office
2. At the end of every day count all items and prepare a Rejects list as instructed by the supervisor.

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### **Making the Bed Procedure and 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 pillow case must be replaced. For duvet cover and mattress protector, replacement only 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
- Move the bed away from wall to allow for carpet vacuuming
- Make the bed according to the hotel according to the ***Hospital Corner Procedures***

#### **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.



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### **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.*

**Procedures:**

- 1) Using housewife pillow cases:
  - a) Pillow must be in a clean pillow protector, free from hair
  - b) Check the pillow case 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 pillow cases:
  - a) Pillow must be in a clean pillow protector, free from hair
  - b) Check the pillow case 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 pillow case is placed evenly over the pillow edge
  - h) Place the oxford pillow(s) on top of the housewife pillow(s)
- 3) Place the pillows snugly against the headboard
- 4) Pillows must be squared and the same level
- 5) Fold down the corners of oxford pillow cases.
- 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



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## Cleaning a guest room

### Standard:

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

### Procedures:

- Re-arrange comfort tray according to *Comfort Tray Procedure*
- Make sure that all furniture, sofas, mirrors and devices are free from dusts according to *Dusting Procedure*
- Make sure windows and window frames are clean and free from smudges
- Check curtains are clean, damage free and hanging straight according to *Curtains Procedures*
- Check all appliances are clean and working, free from dust/fluff, cables in good repair
- Ensure all ASL are stocked and arranged neatly according to *Electrical Appliance Check Procedures*
- Ensure that all amenities and room items are arranged based on the room setup has been determined by the Hotel according to *Replenishing Amenities and Supplies Procedures*
- Hoover bedroom and bathroom, wash bathroom floor
- Before leaving the room, make sure that air-condition is set to standard temperature
- Close windows, spray the room with air-freshener, leave the room and prepare for inspection according to *Completing the work Procedures*



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### 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
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 bottles	1	2
Water glasses with coasters	1	2

- 1) Collect any used glasses/crockery and soak in hot water with Titan Sanitizer
- 2) Remove any tannin stains and polish all utensils
- 3) Check the kettle for any water residue, remove limescale 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 tea cups / 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 tea cups
- 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

### **Comfort Trays Procedure: Stay-on**

#### **Complimentary trays contain:**

<b>Item</b>	<b>Single</b>	<b>Double*</b>
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.



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### **Dusting Procedures: Departure / Stay On**

- 1) Using a slightly damp cloth dust all lamp shades and fittings, all mirror frames and pictures, ensure all fittings are straight.
- 2) Dust the top and back of television set, gently wipe the screen and remove any finger prints and smears. TV sets and iPod decks (including remote controls) need to be clean and dust free.
- 3) Clean the remote control and remove any food residue.
- 4) Use R4 to polish desk tops, bedside tables, Chairs, coffee tables, desks etc. need to be dusted and free of marks/stains (rungs, legs and back included) and properly placed.
- 5) Use R3 to clean glass tops, Mirror and frame straighten up guest belongings and clean and dust free.
- 6) Wipe clean telephone sets, ensure there are no red lights on and the cords are untangled.
- 7) Wipe window frames and sills and use R4 to clean any smears from glass panes.
- 8) Use R2 to remove dust and marks from skirting boards, remove black skid marks with a sponge.
- 9) Dust and polish wardrobes on the outside, Wardrobe shelves and inside cupboard areas need to be dust free and clean, all hangers in closet must be in a good condition.



- 10) Use the lamb's wool duster to reach top of the bed frame, air conditioning outlet, large mirror frames, tops of curtains and other hard to reach places.
- 11) Use the lamb's wool duster to remove any cobwebs from walls and ceiling. Use a clean cloth and water to remove marks and stains from walls.
- 12) The laundry bags, laundry lists, blankets, luggage racks need to be neatly placed in the wardrobe.
- 13) Ensure the trouser press is clean and dust free and ensure that dial is in the 'off' position; check if the dial activates by turning it or pressing the 'on' button.
- 14) Cups, saucers and glasses must be washed and sanitized.
- 15) All magazines need to be clean and in good condition.
- 16) All lamps work, including fixtures, shades and bulbs need to be clean and dust free. Lamp shades straight and seams turned so they are not visible to the guest.
- 17) Wastebaskets need to be empty and clean. (To avoid cuts and injuries associated with the above never place your hands inside a wastebasket in case of sharp objects e.g. needles or broken glass).

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## **Curtains**

***Standard:*** *The purpose of checking the curtains in each room is to ensure that the atmosphere and look and feel of the room is consistent with our standards of presentation.*

- 1) Open the curtains to check they are clean and free from stains, rips and tears
- 2) Check behind for any rubbish
- 3) Ensure curtains are properly hooked and hanging in a neat way
- 4) Replace any missing hooks/report loops missing from the tracks
- 5) Ensure curtain track is in good working order by closing and opening the curtains.

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### **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 limescale, 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 inspect and fold the cord neatly behind the device
- 9) **Telephone** – pick up receiver to hear the signal clearly, press any red lights that may have been pressed during cleaning



- 10) Electrical bedroom heater** – press the button to switch it on, the display must be steady and temperature change must be noticeable when on, leave in OFF position
- 11) 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
- 12) Mini fridge 309** – must be noticeably cool when opened, always leave closed
- 13) 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.

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Assistant Hotel Manager

Authorised by: \_\_\_\_\_

Executive Housekeeper



### Replenishing Amenities and Supplies (ASL - AMENITIES, SUPPLIES & LINEN)

#### Standard:

*The Room Attendant will ensure that each room is clean and supplied with all amenities as specified by the Rathbone Hotel standards. All ASL should be in good condition (clean, dust free, unmarked and undamaged, etc.).*

#### Procedure:

The Room Attendant will ensure that each vacant room has a full set of toiletries. Each bathroom should have:

Item	Single	Standard	Executive	Suite / Club*
Shampoo	1	1	2	2
Bath and shower gel	1	1	2	2
Hand and body lotion	1	1	2	2
Bath Essence	-	-	-	1
Face cloths	1	2	2	2
Hand soap	2	2	2	1
Bath towels	1	2	2	2
Hand towels	1	2	2	2
Bath mat	1	1	1	1
Box of tissues	1	1	1	1
Shower cap	1	2	2	2
Glasses with coasters	1	2	2	2
Toilet rolls	Vacant rooms: 1 new			

*\*Penhaligon's toiletries*



By each telephone:

- Note pad and pen





Coffee table area:

- Magazines monthly: *Homes & Gardens*, *Business Traveller*, *National Geographic*, *Where London* and weekly, e.g.: *Time Out*, *Time*, *Newsweek*, and any others as per supervisor. All magazines must be current, clean and displayed in an organized fashion



- Guest directories – covers clean, pages not damaged or written on



TV cabinet / bedside drawers:

- Bible/Old Testament
- Hairdryer

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### 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 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
- 8) Make sure the main door is closed behind you.

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## Cleaning the Guest Bathroom Procedure

**Standard:** *The objective of cleaning the guest bathrooms is to provide our guests with a clean, comfortable and inviting grooming area. It also ensures our bathrooms look consistent in what the guests experience when they stay in our hotel.*

### Procedure:

**1) Enter the bathroom and check the follow items:**

- Collect all the used towels from the bathroom
- Check for other soiled linen
- Clean the toilet dustbin
- Collect leftover rubbish in the bathroom (if any)
- 

**2) 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 gel

**3) Toilet (apply cleaning agent as soon as you enter the bathroom, but clean last):**

- a. Apply R1 in the toilet bowl before going to make the bed taking
- b. Back in the bathroom, use the toilet brush to clean the bowl, under the edges and the outlet
- c. Use a cloth to clean the area between lid and hinges
- d. Wipe the seat and lid, both must be in good condition and firmly attached



- e. Wipe clean tiles around the toilet with R2

#### **4) Washbasin and bathtub:**

- a. Apply R2 to the washbasin (if no dishes inside), bathtub and tiles above at the same time as R1
- b. Pay special attention to spray any discoloured grout and silicone
- c. Back in the bathroom, wash the dishes and take them back to the complimentary tray
- d. Clean the sink and bathtub with a sponge, use the green abrasive for stubborn stains and residue
- e. Clean the soap dish in the shower area
- f. Rinse the tiles and bath using shower, water must flow straight and drain quickly
- g. In rooms with shower head attached to the wall, open shower to check water flows straight
- h. Dry the bathtub and tiles top to bottom, including the bath panel
- i. Rinse and dry sink
- j. Clean both plugs, remove any hair and other debris from plugholes
- k. Polish all chrome shiny, use Peek for stubborn water marks
- l. Wipe underneath the marble setting
- m. Shower curtain clean, chrome bars shiny without water stains

#### **5) Shower:**

- a. Apply R2 to the shower tray, tiles and shower screen at the same time as R1
- b. Pay special attention to spray any discoloured grout and silicone
- c. Clean the tiles, tray and screen with a sponge, use the green abrasive for stubborn stains and residue



- a. Clean and dry the soap dish
- b. Clean the door including the draining strip / tracks on the bottom
- c. Rinse the tiles and tray, water must flow straight and drain quickly
- d. Dry the tiles, soap dish and tray, remove any hair and other debris from plughole
- e. Polish all chrome shiny, use Peek for stubborn water marks
- f. Polish shower door and glass panels, door must close easily

### 6) **Mirror and vanity top:**

- a. Apply R3 to the mirror, use a clean cloth to polish, must not leave any stains or smudges
- b. Dust the lamp fittings, use caution and do not apply a lot of pressure
- c. Wipe clean vanity area, including the marble skirting under the mirror and the marble front
- d. Dust the toiletries display dish
- e. Air vents above must be clean and dust free, report to maintenance if it is not so

- 7) **Toiletries** full and presented in a neat way in the following order: shampoo - shower gel - body lotion, bar of soap at the front, facecloths on the side, clean and polished glasses placed on coasters and 2 shower caps



- 8) **Towel rack** (if off, switch it on to make sure the heating system is in good working order where applicable)
- a. Remove any towels and polish



- 9) Empty the pedal bin, clean inside and polish outside, bin liner folded neatly over edge
- 10) Replace the toilet roll if used, fold the first leaf in triangle and apply sticker



- 11) Refill tissue and hygienic bag boxes, must be clean and polished
- 12) Vacuum the floor including all corners and then clean with a damp cloth and R1.
- 13) Before leaving the bathroom, give a final look to make sure that all items are clean and in good condition.

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### Folding Towels

**Standard:** *The objective of presenting the towels and facecloths is to make bathrooms look clean, tidy and inviting whilst maintaining the consistent level of presentation of our rooms, to ensure guests have a pleasant experience whilst staying with us.*

#### Procedures:

- Towels must be clean, free from hair and tears, not frayed. They must be folded away from the bathroom entrance, so that the towel edges are not visible.
- Facecloths must be clean, folded in half and rolled away from the bathroom entrance, placed next to toiletries one on top of the other.

#### French Fold (bath sheets)

This type of folding is used with towels placed on shelves, e.g. in 218:

- 1) Fold the towel in half and again
- 2) Bring the top of the folded towel towards the middle and fold the edge
- 3) Bring the bottom of the towel towards the middle and fold the edge
- 4) Leave a small gap between the two edges in the middle
- 5) Fold the bath sheet in two and place on a shelf

#### Hanging bath sheets

This type of folding is used with towels placed on old towel racks and single bars in shower rooms, e.g. in 311:

- 1) Fold the towel in half and again
- 2) Fold it over (the lower bar of) the towel rail





### **Hanging hand towels**

This type of folding is used with towels placed on towel racks and single bars in shower rooms, e.g. in 311:

- 1) Fold the towel in half lengthwise
- 2) Fold it over (the upper bar of) the towel rail

### **Bath sheets on new towel rails**

This type of folding is used with towels placed on the electric towel rails, e.g. in 403:

- 1) Fold the towel in half
- 2) Holding the end with the two edges in left hand, fold it 2/3 to the right
- 3) Cover the fold with the right side of the towel so that no edge is visible
- 4) Place it on the lower portion of the towel rail, closer to the bathroom entrance
- 5) Make sure the bottom edge of the towel and the rail are the same level
- 6) Repeat steps 1-4 with the second towel
- 7) Place it on the middle portion of the towel rail, closer to the window
- 8) Make sure the towel rail bars are showing about an inch on both sides

### **Hand towels on new towel rails**

This type of folding is used with towels placed on the electric towel rails, e.g. in 403:

- 1) Fold the towel in three lengthwise
- 2) Smooth it with your hand and fold it in half making sure the sides are without folds
- 3) Fold it in half again over the top bar of the towel rail





**Bath mats in standard and executive rooms**

This type of folding is used with bath mats placed in the shower trays or bathtubs, e.g. in 201:

- 1) Fold the bath mat in three
- 2) Fold it again in two and turn out one corner
- 3) Place a bar of soap on top

**Bath mats in suites**

This type of folding is used with bath mats placed in the basket, e.g. in 503:

- 1) Fold the bath mat in three
- 2) Roll the bath mat ensuring the edges stay smooth
- 3) Place it in the basket with part of the border showing up
- 4) Place a bottle of bath essence on top.



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### Cleaning the Guest Floor Corridor

**Standard:** *Provide assurances that guest floor corridors are properly cleaned in accordance with the standards of cleanliness and immaculate presentation that we strive for always in our hotel.*

**Procedures:**

- Clean corridor wall, top ceiling, floor corner, sign board and wall lamp daily
- Ensure no dirt and stains on the corridor wall or floor corners
- Vacuum the carpet daily to ensure clean carpet
- Regularly clean the A/C grill and filters of Air-Conditioner in the corridor to ensure fresh air
- Damp dust off elevator door with cleaning cloth daily and check to ensure no dirt and no stain on it.



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## Trolley Set Up

**Policy:** Provide assurance that the trolley has been put up in a correct way with sufficient items for everyday operations.

**Standards:** To set up maid trolley, and put sufficient items on it and to handle the trolley properly

### Procedures:

- Every maid has to setup her trolley before starting and after finishing the working shift;
- Items placed on the trolley must be sufficient enough for completing the cleaning for that particular day;
- Do not overload the trolley with amenities and linens as it can make damages to the trolley itself;
- It is better not to overly stack items on the top of the trolley as it will distract maid's viewing while pushing the trolley;
- Maids have to make sure that they handle the trolley correctly in order to refrain themselves from accidentally hit the wall and torn the wallpaper.
- Each trolley contains: (per floor)

Linen	10 Face clothes 10 Bath Mat 20 Bath Sheet 20 Hand Towel 20 Normal Pillowcase and 20 Oxford Pillowcases 10 Single Sheet, 10 King-size Sheet and 10 Super-king Sheet 10 Single Duvet Cover, 10 King-size Duvet Cover and 10 Super-king Duvet Cover
-------	--



<p>Stationery:</p>	<p>10 Laundry list                  10 Telephone pad                  10 Pencils                  1 Pencil sharpener                  10 Door hangers (DND and Breakfast Menu)                  18 Questionnaires                  18 Magazines monthly ones: <i>Homes &amp; Gardens, Business Traveller, National Geographic, Where London</i> and <i>Weekly</i>, e.g.: <i>Time Out</i>, and any others as per supervisor. All magazines must be current, clean and displayed in an organized fashion</p>
<p>Comfort tray:</p>	<p>32 Biscuits                  Milk portions (54 whole and 54 semi skimmed)                  Sugar sachets( 54 brown sugar, 54 white sugar, 54 sweetener)                  54 Tea bags                  Coffee sticks (54 original and 54 decaf)                  One case Water</p>
<p>Toiletries</p>	<p>The White Company and Penhaligon's):                  Soap (36 The white company and 6 Penhaligon's)                  20 Shampoo (15 The white company and 5 Penhaligon's)                  20 Hand and body lotion(15 The white company and 5 Penhaligon's)                  20 Shower gel (15 The white company and 5 Penhaligon's)</p>
<p>Miscellaneous</p>	<p>Coasters x 35                  Toilet roll stickers x20                  Facial tissue x 5                  Toilet rolls x 10                  Shower caps x 20                  Light bulbs x5</p>



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## Cleaning Lobby Area

### **Standards:**

*To clean the entire designated area in lobby so that one of the most visited and presentable rooms of our hotel always maintains the highest level of cleanliness and presentation.*

### **Procedures:**

#### **1. Cleaning plant containers**

- Remove all rubbish from planters and plant spots
- Brush outside the planter with a soft brush

#### **2. Cleaning wall surfaces**

- Remove stains from walls by using a sponge and multipurpose cleaner
- Apply damp cloth to wipe any wooden panels. Do not use chemicals

#### **3. Cleaning picture frames**

- Wipe pictures and frames with dry cloth

#### **4. Cleaning of metal fixtures**

- Wipe all metal fixtures using a damp cloth
- Use metal polisher if any of the surface goes rusty

#### **5. Cleaning of furniture**

- Clean chairs and legs as well table legs, pay attention to any marks
- Spot clean upholstery if necessary
- Vacuum upholstery
- Table top are cleaned and no smudges

#### **6. Cleaning light fixtures**

- Damp dust wall light fixtures
- Vacuum carpet
- Wet mop hard floors



**7. Clean entrance doors**

- Remove finger marks from doors and windows
- Clean dust and apply damp wipe at the entrance door on frame

**8. Follow up during the day and evening shift**

- Dust mopping and sweeping and lobby when needed
- Removing finger marks from furniture and windows
- Clean dust and apply damp wipe at the entrance door on the frame

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## **Cleaning Public Area Toilet**

### **Standards:**

*To clean our public areas consistently and efficiently to ensure our standards are always maintained, and to also ensure all chemicals are applied in the correct places*

### **Procedures**

#### **1. Preparation of area**

- Place the basket near the entrance
- Place the “Wet floor” signage at the entrance to alert anyone of your presence
- Wear the hand gloves
- Collect any debris empty toilet paper rolls and empty all waste bins and wipe with disinfectant cleaner

#### **2. Cleaning of toilet and cubicle**

- Clean cubicle by cubicle to ensure that guest may still use these facilities
- Scrub the inside of the toilet bowl with the toilet brush, ensuring that all edges and corners are properly cleaned, ensure that toilet is not worn out. Use the multi-purpose cleaner and sponge.
- Clean the outer toilet bowl and seat. Wipe dry debris immediately.
- Flush the toilet
- Damp clean walls and partition in the cubicle as well in the doors
- Replenish toilet rolls

#### **3. Cleaning of urinals**

- Scrub interior of urinals bowl with a toilet bowl brush: use multipurpose cleaner and brushing pad
- Clean outer body with multi-propose cleaner
- Flush urinals



#### **4. Cleaning of washbasins**

- Spray multi-purpose cleaner on the sponge and clean the basin bowls, taps, stoppers and basin tables
- Buff the taps, ensure no water marks are left
- Clean all mirrors using a dust free cloth and clean water, use the cloth with glass cleaner
- Wipe the frame of the mirrors
- Wipe all light fixtures and containers
- Replenish the soap, when it is almost finish (around 10%)

#### **5. Cleaning of doors**

- Use damp cloth to wipe the doors and frames

#### **6. Cleaning of walls**

- Remove any dirty marks and spot on walls

#### **7. High dusting**

- Use a duster to remove any cobwebs and dust on air vents

#### **8. Clean floor**

- Sweep and wet mop the floor, following sweeping and mopping procedures
- Report to maintenance department, if is required

#### **9. Spot check**

- If the toilet is frequently used, then spot checking of toilets need to be done and cleaned as needed, as well and follow-up of replenishing of supplies
- Sweeping is sufficient at this time and mopping can be done when the area has less people

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## **Cleaning Public Area Toilet – Daily**

(Housekeeping Porter)

### **1. Check public toilets every 2 hours**

- 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

### **2. 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 to clean the mirrors.
- Hoover the floors.
- Mop the floors and display Wet Floor signs in designated places.
- Empty the bins.
- Dust all surfaces.
- Clean/disinfect the tiles under the hand wash and by the urinals

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## Cleaning the Pavement

**Standards:** *To ensure the most publically visible area of our hotel is clean and free of any unwanted obstructions or rubbish, so that our hotel is as presentable on the outside as it is inside. This is the first impression of our hotel for our guests.*

### Procedures:

#### 1. Clean the pavement

- Wash it using the hose
- Use the hard brush to remove excess water and debris to the gutter and display Wet Floor signs in designated places.
- Check all the planters for rubbish, cigarette ends and glasses and remove them.
- Sweep the pavement in front of the hotel, from the basement entrance to end of planters.
- Sweep the pavement outside '49', front and side.
- Make sure Flower Vases are clean and clear of litter (flowers blooming)
- Clean the glass doors and make sure they are in good condition
- Clean the carpet, swept and make sure it is in good condition

#### 2. Back of Hotel

- Ensure back of hotel is clean and bins are cleaned in the mornings

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## How to Deal with Bed Bug Issues

**Standard:** *The purpose of these procedures is to ensure we deal with the issue in a discreet and effective way, acting as quickly as possible to prevent any unnecessary attention to the issue and to eradicate the problem.*

### Procedure:

1. Whoever suspects or is informed of any bed bug related issues is to report to Head of Housekeeping immediately. This needs to be done discreetly and with a sense of urgency
2. As soon as the guest vacates the room it needs to be locked and no one shall enter until the DM has authorized the all clear
3. The Head of Housekeeping will perform a thorough search of the room for any genuine signs of bed bugs
4. If there are signs indicating an infestation the housekeeper will lock the door and inform the DM who will then call Pest Control to come and contain the problem? They usually come on same day as informed
5. This room will remain locked and unavailable until the Pest Control and DM have given the all clear.

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## Using Chemicals Safely

**Standard:** *This procedure is in place to ensure all staff using chemicals understands the purposes, strengths and quantities of the chemicals we use.*

### **Procedures:**

- **C10**

Descaler – DO NOT BOIL, use at room temperature only

Pour a small amount of the descaler in a kettle and wait for about 5 min. Once all limescale has dissolved empty the kettle, rinse thoroughly with clean water and boil water. Use rubber gloves

- **Blitz**

Heavy duty surface cleaner (for staircases)

Add 1-2 plunges to 5l of hot water. Mop the floor with the product. Rinse the floor with clean water. Use rubber gloves and Wet Floor signs

- **Carefree** (for staircases)

Floor polish stripper

Add 1 part product to 20 parts water in a spray bottle. Spray the floor and use a brush to remove grime. Mop the floor with clean water. Use rubber gloves and Wet Floor signs

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Executive Housekeeper

Annex 3 – Service Standard Manual - Housekeeping Department



**SERVICE STANDARD MANUAL**

**HOUSEKEEPING DEPARTMENT**

**THE RATHBONE HOTEL**

**2014**



## Service Standard

The Room Attendant will ensure that each room is clean and supplied with all amenities as specified by the Rathbone Hotel Standards.

### Rooms



Always need to be a displaying a “Do Not Disturb” and “Breakfast Service” in the door of the Room.



Air conditioner always 21 degrees  
Do not change the air conditioning settings in occupied rooms



## Wardrobe

- Wardrobe doors and drawers need to be clean and must open easily
- The laundry bags, laundry lists, blankets, luggage racks need to be neatly placed in the wardrobe.
- Wardrobe shelves and inside cupboard areas need to be dust free and clean.
- All hangers in closet must be in a good condition.
- Ensure the trouser press is clean and dust free and ensure that dial is in the 'off' position; check if the dial activates by turning it or pressing the 'on' button.

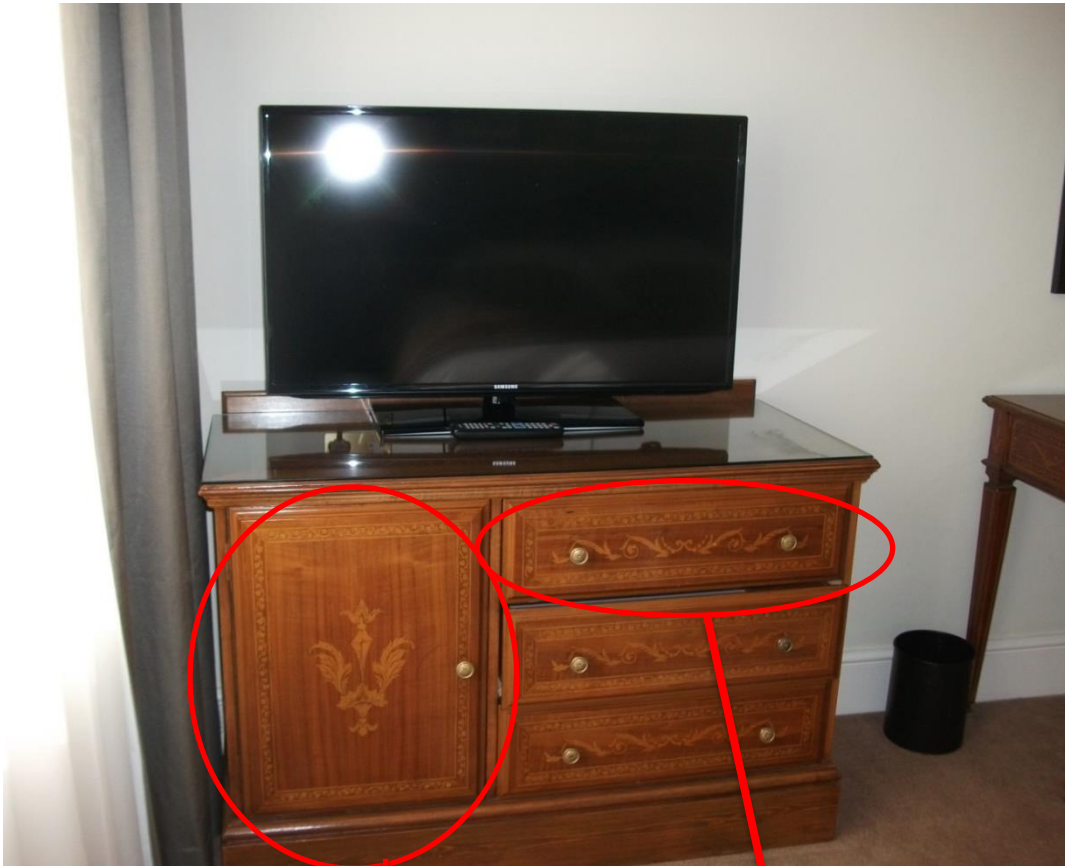
Each wardrobe should have:

- Hangers x5 in Double, Executive, Suite rooms and x4 in single rooms
- Bathrobe x2 in Executive, Suite rooms only
- Pairs of slippers x2 in Executive, Club rooms and Suites only
- Laundry list and bag x1
- Luggage rack
- Trouser press





## TV Desk





## Tea and coffee tray

- Cups x2
- Saucers x2
- Tea spoons x2
- Biscuits x2
- Tea bags x2
- Milk portions x6 (3 semi skimmed, 3 whole)
- White and Brown sugar and Sweetener x3
- Water bottles x2
- Water glasses with coasters x2



(Cups, saucers and glasses must be washed and sanitized)



## Desk and Living Area

### Coffee Table Area:



- All magazines must be current, clean, in good condition and displayed in an organized fashion.

- Magazines (one of each) monthly: *Homes & Gardens*, *Business Traveller*, *National Geographic*, *Where London* and weekly, e.g.: *Time Out*, *Time* and any others as per supervisor.

- Sofas should be diagonally and mirror and frame clean and dust free



- Chairs, coffee tables, desks need to be dusted and free of marks/stains (rungs, legs and back included) and properly placed.

- Tops of pictures dusted



## Suite Rooms



1. iPod decks need to be clean and dust free
2. Guest directories – covers clean, pages not damaged or written on



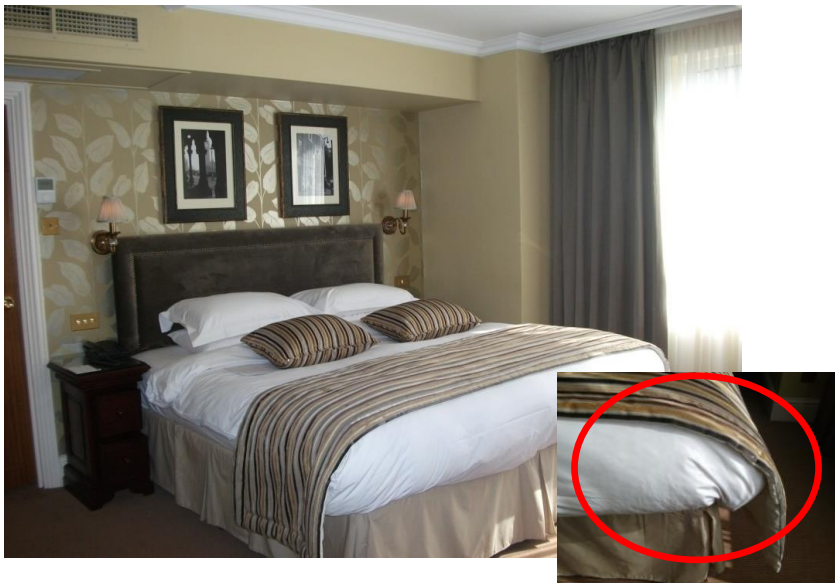
## Beds

### Double Room

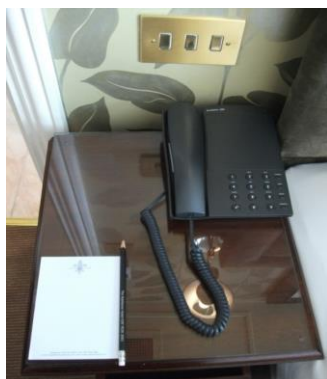
All beds are to be made consistently and up to the Rathbone Hotel standard.

Each bed should have:

- 1 mattress protector
- 1 blanket
- 1 duvet
- 2 plain pillows and then the 2 oxford pillows on top
- 1 questionnaire on top of the bed on the left side



- Use the hospital corner, put on the sheet making sure that all sides are even and tucked in firmly.



By each telephone: Note pad and pencil x1

Telephones clean and handsets wiped.

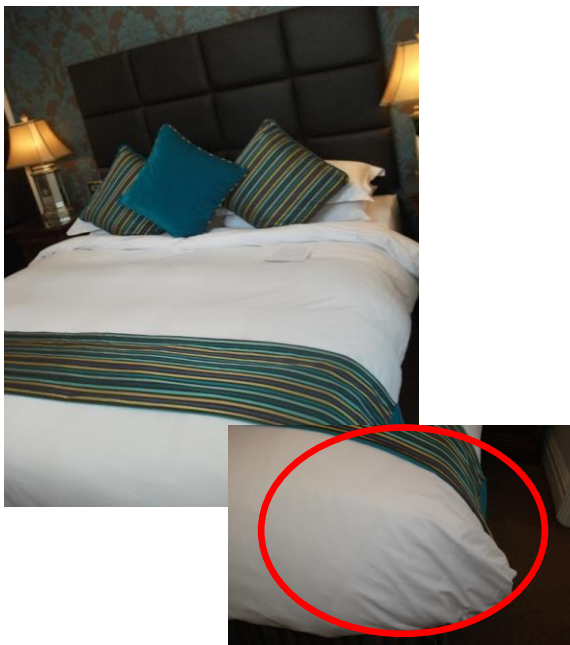


## Suite Room

All beds are to be made consistently and up to the Rathbone Hotel standard.

Each bed should have:

- 1 mattress protector
- 1 blanket
- 1 duvet
- 2 plain pillows and then the 2 oxford pillows on top
- 1 questionnaire on top of the bed on the left side



- Use the hospital corner, put on the sheet making sure that all sides are even and tucked in firmly.



By each telephone: Note pad and pencil x1

Telephone clean and handsets wiped



## Bathroom

The Room Attendant will ensure that each bathroom is clean and supplied with all amenities as specified by the Head Housekeeper.

Each bathroom should have:

- Shampoo (Executive, Club rooms and Suites x2)
- Bath and shower gel (Executive, Club rooms and Suites x2)
- Hand and body lotion (Executive, Club rooms and Suites x2)
- Face cloths x2 (except single rooms)
- Hand soap x2 (except Executive, Club rooms and Suites x1)
- Bath towels x2 (except single rooms)
- Hand towels x2 (except single rooms)
- Bath mat x1
- Toilet paper x1
- Box of tissues x1
- Shower Cap x2
- Glasses with coasters x2 (except single rooms)



-Always in order: Shampoo, Bath and Shower gel and Hand and Body Lotion

2 face clothes  
1 hand soap



- 2 Shower Cap



- 1 Bath Mat inside the with 1 Hand Soap on the top



- 1 box of Tissues



- 1 Pedal bin must be empty and clean both inside and outside and smear free



- 1 Toilet Paper with triangle and sticker



- 2 glasses upside down with coasters



- 2 Bath towels
- 2 Hand towels



## Trolley Set Up

To setup maid trolley, to put sufficient items on it and to handle the trolley properly

Every maid has to setup her trolley before starting and after finishing the working shift

### Each trolley contains:

Linen	<p>10 Face clothes                  10 Bath Mat                  20 Bath Sheet                  20 Hand Towel                  20 Normal Pillowcase and 20 Oxford Pillowcases                  10 Single Sheet, 10 King-size Sheet and 10 Super-king Sheet                  10 Single Duvet Cover, 10 King-size Duvet Cover and 10 Super-king Duvet Cover</p>
Stationery:	<p>10 Laundry list                  10 Telephone pad                  10 Pencils                  1 Pencil sharpener                  10 Door hangers (DND and Breakfast Menu)                  18 Questionnaires                  18 Magazines monthly ones: <i>Homes &amp; Gardens</i>, <i>Business Traveller</i>, <i>National Geographic</i>, <i>Where London</i> and <i>Weekly</i>, e.g.: <i>Time Out</i>, and any others as per supervisor. All magazines must be current, clean and displayed in an organized fashion</p>
Comfort tray:	<p>32 Biscuits                  Milk portions (54 whole and 54 semi)                  Sugar sachets( 54 brown sugar, 54 white sugar, 54 sweetener)                  54 Tea bags                  Coffee sticks (54 original and 54 decaf)                  One case Water</p>
Toiletries	<p>The White Company and Penhaligon's):                  Soap (34 The white company and 6 Penhaligon's)                  20 Shampoo (15 The white company and 5 Penhaligon's)                  20 Hand and body lotion(15 The white company and 5 Penhaligon's)</p>

## Annexes

	20 Shower gel (15 The white company and 5 Penhaligon's)
Miscellaneous	Coasters x 36 Toilet roll stickers x20 Facial tissue x 5 Toilet rolls x 10 Shower caps x 20 Light bulbs x 5



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Assistant Hotel Manager

Authorised by: \_\_\_\_\_

Executive Housekeeper

Annex 4 – ME Sandwiches hot and cold

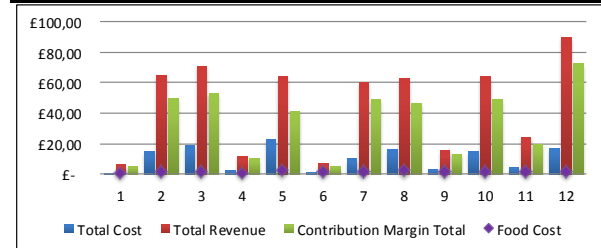
## MENU ENGINEERING- July Rathbone Hotel

Family Sandwiches hot and cold

% Maximum Food Cost 50%

#	Menu Item Name	Item Sell Price	Item Food Cost	% Item Food Cost	Item Profit	Number Sold	Menu Mix	Total Cost	Total Revenue	Contribution Margin (CM)	Popularity Category	Profit Category	Menu Item Class
1	Egg and Mayo sandwich	£ 6,50	£ 0,93	✓ 14%	£ 5,57	1	1%	£ 0,93	£ 6,50	£ 5,57	✗	✗	Dog
2	Honey roast ham and cheddar sandwich	£ 6,50	£ 1,52	✓ 23%	£ 4,98	10	14%	£ 15,16	£ 65,00	£ 49,84	✓	✗	Plowhorse
3	Tuna, mayo, cucumber sandwich	£ 6,50	£ 1,67	✓ 26%	£ 4,83	11	16%	£ 18,41	£ 71,50	£ 53,09	✓	✗	Plowhorse
4	Cheddar and tomato sandwich	£ 6,00	£ 1,05	✓ 18%	£ 4,95	2	3%	£ 2,10	£ 12,00	£ 9,90	✗	✗	Dog
5	Smoked salmon and cucumber sandwich	£ 8,00	£ 2,81	✓ 35%	£ 5,19	8	11%	£ 22,45	£ 64,00	£ 41,55	✓	✗	Plowhorse
6	Smoked Chicken and lettuce sandwich	£ 7,00	£ 1,69	✓ 24%	£ 5,31	1	1%	£ 1,69	£ 7,00	£ 5,31	✗	✗	Dog
7	BLT sandwich	£ 7,50	£ 1,32	✓ 18%	£ 6,18	8	11%	£ 10,55	£ 60,00	£ 49,45	✓	✓	Star
8	Classic club sandwich	£ 10,50	£ 2,70	✓ 26%	£ 7,80	6	9%	£ 16,20	£ 63,00	£ 46,80	✓	✓	Star
9	Tuna, mayo and spring onion sandwich	£ 8,00	£ 1,50	✓ 19%	£ 6,50	2	3%	£ 3,00	£ 16,00	£ 13,00	✗	✓	Puzzle
10	Ham cheese and tomato sandwich	£ 8,00	£ 1,85	✓ 23%	£ 6,15	8	11%	£ 14,77	£ 64,00	£ 49,23	✓	✓	Star
11	Mozzarella tomato and pesto sandwich	£ 8,00	£ 1,58	✓ 20%	£ 6,42	3	4%	£ 4,73	£ 24,00	£ 19,27	✗	✓	Puzzle
12	Bacon and Brie sandwich	£ 9,00	£ 1,73	✓ 19%	£ 7,27	10	14%	£ 17,32	£ 90,00	£ 72,68	✓	✓	Star
13													
14													
15													
<b>TOTALS</b>		£ 91,50	£ 20,34	✓ 22%	£ 71,16	70	100%	£ 127,30	£ 543,00	£ 415,70	7/5	6/6	---

Calculations	
Total items of family	12
Average CM (ACM) (CM/Number Sold)	£ 5,94
Popularity reference point	5,83%





1 <sup>a</sup> Omnes Law	
Lowest Selling Price(a)	£ 6,00
Highest selling price(b)	£ 10,50
Result (b/a - max. 2,5 to 3 times)	✓ 1,8


3 <sup>a</sup> Omnes Law	
Average demand price (a)	£ 7,76
Average offer price (b)	£ 7,63
Result(a/b - between 0,9 and 1)	✓ 1,02


2 <sup>a</sup> Omnes Law	
No. Items lowest and highest value (a)	2
No. Items mean value (b)	10
Result (a=b)	✗


RESUME	
Need to review items of value differences between lower and higher (1 <sup>a</sup> Omnes Law)	No
Need to review the distribution of prices in the various items (2 <sup>a</sup> Omnes Law)	Yes
Need to revise ratio between Average demand price and average offer price(3 <sup>a</sup> Omnes Law)	Yes
There are "dogs" that require special analysis or removal of menu	Yes


Designation		Egg and Mayo			Code	
Data Sheet						
Egg and Mayo					Portion	1
Ingredients	Unit	Unit Size	Measure Unit	Quantity Needed	Unit price	Total Price
Bread		1	slice	2	£ 0,10	£ 0,20
Egg		30		2	£ 4,10	£ 0,27
Mayonnaise		5000	ml	15	£ 16,96	£ 0,05
Baby Leaves		90	grams	15	£ 1,00	£ 0,17
Spreadable Butter		450	grams	5	£ 1,70	£ 0,02
Cherrie Tomato	box	3000		40	£ 12,60	£ 0,17
Olive Oil	btl of 5 lt	5000	ml	15	£ 16,11	£ 0,05
					<b>Total Cost per unit</b>	£ 0,93
					<b>Menu Price <u>per portion</u> exclusive VAT</b>	£ 5,20
					<b>Menu Price <u>per portion</u> inclusive VAT</b>	£ 6,50
					<b>Margin / Profit</b>	£ 5,57
					<b>Unit Cost Ratio</b>	14,25%
<b>PREPARATION – How to do</b>						
<ol style="list-style-type: none"> <li>1. Spread each bread slice lightly and evenly with Flora make sure to spread to the edges</li> <li>2. Bread: First slice, flora side facing up : Egg Mayo, arrange loosely on top of bread, cover to edges</li> <li>3. Black Pepper, grind fresh over Egg Mayonnaise</li> <li>4. Gently close the top half of the bread down on to the filling. Do not press too hard as it will force the filling out</li> <li>5. Cut edges off bread using a sharp bread knife</li> <li>6. Cut evenly and diagonally across the sandwich, repeat diagonally across the opposite direction to achieve 4 even sized triangular pieces</li> <li>7. Garnish with salad and cherry tomato, make sure salad looks good, crispy and very fresh</li> </ol>						
<b>Service:</b>						
1. Service: Salt and Pepper, Dressing Jug with Balsamic Oil						
2. Mise-en-place: Knife, Fork, Linen Napkin						
→ Tray should be clean, well polished and neatly presented						
→ Ensure all crockery and cutlery are free from marks						
						


Designation	Honey roast ham and cheddar				Code	
<b>Data Sheet</b>						
<b>Honey roast ham and cheddar</b>					Portion	1
Ingredients	Unit	Unit Size	Measure Unit	Quantity Needed	Unit price	Total Price
Bread		1	slice	2	£ 0,10	£ 0,20
Ham		18	slices	6	£ 1,69	£ 0,56
Cheddar		2500	grams	50	£ 17,54	£ 0,35
Baby Leaves		90	grams	15	£ 1,00	£ 0,17
Spreadable Butter		450	grams	5	£ 1,70	£ 0,02
Cherrie Tomato	box	3000	grams	40	£ 12,60	£ 0,17
Olive Oil	btl of 5 lt	5000	ml	15	£ 16,11	£ 0,05
					<b>Total Cost per unit</b>	£ 1,52
					<b>Menu Price <u>per portion</u> exclusive VAT</b>	£ 5,20
					<b>Menu Price <u>per portion</u> inclusive VAT</b>	£ 6,50
					<b>Margin / Profit</b>	£ 4,98
					<b>Unit Cost Ratio</b>	23,32%
<b>PREPARATION – How to do</b>						
<ol style="list-style-type: none"> <li>1. Spread each bread slice lightly and evenly with Flora make sure to spread to the edges</li> <li>2. Bread: First slice, Flora side facing up</li> <li>3. Ham, arrange roughly and loosely scrunched on top of bread slice to create some height, cover to edges</li> <li>4. Cheddar Cheese, arrange loosely on top of ham, cover edges</li> <li>5. Bread: Second slice, Flora side facing down</li> <li>6. Gently close the top half of the bread down on to the filling. Do not press too hard as it will force the filling out.</li> <li>7. Cut evenly and diagonally across the sandwich, repeat diagonally across the opposite direction to achieve 4 even sized triangular pieces</li> <li>8. Make sure salad looks good, crispy and very fresh</li> </ol>						
<b>Service:</b>						
1. Service: Salt and Pepper, Dressing Jug with Balsamic Oil						
2. Mise-en-place: Knife, Fork, Linen Napkin						
→ Tray should be clean, well polished and neatly presented						
→ Ensure all crockery and cutlery are free from marks						
						


Designation		Tuna, Balsamic Mayonnaise Sandwich			Code:	
Data Sheet						
Tuna Mayo Cucumber				Portion	1	
Ingredients	Unit	Unit Size	Measure Unit	Quantity Needed	Unit price	Total Price
Bread		1	slice	2	£ 0,10	£ 0,20
Tuna		185	grams	135	£ 1,01	£ 0,74
Mayonnaise		5000	ml	15	£ 16,96	£ 0,05
Cucumber	ind	1	unit	0,33	£ 0,86	£ 0,28
Baby Leaves		90	grams	15	£ 1,00	£ 0,17
Spreadable Butter		450	grams	5	£ 1,70	£ 0,02
Cherrie Tomato	box	3000		40	£ 12,60	£ 0,17
Olive Oil	btl of 5 lt	5000	ml	15	£ 16,11	£ 0,05
					<b>Total Cost per unit</b>	£ 1,67
					<b>Menu Price <u>per portion</u> exclusive VAT</b>	£ 5,20
					<b>Menu Price <u>per portion</u> inclusive VAT</b>	£ 6,50
					<b>Margin / Profit</b>	£ 4,83
					<b>Unit Cost Ratio</b>	25,75%
<b>PREPARATION – How to do</b>						
<ol style="list-style-type: none"> <li>1. Spread each bread slice lightly and evenly with Flora make sure to spread to the edges</li> <li>2. Bread: First slice, Flora side facing up</li> <li>3. Tuna Mayo, arrange loosely on top of bread, cover edges,</li> <li>4. Cucumber slices, arrange on top of tuna cover to edges</li> <li>5. Bread: Second slice, Flora side facing down</li> <li>6. Gently close the top half of the bread down on to the filling. Do not press too hard as it will force the filling out.</li> <li>7. Cut evenly and diagonally across the sandwich, repeat diagonally across the opposite direction</li> <li>8. Garnish with salad and cherry tomato</li> <li>9. Make sure salad looks good, crispy and very fresh</li> </ol>						
<b>Service:</b>						
<ol style="list-style-type: none"> <li>1. Service: Salt and Pepper, Dressing Jug with Balsamic Oil</li> <li>2. Mise-en-place: Knife, Fork, Linen Napkin</li> </ol>						
→ Tray should be clean, well polished and neatly presented						
→ Ensure all crockery and cutlery are free from marks						
						


Designation		Cheddar and Tomato			Code:	
Data Sheet						
Cheddar and tomato					Portion	1
Ingredients	Unit	Unit Size	Measure Unit	Quantity Needed	Unit price	Total Price
Bread		1	slice	2	£ 0,10	£ 0,20
Tomato	kg	1000	grams	50	£ 1,99	£ 0,10
Cheddar		2500	grams	50	£ 17,54	£ 0,35
Baby Leaves		90	grams	15	£ 1,00	£ 0,17
Spreadable Butter		450	grams	5	£ 1,70	£ 0,02
Cherrie Tomato	box	3000		40	£ 12,60	£ 0,17
Olive Oil	btl of 5 lt	5000	ml	15	£ 16,11	£ 0,05
					<b>Total Cost per unit</b>	£ 1,05
					<b>Menu Price <u>per portion</u> exclusive VAT</b>	£ 4,80
					<b>Menu Price <u>per portion</u> inclusive VAT</b>	£ 6,00
					<b>Margin / Profit</b>	£ 4,95
					<b>Unit Cost Ratio</b>	17,54%
<b>PREPARATION – How to do</b>						
<ol style="list-style-type: none"> <li>1. Spread each bread slice lightly and evenly with Flora make sure to spread to the edges</li> <li>2. Bread: First slice, Flora side facing up</li> <li>3. Tomato slices, arrange on top of bread cover to edges</li> <li>4. Cheddar Cheese, arrange loosely on top of tomato, cover to edges</li> <li>5. Bread: Second slice, Flora side facing down</li> <li>6. Gently close the top half of the bread down on to the filling.</li> <li>7. Cut evenly and diagonally across the sandwich, repeat diagonally across the opposite direction</li> <li>8. Garnish with salad and cherry tomato</li> <li>9. Make sure salad looks good, crispy and very fresh</li> </ol>						
<b>Service:</b>						
<ol style="list-style-type: none"> <li>1. Service: Salt and Pepper, Dressing Jug with Balsamic Oil</li> <li>2. Mise-en-place: Knife, Fork, Linen Napkin</li> </ol>						
→ Tray should be clean, well polished and neatly presented						
→ Ensure all crockery and cutlery are free from marks						
						


Designation		Smoked salmon and cucumber			Code	
Data Sheet						
Smoked salmon and cucumber					Portion	1
Ingredients	Unit	Unit Size	Measure Unit	Quantity Needed	Unit price	Total Price
Bread		1	slice	2	£ 0,10	£ 0,20
Salmon		454	grams	80	£ 10,90	£ 1,92
Cucumber	ind	1	unit	0,33	£ 0,86	£ 0,28
Baby Leaves		90	grams	15	£ 1,00	£ 0,17
Spreadable Butter		450	grams	5	£ 1,70	£ 0,02
Cherrie Tomato	box	3000		40	£ 12,60	£ 0,17
Olive Oil	btl of 5 lt	5000	ml	15	£ 16,11	£ 0,05
					<b>Total Cost per unit</b>	£ 2,81
					<b>Menu Price <u>per portion</u> exclusive VAT</b>	£ 6,40
					<b>Menu Price <u>per portion</u> inclusive VAT</b>	£ 8,00
					<b>Margin / Profit</b>	£ 5,19
					<b>Unit Cost Ratio</b>	35,08%
<b>PREPARATION – How to do</b>						
<ol style="list-style-type: none"> <li>1. Spread each bread slice lightly and evenly with Flora make sure to spread to the edges</li> <li>2. Bread: First slice, Flora side facing up</li> <li>3. Tomato slices, arrange on top of bread cover to edges</li> <li>4. Salmon, arrange roughly and loosely scrunched on top of cucumber to create some height, cover to edges</li> <li>5. Bread: Second slice, Flora side facing down to close the sandwich</li> <li>6. Gently close the top half of the bread down on to the filling.</li> <li>7. Cut evenly and diagonally across the sandwich, repeat diagonally across the opposite direction</li> <li>8. Garnish with salad and Lemon wedges</li> <li>9. Make sure salad looks good, crispy and very fresh</li> </ol>						
<b>Service:</b>						
<ol style="list-style-type: none"> <li>1. Service: Salt and Pepper, Dressing Jug with Balsamic Oil</li> <li>2. Mise-en-place: Knife, Fork, Linen Napkin</li> </ol>						
→ Tray should be clean, well polished and neatly presented						
→ Ensure all crockery and cutlery are free from marks						
						


Designation	Smoked salmon and cucumber				Code	
<b>Data Sheet</b>						
<b>Smoked salmon and cucumber</b>					Portion	1
Ingredients	Unit	Unit Size	Measure Unit	Quantity Needed	Unit price	Total Price
Bread		1	slice	2	£ 0,10	£ 0,20
Salmon		454	grams	80	£ 10,90	£ 1,92
Cucumber	ind	1	unit	0,33	£ 0,86	£ 0,28
Baby Leaves		90	grams	15	£ 1,00	£ 0,17
Spreadable Butter		450	grams	5	£ 1,70	£ 0,02
Cherrie Tomato	box	3000		40	£ 12,60	£ 0,17
Olive Oil	btl of 5 lt	5000	ml	15	£ 16,11	£ 0,05
					<b>Total Cost per unit</b>	£ 2,81
					<b>Menu Price <u>per portion</u> exclusive VAT</b>	£ 6,40
					<b>Menu Price <u>per portion</u> inclusive VAT</b>	£ 8,00
					<b>Margin / Profit</b>	£ 5,19
					<b>Unit Cost Ratio</b>	35,08%
<b>PREPARATION – How to do</b>						
<ol style="list-style-type: none"> <li>1. Spread each bread slice lightly and evenly with Flora make sure to spread to the edges</li> <li>2. Bread: First slice, Flora side facing up</li> <li>3. Tomato slices, arrange on top of bread cover to edges</li> <li>4. Salmon, arrange roughly and loosely scrunched on top of cucumber to create some height, cover to edges</li> <li>5. Bread: Second slice, Flora side facing down to close the sandwich</li> <li>6. Gently close the top half of the bread down on to the filling.</li> <li>7. Cut evenly and diagonally across the sandwich, repeat diagonally across the opposite direction</li> <li>8. Garnish with salad and Lemon wedges</li> <li>9. Make sure salad looks good, crispy and very fresh</li> </ol>						
<b>Service:</b>						
<ol style="list-style-type: none"> <li>1. Service: Salt and Pepper, Dressing Jug with Balsamic Oil</li> <li>2. Mise-en-place: Knife, Fork, Linen Napkin</li> </ol>						
→ Tray should be clean, well polished and neatly presented						
→ Ensure all crockery and cutlery are free from marks						
						

Designation		BLT Sandwich			Code:	
Data Sheet						
BLT Sandwich					Portion	1
Ingredients	Unit	Unit Size	Measure Unit	Quantity Needed	Unit price	Total Price
Bread		1	slice	2	£ 0,10	£ 0,20
Baby Leaves		90	grams	15	£ 1,00	£ 0,17
Mayonnaise		5000	ml	15	£ 16,96	£ 0,05
Cherrie Tomato	box	3000		40	£ 12,60	£ 0,17
Olive Oil	btl of 5 lt	5000	ml	15	£ 16,11	£ 0,05
Lettuce		1	unit	0,15	£ 1,70	£ 0,26
Tomato	kg	1000	grams	50	£ 1,99	£ 0,10
Streaky Bacon	Pack	1000		75	£ 4,40	£ 0,33
					<b>Total Cost per unit</b>	<b>£ 1,32</b>
					<b>Menu Price <u>per portion</u> exclusive VAT</b>	<b>£ 6,00</b>
					<b>Menu Price <u>per portion</u> inclusive VAT</b>	<b>£ 7,50</b>
					<b>Margin / Profit</b>	<b>£ 6,18</b>
					<b>Unit Cost Ratio</b>	<b>17,58%</b>
<b>PREPARATION – How to do</b>						
<ol style="list-style-type: none"> <li>1. Reheat Bacon: Kitchen Microwave, 20 sec. (Button No. 2)</li> <li>2. Toast the bread: Until golden brown</li> <li>3. Toast: First slice, mayonnaise side facing up</li> <li>4. Lettuce, arrange on top of the toast</li> <li>5. Tomato slices, arrange on top of lettuce</li> <li>6. Bacon, arrange on top of tomato</li> <li>7. Toast: Second slice, mayonnaise side facing down</li> <li>8. Cut evenly and diagonally across the sandwich, to achieve 2 triangular pieces</li> <li>9. Garnish with salad and cherry tomato. See picture</li> </ol>						
<b>Service:</b>						
<ol style="list-style-type: none"> <li>1. Service: Salt and Pepper, Dressing Jug with Balsamic Oil</li> <li>2. Mise-en-place: Knife, Fork, Linen Napkin</li> </ol>						
→ Tray should be clean, well polished and neatly presented						
→ Ensure all crockery and cutlery are free from marks						
						

Data Sheet						
Classic Club Sandwich					Portion	1
Ingredients	Unit	Unit Size	Measure Unit	Quantity Needed	Unit price	Total Price
Bread		1	slice	3	£ 0,10	£ 0,30
Streaky Bacon	Pack	1000		100	£ 4,40	£ 0,44
Chicken Breast	pack	1000	grams	50	£ 4,90	£ 0,25
Egg		30		1	£ 4,10	£ 0,14
Tomato	kg	1000	grams	100	£ 1,99	£ 0,20
Mayonnaise		5000	ml	75	£ 16,96	£ 0,25
Lettuce		1	unit	0,25	£ 1,70	£ 0,43
Ketchup	bottle	2550	ml	50	£ 10,17	£ 0,20
crisps	bag	1	bags	1	£ 0,50	£ 0,50
					<b>Total Cost per unit</b>	£ 2,70
					<b>Menu Price <u>per portion</u> exclusive VAT</b>	£ 8,40
					<b>Menu Price <u>per portion</u> inclusive VAT</b>	£ 10,50
					<b>Margin / Profit</b>	£ 7,80
					<b>Unit Cost Ratio</b>	25,71%
<b>PREPARATION – How to do</b>						
1. Reheat Bacon: Kitchen Microwave, 20 sec, (Button No. 2)						
2. Chicken Breast: Cut into strips the 3 slices of chicken breast						
3. Toast the bread: Until golden brown						
4. Toast: First slice, mayonnaise side facing up						
5. Egg Mayonnaise, spread evenly on top of toast						
6. Lettuce, arrange on top of egg						
7. Tomato slices, arrange on top of lettuce						
8. Toast: Second slice, on top of Tomato, Mayo side facing down						
9. Mayonnaise, spread upperside of toast						
10. Bacon, arrange on top of mayo						
11. Chicken, arrange on top of Bacon						
12. Lettuce, arrange on top of Chicken						
13. Toast: Third slice, mayonnaise side facing down						
14. Cut evenly and diagonally across the sandwich, repeat diagonally across the opposite direction						
15. Garnish with Crisps						
<b>Service:</b>						
1. Service: Salt and Pepper, Dressing Jug with Balsamic Oil						
2. Mise-en-place: Knife, Fork, Linen Napkin						
→ Tray should be clean, well polished and neatly presented						
→ Ensure all crockery and cutlery are free from marks						
						

Designation		Tuna, mayo and spring onion			Code	
Data Sheet						
Tuna, mayo and spring onion					Portion	1
Ingredients	Unit	Unit Size	Measure Unit	Quantity Needed	Unit price	Total Price
Focaccia/flat bread		1		1	£ 0,47	£ 0,47
Tuna		185	grams	90	£ 1,01	£ 0,49
Mayonnaise		5000	ml	10	£ 16,96	£ 0,03
Spring onion	bunch	5	unit	1	£ 0,51	£ 0,10
Baby Leaves		90	grams	15	£ 1,00	£ 0,17
Spreadable Butter		450	grams	5	£ 1,70	£ 0,02
Cherrie Tomato	box	3000		40	£ 12,60	£ 0,17
Olive Oil	btl of 5 lt	5000	ml	15	£ 16,11	£ 0,05
<b>Total Cost per unit</b>						<b>£ 1,50</b>
<b>Menu Price <u>per portion</u> exclusive VAT</b>						<b>£ 6,40</b>
<b>Menu Price <u>per portion</u> inclusive VAT</b>						<b>£ 8,00</b>
<b>Margin / Profit</b>						<b>£ 6,50</b>
<b>Unit Cost Ratio</b>						<b>18,74%</b>
<b>PREPARATION – How to do</b>						
<ol style="list-style-type: none"> <li>1. Switch on Panini machine to 200°C</li> <li>2. Bread cut in half across the centre</li> <li>3. Bread: One half, Flora side facing up</li> <li>4. Tuna Mayonnaise, arrange on top of Bread half, covering close to edges</li> <li>5. Spring Onion, sprinkle loosely on top of Tuna</li> <li>6. Bread: Second half, place gently on top, flora side face down</li> <li>7. Panini Machine: Place the sandwich well inside, covering the full sandwich. Gently close lid, pressing down slightly.</li> <li>8. Cooking Time: 5 minutes, until golden brown</li> <li>9. Garnish with baby leaves and cherry tomato.</li> <li>10. Make sure salad looks good, crispy and very fresh</li> <li>11. Cover with cloche and serve</li> </ol>						
<b>Service:</b>						
1. Service: Salt and Pepper, Dressing Jug with Balsamic Oil						
2. Mise-en-place: Knife, Fork, Linen Napkin						
→ Tray should be clean, well polished and neatly presented						
→ Ensure all crockery and cutlery are free from marks						
						

Designation	Mozzarella tomato and pesto				Code	
Data Sheet						
Mozzarella tomato and pesto					Portion	1
Ingredients	Unit	Unit Size	Measure Unit	Quantity Needed	Unit price	Total Price
Focaccia/flat bread		1		1	£ 0,47	£ 0,47
Mozzarella		250		75	£ 1,75	£ 0,53
Tomato	kg	1000	grams	50	£ 1,99	£ 0,10
Pesto	flask	190	grams	15	£ 1,00	£ 0,08
Baby Leaves		90	grams	15	£ 1,00	£ 0,17
Spreadable Butter		450	grams	5	£ 1,70	£ 0,02
Cherrie Tomato	box	3000		40	£ 12,60	£ 0,17
Olive Oil	btl of 5 lt	5000	ml	15	£ 16,11	£ 0,05
					<b>Total Cost per unit</b>	£ 1,58
					<b>Menu Price <u>per portion</u> exclusive VAT</b>	£ 6,40
					<b>Menu Price <u>per portion</u> inclusive VAT</b>	£ 8,00
					<b>Margin / Profit</b>	£ 6,42
					<b>Unit Cost Ratio</b>	19,69%
<b>PREPARATION – How to do</b>						
<ol style="list-style-type: none"> <li>1. Switch on Panini machine to 200°C</li> <li>2. Bread cut in half across the centre</li> <li>3. Bread: One half, Flora side facing up</li> <li>4. Tomato slices, arrange on top of Bread cover near to edges</li> <li>5. Mozzarella slices, arrange loosely on top of Tomato</li> <li>6. Pesto: drizzle on top of Mozzarella</li> <li>7. Bread: Second half, place gently on top, Flora side face down</li> <li>8. Panini Machine: Place the sandwich well inside, covering the full sandwich. Gently close lid, pressing down slightly.</li> <li>9. Cooking Time: 5 minutes, until golden brown</li> <li>10. Garnish with baby leaves and cherry tomato.</li> <li>11. Make sure salad looks good, crispy and very fresh</li> <li>12. Cover with cloche and serve</li> </ol>						
<b>Service:</b>						
<ol style="list-style-type: none"> <li>1. Service: Salt and Pepper, Dressing Jug with Balsamic Oil</li> <li>2. Mise-en-place: Knife, Fork, Linen Napkin</li> </ol>						
→ Tray should be clean, well polished and neatly presented						
→ Ensure all crockery and cutlery are free from marks						
						

Designation		Bacon and Brie			Code:	
Data Sheet						
Bacon and Brie					Portion	1
Ingredients	Unit	Unit Size	Measure Unit	Quantity Needed	Unit price	Total Price
Focaccia/flat bread		1		1	£ 0,47	£ 0,47
Streaky Bacon	Pack	1000		125	£ 4,40	£ 0,55
Brie		1000	grams	50	£ 6,21	£ 0,31
Baby Leaves		90	grams	15	£ 1,00	£ 0,17
Spreadable Butter		450	grams	5	£ 1,70	£ 0,02
Cherrie Tomato	box	3000		40	£ 12,60	£ 0,17
Olive Oil	btl of 5 lt	5000	ml	15	£ 16,11	£ 0,05
					<b>Total Cost per unit</b>	£ 1,73
					<b>Menu Price <u>per portion</u> exclusive VAT</b>	£ 7,20
					<b>Menu Price <u>per portion</u> inclusive VAT</b>	£ 9,00
					<b>Margin / Profit</b>	£ 7,27
					<b>Unit Cost Ratio</b>	19,25%
<b>PREPARATION – How to do</b>						
<ol style="list-style-type: none"> <li>1. Switch on Panini machine to 200°C</li> <li>2. Bread cut in half across the centre</li> <li>3. Bread: One half, Flora side facing up</li> <li>4. Bacon, arrange on top of bread cover near to edges</li> <li>5. Brie, arrange loosely on top of Bacon</li> <li>6. Bread: Second half, Place gently on top, flora side face down</li> <li>7. Panini Machine: Place the sandwich well inside, covering the full sandwich. Gently close lid, pressing down slightly.</li> <li>8. Cooking Time: 5 minutes, until golden brown</li> <li>9. Garnish with baby leaves and cherry tomato.</li> <li>10. Make sure salad looks good, crispy and very fresh</li> <li>11. Cover with cloche and serve</li> </ol>						
<b>Service:</b>						
1. Service: Salt and Pepper, Dressing Jug with Balsamic Oil						
2. Mise-en-place: Knife, Fork, Linen Napkin						
→ Tray should be clean, well polished and neatly presented						
→ Ensure all crockery and cutlery are free from marks						
						

Annex 5 – ME Main Dishes

## MENU ENGINEERING -July Rathbone Hotel

Family Main Dishes

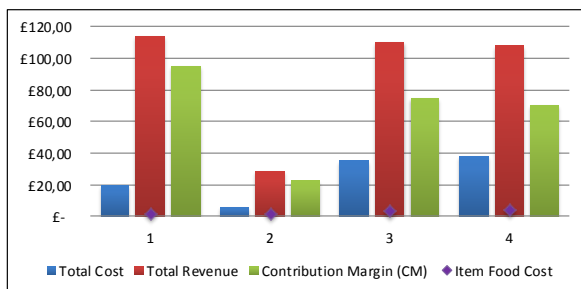
% Maximum Food Cost 50%

#	Menu Item Name	Item Sell Price	Item Food Cost	% Item Food Cost	Item Profit	Number Sold	Menu Mix (MM)	Total Cost	Total Revenue	Contribution Margin (CM)	Popularity Category	Profit Category	Menu Item Class
1	Spaghetti alla Bolognese	£ 9,50	£ 1,60	✓ 17%	£ 7,90	12	35%	£ 19,18	£ 114,00	£ 94,82	✓	✓	Star
2	Penne al Pesto	£ 9,50	£ 1,91	✓ 20%	£ 7,59	3	9%	£ 5,73	£ 28,50	£ 22,77	✗	✗	Dog
3	Green Thai chicken	£ 11,00	£ 3,54	✓ 32%	£ 7,46	10	29%	£ 35,42	£ 110,00	£ 74,58	✓	✗	Plowhorse
4	Beef strogonoff	£ 12,00	£ 4,21	✓ 35%	£ 7,79	9	26%	£ 37,87	£ 108,00	£ 70,13	✓	✓	Star
5													
6													
7													
8													
9													
10													
11													
12													
13													
14													
15													
<b>TOTALS</b>		£ 42,00	£ 11,26	✓ 27%	£ 30,74	34	100%	£ 98,21	£ 360,50	£ 262,29	3/1	2/2	---

Calculations	
Total items of family	4
Average CM (ACM) (CM/Number Sold)	£ 7,71
Popularity Reference Point	17,50%

1 <sup>a</sup> Omnes Law	
Lowest Selling Price(a)	£ 9,50
Highest selling price(b)	£ 12,00
Result (b/a - max. 2,5 to 3 times)	✓ 1,3

2 <sup>a</sup> Omnes Law	
No. Items lowest and highest value (a)	3
No. Items mean value (b)	1
Result (a=b)	✗



3 <sup>a</sup> Omnes Law	
Average demand price (a)	£ 10,60
Average offer price (b)	£ 10,50
Result (a/b - between 0,9 and 1)	✓ 1,01

RESUME	
Need to review items of value differences between lower and higher (1 <sup>a</sup> Omnes Law)	No
Need to review the distribution of prices in the various items (2 <sup>a</sup> Omnes Law)	Yes
Need to revise ratio between Average demand price and average offer price(3 <sup>a</sup> Omnes Law)	Yes
There are "dogs" that require special analysis or removal of menu	Yes





Designation		Green Thai Chicken			Code	
Data Sheet						
Green Thai Chicken					Portion	1
Ingredients	Unit	Unit Size	Measure Unit	Quantity Needed	Unit price	Total Price
Chicken Curry	pack	1		1	£ 2,81	£ 2,81
Rice	bag	5000	grams	100	£ 7,50	£ 0,15
Cherrie Tomato	box	3000		20	£ 12,60	£ 0,08
Baby leaves		90		15	£ 1,00	£ 0,17
Naan bread	box	100	unit	2	£ 13,39	£ 0,27
Parsley	bunch	1		0,05	£ 1,28	£ 0,06
					<b>Total Cost per unit</b>	£ 3,54
					<b>Menu Price per portion exclusive VAT</b>	£ 8,80
					<b>Menu Price per portion inclusive VAT</b>	£ 11,00
					<b>Margin / Profit</b>	£ 7,46
					<b>Unit cost ratio:</b>	32,20%
<b>PREPARATION – How to do</b>						
1. Green Thai Chicken Curry: Take from freezer, remove lid and lay back on top, defrost/reheat in Kitchen Microwave						
2. Rice : Put in a plastic container and cover with cling film and press inside a conical bowl, turn upside down on to the plate						
3. Heat Curry Bowl: Fill with boiling water, leave until ready to use						
4. Heat Rectangle Plate: Place in a clean sink, pour a milk jug full of boiling water over the plate and leave until ready to use						
5. Check temperature 75° C inside the chicken pieces (if below 75°C, reheat)						
6. Naan Bread: Toast for 2 min in the toaster and lay between Rice and Curry						
7. Curry: Pour in to curry bowl, place on opposite side to rice						
8. Parsley: Lay on top centre of Rice						
9. Baby leaves: Present next to the Rice						
10. Cherry Tomato: Cut into 4 quarters without cutting through the full tomato						
11. Cover with cloche and serve immediately						
<b>Service:</b>						
1. Service: Salt and Pepper, Dish with Parmesan						
2. Mise-en-place: Knife, Fork, Linen Napkin						
→ Tray should be clean, well polished and neatly presented						
→ Ensure all crockery and cutlery are free from marks						
