

Housekeeping

BHM 3RD YEAR, 6TH SEM

CONTRACT SERVICES

CONTRACT:- is an agreement enforceable by law made between two or more persons by which rights are acquired by one or more to act for bearness on the part of the others. (Indian Contract Act 1872).

OUTSOURCING:- is a conscious business decision to move internal work to an external provider.

Essential elements of contract:

- 1.Offer and acceptance
- 2.Legal relation
- 3.Legality of object
- 4.Capability
- 5.Free consent
- 6.Certainty
- 7.Promise of performance
- 8.Writing and registration

Services usually given on contract:

1. **Cleaning**: This can be on consultancy basis or specialist work (e.g. deep cleaning). Contract cleaners provide both general and specialized services which can include general cleaning of public rooms, toilets, kitchens, provision of bedroom cleaning services, periodic cleaning of walls, ceiling, carpets, upholstery, windows, and different surfaces.
2. **Linen hire**: full linen hires service or specialized items e.g. uniforms, towels, banqueting items, etc.

3. **Laundry and flower arrangement:** completely or partly.
4. **Personal services/products:** shoe cleaning machine, dispensers for towels, soap, dust control, pest control, refuse collection, horticulture and landscaping.

Method of costing: The methods used to access the cost of the contract depends on its

- Type
 - Size of the job being carried out
 - Skills required
 - Policy of company
 - Budget
1. **Management fee, consultancy basis:** The customer provides his own labour, equipments, materials etc. and the contractor provides the management with the expertise and possible supervisory staff.
 2. **Fixed periodic cost:** may be made either as a total cost or cost per unit of work. This is a very commonly used method and is available in two forms.
 - **Uncontrolled input:** The contractor agrees to provide a service of a given nature for a specific cost. There is no indication of the number of workers, hours worked or the type of equipment and materials used. Therefore it is essential that the specification is detailed indeed.
 - **Controlled input:** This type of contract also specifies the minimum number of workers, hours worked and other equipments.
 3. **Cost plus profit % basis:** This has an advantage of providing a perfectly viable, flexible programme, as the

customer is free to determine his own needs as things change (e.g. low occupancy due to weather conditions). This also provides incentives for the contractor to increase his basic cost in order to earn more profits.

4. **Cost plus fixed fee basis:** The contractor is reimbursed for all costs like that of equipment, material, labour etc. and is paid a fixed fee for the management of the programme. This provides a flexible programme along with elimination of any incentive to spend more money.

Unit Rate Agreements

Most contracts are agreed on unit rate basis. The details of the area to be covered and the job frequency is given by the EHK. The service provider is asked to give the cost as per the area. The cost is calculated on the basis of area measured by the contractor.

The cost is calculated in this way:-

Man hours = areas x time x frequency

eg:- If a contracted firm has to clean five different areas. Taking two hours each, twice a week, then man hours will be calculated as:

Areas = 5, Time = 2 hours, Frequency = 2 times

then, **Man hours = 5 x 2 x 2 hours**
= 20 hours.

To the cost of wages (for workers & supervisors), the firm adds costs of equipments, agents, and supplies, plus overheads and profits, and then quotes a price.

Guidelines for hiring contract services

1. Prepare a detailed specification indicating exact number of working hours, areas, process, frequency, time factor etc.
2. Put out tenders to at least three contractors and compare their rates, not necessarily choose the cheapest one because the work standard may be poor. Strike out a balance.
3. Consider the length of contract. It should not be more than two years. Also, the condition of termination should be penned down clearly.
4. Careful study should be made regarding payment methods.
5. Try to select a local contractor.
6. Check the type and amount of supervision.
7. Check on all other arrangement after the contract is awarded like that of security passes, meal coupons, locker facility etc.
8. Spot checking the work after the contract has been awarded.

Advantages of contract services

1. A budget can be worked out accurately because the price is known for a given period and may be economical than direct labour and services.
2. The contractor is responsible for recruiting, training, paying and dismissing.
3. Contract services eliminate many of the problems between management and unions.
4. The contract company may offer bigger pay than the direct labour and therefore attract more qualified and competent staff.
5. Eliminates the need to buy specialized equipments and permit extra work without the need of increasing the staff.
6. Specialized contractors may be able to cope more easily in case of an emergency.

Disadvantages of contract services

1. Cost may be too high for the acceptor.
2. Weakens management authority over the quality and loyalty of staff working in the premises.
3. Control is loosened over operations.
4. Poor supervision.
5. There is a natural tendency of the contractor to use poor quality product which can cause damage to the building, furniture, etc.
6. Security may be weakened because of labour turnover.
7. There is often no solution if a contractor does not carry out his work properly except to terminate the contract.

PLANNING & ORGANISING THE HOUSEKEEPING DEPARTMENT

Planning is probably the Executive Housekeepers most important management function. Without proper planning each day may present one problem after other. Since the Housekeeping is responsible for cleaning & maintaining so many different areas of the hotel. Planning should be undertaken in a systematic manner in order to obtain set objectives. The step by step planning process may differ slightly from one hotel's housekeeping department to another's and different terminology may be in use across companies, but essentially the sub-processes and tasks are the same. Housekeeping planning should be done on paper and needs to be properly documented. The questions that arise at the beginning of the planning process lead to the formation of the basic planning documents. Certain documents are essential and they are:

Area Inventory List (AIL): Planning the work of the Housekeeping Department begins with creating an inventory list of all items within each area that will need Housekeeping attention. Since most properties offered several different types of guestrooms, separate inventory list may be needed for guest room type. When preparing the guestroom 'AIL', it is a good idea to follow the same system that room attendant will use as their sequence of cleaning task & that supervisor will use in the course of their inspection. E.g. Area within a guestroom may appear on an inventory list as they are found from right to left & from top to bottom around the room.

Frequency Schedule: It indicates how often items on inventory list are to be cleaned. Items that must be cleaned on a daily or weekly basis become a part of a routine cleaning cycle and are incorporated into standard work procedures. Other items which must be cleaned, monthly or less frequently are inspected on a daily basis but they become part of a spring cleaning programme & are scheduled special cleaning projects.

Performance Standard: They are required levels of performance that establish the quality of work that must be done according to the expectations of the property. The key to consistency in service is the performance standards which the Executive Housekeeper develops, daily inspections & periodic performance. Evaluation should follow up with specific on the job coaching & re-training. This ensures that all employees are consistently performing their tasks in the most efficient & effective manner. Performance standards are achieved when:

- ✓ Cleaning methods are correctly selected and systematically followed.
- ✓ The ideal cleaning agents are used on the various surfaces involved.

- ✓ The correct pieces of equipment are used on the various surfaces involved.
- ✓ Cleaning tasks are carried out at required frequencies.
- ✓ All the employees carry out their cleaning tasks in a consistent manner.
- ✓ Time and motion studies are periodically carried out in the department to obtain best practices in housekeeping.

Productivity Standard: It determines the quantity of work to be done by the department employees. Productivity standards must be determined in order to staff the department within the limitation with the hotel operating budget plans. Housekeeping Managers must know how long it should take a room attendant to perform the major cleaning tasks identified on the cleaning frequency schedules such as guestroom cleaning. Once this information is known, productivity standards can be developed; performance & productivity standard should be carefully balanced. If the quality expectations are set too high, the quantity of work that could be done may be low. Every hotel must develop their own productivity standards, as there are several factors that influence these standards, which vary from one property to another. Some of these factors may be:

- ✓ The type and age of the property.
- ✓ The type of surfaces involved and the degrees and type of soiling.
- ✓ The accessibility of the work area from the service areas.

- ✓ The frequency of cleaning.
- ✓ The amount of traffic in the work areas.
- ✓ The type of cleaning supplies and equipment available.
- ✓ The function of the work area.
- ✓ The quality of supervision and inspection.
- ✓ The expected standards of cleaning.
- ✓ The quality of employees.

Example of productive standard worksheet:

Total Shift Time = 9 hrs X 60 mins = 540 mins.

Beginning of Morning Shift = 20 mins

Tea Break = 10 mins

Lunch = 30 mins

Evening Tea Break = 10 mins

End of Morning Shift = 20 mins (handover)

Therefore, the room attendant is there for 450 mins in guest room (540-90) and each room takes 30 mins to clean. Therefore, the attendant can clean 15 rooms in 450 mins.

Time and motion study in housekeeping operations: Extensive research in the form of time and motion studies to analyse work methods has helped the industry to find better and easier ways to carry out tasks and save time and energy. The time and motion studies for a task calculate how long it takes, on an average, to perform a certain

task. This helps in calculating staffing levels. To do a time and motion study, several staff members perform the same task (say, bed-making), one by one, their movements are studied and clocked. The results are compared and an analysis is done as to how long it takes on an average to perform the task. The best practices derived from this study are then used by everyone, so that the resulting performance will be more standardized and more predictable. Any of the methods discussed below can be used by the executive housekeeper to do a time and motion study in her department.

Pathway chart: this technique involves the study of the path covered by the worker in the undertaking and completion of a task. A floor plan of the work area is drawn to scale and fixed to a board on the wall. A long thread is pinned down at the starting point on the plan. The line of motion is marked using this thread-whenver the worker turns, that point is marked with a pin and the thread wound around it. The length of the thread gives an idea of the distance traversed in the completion of the task. The time taken is also noted down. Various pathways are tried out to find the simplest and smallest route to finishing the task successfully. This is done to achieve the least exertion and minimal loss of energy and time. This technique helps pinpoint all movements that can be reduced or eliminated.

Process chart: all tasks, in order to be completed, require a specific process or activity. In this technique, a close study of the process adopted is carried out and the flow of activity closely studied. A record of the time taken to finish the task is kept. All unnecessary movements and steps are then listed down, so as to be avoided in the final process adopted.

Operation chart: this technique helps one track down all wasteful expenditure of time and energy in all activities. The technique requires a detailed study of all the smaller activities making up a work process.

The movements of the two hands are studied in great detail and a fine analysis shows where in the job delays are occurring.

Micro-motion film analysis: using a timing device, every activity is filmed. Then a detailed study, especially of the finer movements of the hands and other parts of the body, helps analyse the areas where changes need to be or can be made to carry out the task with the least expenditure of time and energy.

Cyclography: This is also a technique that uses filming. Here, a bulb is attached to the worker's body (may be the hand, the legs, or the back). As the body or the body part so highlighted moves during the activity, the path taken is lighted by the electric bulb and hence easily captured by slow photography. The analysis of the complete film or the record of movement helps reveal how smooth and rhythmic the movements of the activity are. Thus, the worker may be guided to make the necessary changes.

Chronocyclography: In this technique, a film of the activity is made with small lights attached to the middle finger. The pattern or movement is filmed and finally analysed to find out which movements were unnecessary or arrhythmic and can be eliminated or improved upon.

Standard operating manuals-Job procedures

A job procedure specifies the way in which a task is to be performed. Job procedures should be used during induction and training sessions and ought to be incorporated into the department's procedure manuals. Updating job procedures is necessary as and when changes in equipment, cleaning materials, and so on, occur. They are most popularly called 'SOP's' or standard operating procedures. They are also referred to as 'work cards' or 'order of work' documents.

SOP's comprise the following information:

- ✓ The job to be done
- ✓ Equipment and materials required
- ✓ Procedure of work
- ✓ Safety factors
- ✓ Time required to do the job

The goals in establishing SOP's are as follows:

- ✓ To aid standardization
- ✓ To help in training
- ✓ To preserve surfaces and materials
- ✓ To ensure the completion of a task successfully
- ✓ To effect a saving on cleaning equipment and agents
- ✓ To prevent accidents
- ✓ To help in training
- ✓ To ensure the completion of a task successfully

- ✓ To aid the compiling of work schedules and help in staffing requirements

Job allocation and work schedule: A work schedule is a document that lists the actual tasks to be carried out by an employee in a particular shift and the time frame in which to undertake each task. The document includes the following:

- ✓ The position of the employee
- ✓ The area of operation
- ✓ The time at which the employee has to perform the allotted task
- ✓ Timings of meals, breaks, and any special jobs
- ✓ Time for tidying equipment and closing up

Work schedules must be written in simple language and have a concise form. Since the amount of work in a day may take longer than the length of one shift, several work schedules need to be compiled for use in one day. The number of schedules made for a given area is thus an indication of the number of staff required to clean that area on the particular day. The schedules should be handed over to the employees when they report for work.

Calculating staff strength: Compared to other hotel departments, the housekeeping department employs the largest workforce in most hotels. Manpower thus becomes a major operating expense. Good management of the housekeeping department depends on achieving a balance between the workload and the staff strength. When calculating staff strength, it must be remembered that each property will have its individual requirements. The factors to be considered here are:

- ✓ The type of hotel it is
- ✓ The location of the hotel
- ✓ Traditions and customs of the locality
- ✓ The size of the hotel (in terms of number of rooms)
- ✓ The occupancy rate of the hotel
- ✓ Management needs
- ✓ Company policies
- ✓ The quantity of work to be done
- ✓ The quality of work expected, that is, the standards to be met
- ✓ The time needed to do the work
- ✓ The frequency with which the work needs to be done
- ✓ The time when the work area is available

- ✓ The amount of traffic in the area

The staff strength of the housekeeping department mainly depends on the size and structure of the hotel, that is, whether it has a compact structure with clusters of rooms, the number of rooms per cluster or floor, the expanse of the public areas and landscaped areas, and so on. The general rule of thumb that aid in determining staff strength in the housekeeping department is given below.

Thumb rules for determining staff strength

Executive housekeeper: 1 for a 300 room property

Assistant housekeepers: 2 (1 per morning and evening shift)

Floor supervisors: 1 per 60 rooms for the morning shift; 1 for the evening shift; 1 for the night shift.

Public area supervisors: 1 for each shift

Linen/uniform room supervisors: 1

Room attendants: 1 per 16 rooms for the morning shift; 1 per 30 rooms for the evening shift (if turn down service is provided)

Linen and uniform room attendants: 2

Housemen: depends on the size of public areas and functions expected, but on average, 1 per 60 rooms

Desk attendants: 1 per shift

Tailors/upholsterers: 2 (may differ depending on the size of the hotel)

Horticulturist: 1

Head gardeners: 1 per 20 horticulturists

Gardeners: 1 per 4500 sq. ft of landscaped area

Planning duty roasters: Duty roasters specify the allotment of jobs, hours of duty, and days off for each member of the staff. To make for an even share of duties, the roaster should be rotated every five weeks. Duty roasters must be simple in format, easy to interpret, clearly written, and displayed on the staff notice board at least a week in advance.

Advantages for a duty roaster: Planning a duty roaster in advance helps to ensure:

- ✓ The exact number of staff required to be on duty at any given occupancy.
- ✓ That staff working hours are as per their employment contract.
- ✓ That regular off-days are availed for enhancing productivity.
- ✓ Knowledge of which employees are present on the premises in instances of emergencies.

- ✓ Accuracy in attendance and payroll reports.

Steps in making a roaster: the steps in making a duty roaster are as follows:

Step 1: Ascertain occupancy levels and events expected in the hotel. This information is provided by the sales and marketing department at the beginning of the financial year. On a daily and a weekly basis, more specific reports of occupancy are available through coordination with the front office department. The overall forecasts of occupancy must be considered before scheduling the employees' annual leave. These forecasts also help the executive housekeeper to follow the staffing to ensure sufficient staff at peak periods and avoid excess labour during slack periods.

Step 2: Ascertain the spread of duty hours to be scheduled in the duty roaster, whether 12 hours, 16 hours, or 24 hours. Decide whether the positions will work for 5 or 7 days per week.

Step 3: Ascertain the type of shift-straight shift, break shift, rotating shift, or any other alternative scheduling-to be used.

Step 4: Ascertain the number of full time and part time staff on the payroll.

Step 5: Ascertain the number of labour hours per day and per week required for various positions.

Step 6: Incorporate coffee breaks and mealtime allowances in the roaster.

Step 7: Ascertain that each employee gets a weekly off day after 6 working days. Provide for compensatory offs. Schedule one reliever per 6 employees.

Step 8: Ascertain closed days and restricted holidays, and any contingency planning that may be needed.

TEAMWORK AND LEADERSHIP IN HOUSEKEEPING

The current trend in housekeeping operations is to form teams to accomplish tasks rather than scheduling employees on an individual basis. The three important determinants of teamwork are leadership, the building of the right kind of groups or teams for better productivity, and membership (which reflects the individual contributions people will make towards team goals). A housekeeping team may consist of one supervisor, several (2-5) GRAs and one houseman. This team under the supervisor becomes totally responsible for a particular section of guestrooms in the hotel. Cleaning performance, say, is then measured on a team basis rather than on individual basis.

Team cleaning-an example of teamwork: In team cleaning, two or more GRAs together clean one guestroom at a time. Usually teams of two GRAs each are assigned to 30-35 rooms. Team members rotate duties of bedroom and bathroom cleaning. Team cleaning is successful when ideas come from the employees themselves and they are given a free hand in their implementation. Team cleaning works in hotels that are willing to make a change to meet new challenges. Promoting teamwork within each team requires special effort. A teamwork checklist should be followed by the executive housekeeper to make it a success.

- ✓ Reward teamwork by praising the team and giving them choice assignments, raises, and promotions.
- ✓ Include teamwork as a criterion during the employee's performance appraisals.
- ✓ Rotate special assignments, allowing everyone an opportunity to shine as an individual occasionally.
- ✓ Consider ideas generated jointly by the team as well as individual ideas.
- ✓ Share information and give the team a say in decision-making.
- ✓ Give credit to the team for jobs well done.
- ✓ Set an example of cooperation with others and yourself.

Advantages of teamwork: There are many advantages of teamwork. Some of these are as follows:

- ✓ A principal advantage to the manager is in being able to schedule a group of people as though they were one entity.
- ✓ Co-operation and workers morale will be higher when they are part of a small unit rather than solitary individuals in a large group of people.
- ✓ Team spirit will cause the entire group to excel in operations. GRAs who excel in room cleaning help the poorer performers on the team to improve.

- ✓ Absenteeism and tardiness get better resolved at the team level because one member being absent or late could have a negative effect on the entire team's reputation.
- ✓ With increasing concern for safety and security, assigning two or more GRA's to clean a room could save expenses on liabilities and lawsuits.
- ✓ Mundane cleaning tasks may become fun when performed as a team.
- ✓ Fewer tools are needed-for example, one room attendant's cart, one vacuum cleaner, and one hand caddy can equip a team of two.
- ✓ Some heavier cleaning tasks are accomplished more easily and faster with two people-for example, moving beds, turning over heavy mattresses, making up a double bed, and so on.
- ✓ Bringing new employees up to the required standards becomes easier since they have buddies to coach them along the way.
- ✓ There is saving on labour costs since team workers complete work faster, have better attendance, meet with fewer accidents, and develop greater interest in improving the processes.

When planning for team cleaning, the executive housekeeper must address the following considerations:

- ✓ Have linen and cleaning inventories equally distributed so that teams do not fight over supplies.

- ✓ If a team must stop because it is faced with some hurdle, the work output of 2-3 people is stopped, as opposed to only one in the traditional method of guestroom cleaning. Hence the executive housekeeper should make sure that adequate supplies are available and teams are given an accurate list of room assignments.
- ✓ Scheduling may require special effort to accommodate team members getting the same days off.

LEADERSHIP: For teamwork in housekeeping to be successful, the department leader, that is, the executive housekeeper needs to be an inspiring role model as a team player as well as an effective leader. The leader of any group can help to build its members into a well-knit team by sharing vision, goals, and strategies with them. Leadership is the capacity to frame plans that will succeed and the faculty to persuade others to carry them out in the face of difficulties. Leadership quality in a manager makes people look up to him/her for advice, feel motivated to work for and respect the manager, and be loyal to the manager. An executive housekeeper who can mobilize the trust and support of the staff achieves great heights. Some executive housekeepers who are good planners and organizers fail to achieve results because they are not effective as leaders. An executive housekeeper who is a good leader will ensure the following activities:

- ✓ Draft a compelling vision
- ✓ Communicate passionately
- ✓ Get cooperation from others
- ✓ Inspire and pull employees towards goals

- ✓ Provide direction and momentum
- ✓ Be assertive if necessary
- ✓ Learn from other leaders
- ✓ Make decisions in line with the vision
- ✓ Get feedback
- ✓ Command and not demand respect and loyalty
- ✓ Do some self evaluation as well

Different leadership styles may be used by the executive housekeepers. Some distinctly make people work by force or order; others join the group and initiate activity; still others use persuasion; while some, by their pleasant and endearing manner, generate the enthusiasm for work and achieve goals in the best possible manner. An executive housekeeper who is an effective leader uses all these styles to different extents, according to the nature of the decisions to be made and as the situations demands.

Styles of leadership:

- ✓ **Autocratic:** imposes own decision with/without explanation to subordinates

- ✓ **Participative:** decision made after prior consultation with subordinates
- ✓ **Democratic:** joint decision arrived at
- ✓ **Laissez faire:** decisions taken by delegation

Most often, executive housekeepers tend to use the participative style and depend more on communication, adopting a supportive attitude and sharing needs, values, goals, and expectations with their staff. When employees, regardless of their level of education, are involved in decision making, they become highly contributive to successful decisions of major consequence. They are then not only committed to the outcome of these decisions, they are involved in the success or failures of such decisions are thereby motivated to continue their participation and personal growth. A self assessment needs to be carried out by executive housekeepers to find out which style of leadership they adopt as their principal one in actuality.

TRAINING IN HOUSEKEEPING DEPARTMENT

The efficiency and economy with which any department will operate will depend on the ability of each member of the organization to do his or her job. Such ability will depend in part on past experiences, but more commonly it can be credited to the type and quality of training offered. Employees, regardless of past experiences, always need some degree of training before starting a new job. Small institutions may try to avoid training by hiring people who are already trained in the general

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

First Training: First training of a new employee actually starts with a continuation of department orientation. When a new employee is turned over to the housekeeping or environmental services department, orientation usually continues by familiarizing the employee with department rules and regulations. Many housekeeping departments have their own department employee handbooks. Although these handbooks are for completely different types of organizations, the substance of their publications is essentially the same; both are designed to familiarize each new employee with his or her surroundings. Handbooks should be written in such a way as to inspire employees to become team members, committed to company objectives.

A Systematic Approach to Training: *Training may be defined as those activities that are designed to help an employee begin performing tasks for which he or she is hired or to help the employee improve performance in a job already assigned.* The purpose of training is to enable an employee to begin an assigned job or to improve upon techniques already in use. *In hotel or hospital housekeeping operations, there are three basic areas in which training activity should take place: skills, attitudes, and knowledge.*

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

1. Bed making: Specific techniques; company policy

2. Vacuuming: Techniques; use and care of equipment

3. Dusting: Techniques; use of products

4. Window and mirror cleaning: Techniques and products

5. Setup awareness: Room setups; what a properly serviced room should look like

6. Bathroom cleaning: Tub and toilet sanitation; appearance; methods of cleaning and results desired

7. Daily routine: An orderly procedure for the conduct of the day's work; daily communications

8. Caring for and using equipment: Housekeeper cart; loading

9. Industrial safety: Product use; guest safety; fire and other emergencies

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

ATTITUDE GUIDANCE: Employees need guidance in their attitudes about the work that must be done. They need to be guided in their thinking about rooms that may present a unique problem in cleaning. Attitudes among section housekeepers need to be such that, occasionally, when rooms require extra effort to be brought back to standard, it is viewed as being a part of rendering service to the guest who paid to enjoy the room. The following is a list of areas in which attitude guidance is important:

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

7. Personal hygiene

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

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

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

Ongoing Training: There is a need to conduct ongoing training for all employees, regardless of how long they have been members of the department. There are two instances when additional training is needed:

(1) The purchase of new equipment, and

(2) Change in or unusual employee behaviour while on the job.

When new equipment is purchased, employees need to know how the new equipment differs from present equipment, what new skills or knowledge are required to operate the equipment, who will need this knowledge, and when. New equipment may also require new attitudes about work habits. Employee behaviour while on the job that is seen as an indicator for additional training may be divided into two categories: events that the manager witnesses and events that the manager is told about by the employees. Events that the manager witnesses that indicate a need for training are frequent employee absence, considerable spoilage of products, carelessness, a high rate of accidents, and resisting direction by supervisors. Events that the manager might be told about that indicate a need for training are that something doesn't work right (product isn't any good), something is dangerous to work with, something is making work harder. Although training is vital for any organization to function at top efficiency, it is expensive. The money and man-hours expended must therefore be worth the investment. There must be a balance between the money spent training employees and the benefits of productivity and high-efficiency performance. A simple method of determining the need for training is to measure performance of workers: Find out what is going

on at present on the job, and match this performance with what should be happening. The difference, if any, describes how much training is needed. In conducting performance analysis, the following question should be asked: Could the employee do the job or task if his or her life depended on the result? If the employee could not do the job even if his or her life depended on the outcome, there is a deficiency of knowledge (DK). If the employee could have done the job if his or her life depended on the outcome, but did not, there is a deficiency of execution (DE). Some of the causes of deficiencies of execution include task interference, lack of feedback (employee doesn't know when the job is being performed correctly or incorrectly), and the balance of consequences (some employees like doing certain tasks better than others). If either deficiency of knowledge or deficiency of execution exists, training must be conducted. The approach or the method of training may differ, however. Deficiencies of knowledge can be corrected by training the employee to do the job, then observing and correcting as necessary until the task is proficiently performed. Deficiency of execution is usually corrected by searching for the underlying cause of lack of performance, not by teaching the actual task.

Training Methods: There are numerous methods or ways to conduct training. Each method has its own advantages and disadvantages, which must be weighed in the light of benefits to be gained. Some methods are more expensive than others

but are also more effective in terms of time required for comprehension and proficiency that must be developed. Several useful methods of training housekeeping personnel are listed and discussed.

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

2. OFF-THE JOB-TRAINING: This type of training takes place away from work, in a classroom, by means of workshops, demonstrations, lectures, discussions, seminars, audio-visual presentations, etc. Few of these methods have been discussed below:

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

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

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

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

4. INDUCTION TRAINING: This is carried out when an employee is new to the organization and has to learn the required knowledge, skills, and attitude for his new position.

5. REFRESHER TRAINING: This is carried out when an old employee has to be re-trained to refresh his/her memory.

6. REMEDIAL TRAINING: This is carried out for old employees when there is a change in the present working style, which may be related to a competitive environment, technological changes, or guest expectations.

7. CROSS-TRAINING: This training enables employees to work in departments other than their speciality in periods of staff shortage.

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

Training Aids: Many hotels use training aids in a conference room, or post messages on an employee bulletin board. Aside

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

Development: It is possible to have two students sitting side by side in a classroom, with one being trained and the other being developed. Recall that the definition of training is preparing a person to do a job for which he or she is hired or to improve upon performance of a current job. Development is preparing a person for advancement or to assume greater responsibility. The techniques are the same, but the end result is quite different. Whereas training begins after orientation of an employee who is hired to do a specific job, upon introduction of new equipment, or upon observation and communication with employees indicating a need for training, development begins with the identification of a specific employee who has shown potential for advancement. Training for promotion or to improve potential is in fact development and must always include a much neglected type of training—supervisory training. Many forms of developmental training may be given on the property; other forms might include sending candidates to schools and seminars. Developmental training is associated primarily with supervisors and managerial development and may encompass many types of experiences.

Recycled & non recycled inventories: The Executive Housekeeper is responsible for 2 types of inventories.

1) **Recycled inventory:** It includes linen equipments & some guest supplies like extra bed, iron, etc. The no. of recycled items that must be on hand to ensure smooth operations is expressed as a 'PAR'. It refers to the standard number of items that must be on hand to support daily routine housekeeping operations e.g. One par of linen is the total number of items needed to outfit all the hotel guestrooms once. Most

sister hotels would on a 'four-par' of guest rooms linen (guestroom, floor pantry, laundry & linen).

2) **Non-recycled inventory:** They include cleaning supplies, guestroom supplies, guest-amenities like toothbrush, hair-conditioner, etc. They are used up during routine activities of the housekeeping department. A purchasing ordering for non recycled inventory items establishes a 'par' no. based on 2 figures i.e. Maximum & minimum quantities. The minimum quantity is the least amount at which reordering is done taking into consideration the lead time (it is time taken by the supplier to convey goods from the time the order is placed). The maximum quantity is the amount ordered.

The executive housekeeper must establish reasonable levels for both recycled and non-recycled inventories. Overstocking should be avoided, as it ties up cash and calls for a larger storage area. There should be an effective purchasing system to consistently maintain the inventory levels set by the executive housekeeper. To maintain the inventory levels, the executive housekeeper needs to determine the par level for each inventory item.

Determining the par levels: Par refers to the standard quantity (or numbers) of each inventoried item that must be on hand to support daily, routine housekeeping operations. Par levels are determined differently for the two types of inventories. Inventory levels for recycled items are measured in terms of a par number. *The par number is a multiple of the standard quantity of a particular inventory item that must be on hand to support day-to-day housekeeping functions.* In the case of non-recycled inventory items, the par number is the range between two figures: a minimum inventory quantity and a maximum inventory quantity. The minimum inventory quantity refers to the lowest number of purchase units (items per case) that must be in stock at any given point of time. The on-hand quantity for a non-recycled

inventory should never fall below this figure. The minimum quantity figures are established based on the rate of consumption of a particular inventory item over a certain period. The following formula may be used:

$$\underline{\text{Minimum quantity} = \text{lead time quantity} + \text{safety stock level}}$$

Where the lead time quantity is the number of purchase units that are used up between the time that a supply order is placed and the time that the order is received in hand, and safety stock level is the number of purchase units that must always be on hand in case of emergencies, damages, delays in delivery, and so on, so that the daily operations and functioning of the department are smooth even in emergencies. The maximum inventory quantity, on the other hand, refers to the greatest number of purchased units that should be in stock at any given point of time. Storage space, the cost of the item and its shelf life (best before date) are certain factors that must be kept in mind when establishing the maximum inventory level for a non-recycled inventory item.

SOFT FURNISHINGS

Duvets

Duvets have become increasingly popular in hotels and are fast replacing the blanket, especially on double beds. They consist of a filling sandwiched or stitched in a fabric case with a changeable cover.

The fillers may be duck/goose down, a feather mix or a combination of the two. The down feathers are the small, fluffy feathers from beneath the wings and the breast of the fowl. Goose down is superior and lightweight because of the hollow quills. The well-known Eider goose and Siberian goose down are the best. Although they are warmer, professional cleaning is necessary and they are heavier and more expensive than their synthetic counterparts. The synthetic filling is usually polyester fibres. These duvets are lighter and can be washed in large-capacity washing machines. Casings can be cotton cambric or synthetic fabric but must have a close weave to keep the filling in place. The higher the tog value or rating, the warmer the duvet will be. 10.5 is

the average tog rating. While the polyester fibre-filled duvets have a tog between 8 and 11, the best down duvets have a count between 11 and 14. The tog rating is generally printed on the duvet. Even if the establishment uses natural fillings to provide the best degree of comfort, a small stock of duvets filled with man-made fibres should be made available for anyone who has an allergy to the natural product.

It is essential for the duvet to have an outside cover. Changing a duvet cover is a skill which is developed with practice. To save laundry costs and labour, it is advisable to provide a covering sheer in conjunction with the duvet cover. Though it is common to have all of them in white, the duvet cover, the bottom sheet and valance could be part of the colour scheme of the guest room.

Using a duvet in hotel bedrooms has advantages and disadvantages

Bedspread/Bedcover/Counterpane

These are purchased, considering appearance, durability and size. The colour and print should match the décor, and soil should not show easily. The weave should not be susceptible to snagging. The fabric should drape well and not crease easily (quilted for this purpose). The durability of the fabric is judged by the effect of laundering and constant use. The life expectancy may be totally disregarded in order to meet with a certain decorative colour scheme. Readymade bedcovers lack individuality so they are usually stitched and a number of styles are possible. Bedcovers should be interchangeable wherever possible. The amount of fabric required to stitch a single bedspread is approx. 8 metres.

Curtains/Draperies

These are also purchased considering appearance, durability and size. Sheer curtains/net curtains/glass curtains combined with heavy draperies are usual in a guest room. This combination allows light to pass through and facilitates privacy as well. Sheer curtains are generally made from synthetic/blended net or lace or from plain nylon or terylene. It is advisable to use a fire-resistant finish or fabric for these curtains. Draperies are usually lined. Lined curtains are thicker, fall better and allow less light to pass through. They are less likely to fade, soil less easily and thereby last longer. When selecting the curtains, the

appearance is judged by ensuring that the colour and pattern match the décor; viewing the fabric hanging and gathered in folds; viewing the fabric with daylight behind it; viewing the fabric with artificial light falling on it. It is also advisable to select patterns which are repetitive after shorter lengths to reduce wastage when stitching wide curtains. The amount of material required is dependent on the window treatment and 15 metres is the average requirement. A heavy fabric is usual for public areas and a lighter one in the guest rooms.

Cushion Covers and Upholstery

Like the rest of the soft furnishings, these must also match the décor. It is also important that they are resistant to dirt, accumulation of dust and snagging. The fabric should be non-slip without being rough and free from static so that it does not cling to customer's clothes. It also should not lose lint or colour easily.

Cushion covers should be laundrable and non-crease. Upholstery fabrics should not stretch after they have been fitted. In both cases the fabric should be firm with a close weave. This, however is more applicable in the case of upholstery and in most cases the fabric has a jute backing.

FLOOR FINISHES

Floors are both functional and decorative and play an important part in the cleaning and maintenance program of any hotel. They cover a large area and are subjected to a great deal of wear and tear. Clean and well-kept floors indicate the standard of cleanliness throughout the establishment. Only in rare cases is the type of flooring chosen solely for luxury.

Common considerations while choosing a flooring are: -

- Appearance – colour, design, cold, warm
- Resistance to spills – water, grease, food, acid, etc.
- Ease of cleaning in relation to the type and amount of soiling
- Sound and heat insulation
- Nature and condition of sub floor.

Hard floors are usually sealed to give a non-absorbent, semi permanent gloss or finish which will wear off in time. Seal is applied on clean and dry floor. Before re-sealing any remaining seal has to be striped off. This is done with a chemical stripper, except in the case of wood and cork where sanding is done.

In order to preserve the seal, polish should be applied to sealed flooring. Polishes are usually spirit or water based. Spirit based floor polishes may be paste or liquid and require buffing when dry to produce a shine. Water based polishes are liquid and dries after application to give a shiny surface.

SUBFLOORS

In large modern buildings the subfloor is often made of concrete, but in older and smaller buildings it consists of soft wooden boards, nailed to wooden joints.

HARD FINISHES

HARD FINISHES

Granolithic

Granolithic is hard floor finish of graded granite chips set in cement. It is used for basement corridors, storerooms, stairways and laundry. It is usually laid in tile form.

Terrazzo

This is also a hard floor finish, consisting of a mixture of marble and other decorative chipping set in fine cement that can be coloured. Marble is a rock (limestone) mainly found in Italy, and maybe white, black, green or brown. When used as a flooring it is laid in slabs. Marble is very expensive; terrazzo being only chips of marble is much cheaper. To prevent slipperiness self-polishing emulsions are applied. Terrazzo is used in foyers, cloakrooms and kitchens.

Advantages of granolithic and terrazzo floorings: -

1. Removable pre-cast slabs can be made to cover service pipes for ease of maintenance.
2. Cove edges facilitate cleaning.
3. Not effected by water and may have a drain incorporated.
4. Very durable.
5. They are vermin proof, impervious to dry rot, and fire resistant.
6. Cleaning is relatively easy
7. Initial cost of granolithic is lower than terrazzo.
- 8.

Disadvantages: -

1. Hard and noisy
2. Cold in appearance
3. Terrazzo is slippery when wet.
4. Cracks may appear.
5. Granolithic will chip, especially on stairs. In terrazzo, marble chipping may become loose.
6. Acids and strong alkalis adversely effect terrazzo.

Care and cleaning: -

1. Clean regularly
2. Avoid strong alkalis on terrazzo.
3. Attend to cracks and loose chipping immediately.

Magnesite

Magnesite flooring consists of wood floor and other fillers mixed with burnt magnesite, and laid in site (on the spot) or in form of small blocks. This finish is extremely porous and washing should be avoided as much as possible. It maybe sealed and /or polished to prevent the penetration of water and dirt, but then it becomes very slippery.

Advantages: -

1. Moderately warm
2. Good appearance
3. Cleaning is relatively easy
4. Initial cost is low

Disadvantages: -

1. Hard and rather noisy
2. Little choice of colour
3. Becomes slippery when polished
4. Easily harmed by water, acids, alkalis and abrasives.

Care and cleaning: -

1. Clean regularly
2. Avoid frequent washing

Bitumastic

This is a type of asphalt rolled on to a solid subfloor, in a hot plastic state. Conventionally found in black, red or brown colours only, it may have other colours rolled in, or surface maybe painted. It is used mainly in bathrooms to protect the floor from dampness.

Advantages: -

1. Coven edges facilitate cleaning
2. Not effected by water and may have a drain incorporated.
3. Very durable.
4. It is vermin proof and impervious to dry rot.
5. Initial cost is low.
6. Non-slippery.

Disadvantages: -

1. Poor appearance
2. Dents with heavy weight
3. Softens to heat
4. Harmed by spirits, oils and acids.

Care and cleaning: -

1. Clean regularly
2. Use special floor paint to restore colour whenever necessary.

Ceramic tiles

Ceramics are clayware and it's floor tiles are available in variety of qualities, colour and sizes. Tiles with a particularly hard glaze are used as more decorative floorings. A wide range of colours is available to harmonise with wall tiles. Tessellated tiles are small ceramic tiles often used as mosaic, giving highly decorative floor.

Advantages: -

1. Removable pre-cast slabs can be made to cover service pipes for ease of maintenance.
2. Coven edges facilitate cleaning.
3. They are not affected by water and may have a drain incorporated.
4. Available in many qualities, colours and size.
5. Ridged and abrasive surfaced tiles can be used for a less slippery floor.
6. Very durable. One loose tile may be replaced or reset.
7. Not affected by acids, alkalis or grease.
8. They are vermin proof, impervious to dry rot and fire resistant.
9. Cleaning is very easy.

Disadvantages: -

1. Hard and noisy
2. Cold in appearance
3. Slippery when wet or greasy.
4. Under heavy weight, they crack or break easily
5. Marks are difficult to remove
6. Initial cost is average.

Care and cleaning: -

1. Clean regularly
2. Attend to loose and broken tiles.

Wood

Wood finishes of good quality are among the most beautiful flooring, provided the variety of wood and size of the unit are chosen for

effect. As floorings are to be laid bare and are subject to tremendous wear and tear, only hard wood must be used.

Strip wood flooring

A strip wood flooring consists of lengths of narrow strips (under 4" wide) of hard wood of good appearance. E.g. Maple. The boards are fixed to joists or to timber insets in concrete. This construction together with the length of strips, gives the floor its resilience properties and makes it suitable for dance floors. A sprung floor has springs under the joists to increase the resilience.

Wood block flooring

A wood block flooring consists of rectangular blocks (e.g. 9"x3" or 12"x2") laid with an adhesive on a level concrete base. Blocks are generally laid to form a pattern. Wood used is generally oak, teak, jarrah, missanda, etc. When used in linen rooms, store rooms or staff halls, it is chosen for its durability and insulation rather than for their appearance.

Parquet flooring

In appearance parquet flooring resembles wood block flooring. It also consists of rectangular pieces of wood but the blocks are much thinner (less than 3/8" in thickness) and are pinned and glued to a wooden subfloor, often in a herring bone pattern. It is used in foyers and lounges in conjunction with rugs. Cheaper parquet flooring may only have a veneer of a good quality wood on the surface and thus form a much less hardwearing surface.

Wood mosaics

Wood mosaics are generally made up in panels (18" sq formed of four 1/2" squares in basket pattern). It is backed with felt or aluminium. It is laid directly on concrete with an adhesive or as an overlay on an existing floor.

Advantages of wooden floorings: -

1. Available in varying colours and grains
2. Give a good appearance when used in strips or parquet.
3. Hardwearing and does not require frequent repairs.
4. Surface can be sanded and fresh surface exposed.
5. Very good as heat insulator.

Disadvantages: -

1. Noisy
2. Inflammable and susceptible to dry rot.
3. Splinters if heavy item is dragged on it
4. If not sealed, they are absorbent and cleaning can become laborious and expensive
5. Initial cost is high

Care and cleaning: -

1. Clean regularly and polish with wax polish.
2. Attend to loose blocks and splinters.
3. Resurface by sanding when necessary

SEMI-HARD FINISHES

Thermoplastic floor finish

Thermoplastic floor tiles are made from a variety of asphalt binders with inert fillers and pigments. The tiles are usually 9”square, and are laid on a clean, smooth, rigid surface, set as closely together as possible with the help of an adhesive. They are laid in warm pliable state (thermoplastic) but harden on cooling and may be carried up to the wall to form a small coven skirting. They are polished with water based polish, and are used in bathrooms, cloakrooms, corridors, offices, etc.

Advantages: -

1. Available in variety of colours.
2. Very durable.
3. Easy cleaning.

Disadvantages: -

1. Hard and hence noisy.
2. Cold in appearance.
3. Slippery when wet.
4. Easily harmed by spirits, grease and coarse abrasives.
5. Dent with heavy weights and soften with heat.
6. Scratches occur with grit and sharp edges.
7. Gets badly marked, especially with rubber heels.

Care and cleaning: -

1. Clean regularly.
2. Use water base polish, not spirit based ones.
3. Replace loose or broken tiles as soon as possible.

Vinyl

They are available in two main types.

Vinyl asbestos, which is obtained only in tile form, is slightly flexible and is manufactured from PVC or similar synthetic resins, inert fillers including short fiber asbestos, and pigments. It is available in wide range of colours and the tiles can be stuck to a solid subfloor with a suitable adhesive.

A flexible form is based on PVC or similar synthetic resins, inert fillers, pigments and plasticisers. It is available in tiles, or sheet form when it is sometimes mounted on canvas or other suitable backing material. There is coven skirting available and the sheet material can be used as a protective skirting.

Both types maybe used in bathrooms, cloakrooms, canteens, offices, etc.

Advantages: -

1. Relatively non-slip.
2. Have great resistance to wear and tear, especially the flexible type.
3. Generally grease and oil resistant.
4. Resistant to acids and alkalis.
5. More resistant to point load than thermoplastic tiles.

6. Not easily scratched.
7. Can be easily washed and polished.

WALL COVERINGS

Wall coverings maybe purely decorative, in which case, ability to bring colour, pattern, texture, light or shade to the room maybe of the greatest importance. On the other hand the covering maybe required to give an easily cleaned and hygienic surface. The choice is very wide and the style should suit the purpose, furnishing and the architectural aspects of the room. The type of finish selected will depend largely on: -

1. Contribution to décor: - The colour, texture and pattern will influence the apparent warmth and dimension of the room and the level and type of illumination used. The type of room, it's existing size and decoration must be considered.
2. Ease of cleaning: - Smooth, hard, impervious surface, preferably light coloured can be cleaned easily; whereas textured surfaces tend to attract and hold dust.
3. State of existing surface: - textured and patterned finishes can be used to mask poor surfaces.
4. Resistance to abrasion and knocks: - Hard surfaces will be best for this purpose.
5. Stain resistance: - A non-porous surface has more resistance than porous ones.
6. Durability: - Surfaces subject to abuse, knocks, stains and abrasion require finishes that are resistant, can be cleaned easily, inexpensively restored or repaired whenever required.
7. Life expectancy: - Where décor of the room is intended to change relatively frequently, less expensive finishes are appropriate.
8. Insulation: - How-much-ever possible finishes with good sound insulation properties should be selected.
9. Cost: - While comparing cost of different finishes, not only should the cost of the material and its application be considered; but also the cost of it's damage restoration and expected frequency of complete redecoration should be borne in mind.

TYPES OF WALL COVERINGS

PAINTS AND LACQUERS

Paints can be applied to almost any surface providing it is free from water, grease or dust and is of sound construction. E.g. plaster must be smooth, hard and not flaking from the underlying plaster or brickwork. As wall covering paints offer a wide choice of types, colours, degrees of gloss and designs (murals can be painted). For window frames and sills, door and skirting boards, slightly glossy paint is required so that along with providing a contrast in colour and texture to the main wall finish, it acts as a protective coating, and thus contributing to décor of the room. It is relatively cheap, easily applied and cleaned and can give a textured and multicoloured effect. The only disadvantage is that it shows soils (especially for matt paints) and wall imperfections (in gloss paints) more readily than any other wall covering.

The main types of paints used are:- Emulsion

Alloyd

Multicoloured

Textured or Plastic

Microporous

Emulsion paints – They are water thinned but are based on dispersions of synthetic resins (e.g. polyvinyl acetate). They are tough, washable and wear resistant; and available in varying degrees of sheen, from matt, to semi-gloss, to silk finish. They are quick drying, low in odor and very suitable for redecoration of rooms, which cannot remain long out of use.

Alloyd paints – They are based on synthetic resins combined with vegetable oil such as linseed oil. The conventional types were natural resins, which are still used in primers and undercoat paints. Alloyed paints are generally easier to apply and have better durability and wearing properties than any other type.

Polyurethane and silicone are sometimes included to give more scratch resistant surface. They are available in gloss, silk and flat finishes.

Multicoloured paints – They are usually dispersions of cellulose colours in water. Each colour is present in separate “blobs” or “spots”. The resulting effect depends on number of different colours, degree of contrast between them and the size and distribution of spots. This paint should be applied by spraying. It is extremely hardwearing and the multicolour effect helps in hiding irregularities and imperfections. It is usually applied on walls of corridors, sanitary accommodations, and similar areas, to give a stain and abrasion resistant finish, which can be washed and cleaned regularly.

Textured or Plastic paints – They are usually plaster based and are intended to give a textured or relief effect on surface. The texture is obtained by working over the material after application and while it is still wet, using combs, palette, knives, strippers, etc. Some are self-coloured while others may require painting when they dry. The modern types are based on heavy-bodied synthetic resin emulsion and may be applied by spraying directly on the concrete or similar surfaces; thus eliminating the need of plaster.

Microporous paints – they have a rubberised base which gives little gloss but offers elasticity and allowing movement when the surface expands or contracts.

WALLPAPER

They may be smooth or have a textured surface effect. This may be done by superimposing or interlacing of other substance to give a rough surface, or by clever designing when visual effect gives an apparent depth (dimensional effect). Smooth finishes are more resistant to dust and dirt than rough ones, but generally stains show more in smooth finishes.

The pattern maybe floral, geometric, abstract, striped, etc. The choice depends on the room's aspect, height, size and use of room. Large patterned papers tend to overpower and tend to make the room appear smaller than it actually is. Wastage is also higher as patterns have to be cut to match each other. In addition to conventional wallpapers, now many paper-backed materials are also available, e.g. fabrics, wood, veneers, plastic, etc.

The main types are –

1. Surface printed paper – A pattern is applied to the surface of the paper by one of the following methods – hand printing

Screen-printing

A wide range of colours and designs are produced with usually a smooth surface finish. The cost is related to the design and the method of reproduction. The paper is not washable and damp wiping must be undertaken with great care. It can be easily soiled and stained.

2. Spongeable paper – They are specially treated during manufacturing to withstand water. They are similar in all other aspects to surface printed paper.
3. Washable papers – Similar to surface printed papers, but has a plastic coating giving it good stain resistance and enabling it to withstand washing.
4. Anaglypts – It's an embossed paper that is relatively inexpensive. Used to cover poor surfaces, it is normally painted after hanging. It's stain resistance and washability depends on the type of paint applied.
5. Lincrusts – A heavily embossed paper that may have a plastic coating, containing a paper backed textured composition and frequently stimulating wood paneling.
6. Oatmeal papers (wood chip) – Wooden floor or chips are sandwiched between two layers of paper. It's properties are similar to anaglypts paper.

7. Flock papers – A raised patterned pile is fixed by adhesive to a paper backing. The piles maybe cotton, silk, wool or synthetic. It attracts and holds dust and is expensive. The surface of the paper maybe damp wiped.
8. Metallic papers – Paper printed with gold or other metallic powder.
9. Food grain paper – Photographic reproduction of various food grains waxed during manufacture.
10. Paper backed hessians – Strands of hessians fixed to a paper backing to give the appearance of a hessian coverings. It is not washable but surface can be damp wiped. It is easily stained and damaged by abrasion. It's available in large variety of colours.
11. Paper with felt backing.
12. Paper backed woven grasses – Pieces of grass are fixed by adhesives to a backing of paper or silk.
13. Paper backed wools – Fine or coarse strands of wool in natural colours or bright dyes are laid in a parallel fashion on a paper backing. They give a warm effect and provide good insulation.

Advantages of wallpaper: -

- ✓ Contribution to décor
- ✓ Ability to cover poor surfaces
- ✓ Insulation

Disadvantages: -

- Costly
- Limited use
- Not abrasive resistant
- Stains easily
- Difficult to clean

- Cannot be easily restored
- Not very durable

PVC Cloths – They are woven cotton finished with a layer of PVC, and are used to form decorative panels on walls or doors. It maybe plain or quilted, involving the use of a foam stuffing and fixed by adhesive or metal studs. It produces a luxurious effect, improves sound and thermal insulation but is expensive and difficult to repair satisfactorily.

Leather (hide) wall coverings – They are extremely expensive but very decorative. They maybe padded and studded with brass studs. They are usually not used to cover the whole wall. It's effect wherever required can be stimulated with plastics.

Plastic wall coverings – They are available in large variety. Owing to their abrasion resistance, they are more hard wearing and easily cleaned than any other covering. As they are non-porous, tendency for growth of moulds is higher. Therefore, adhesive should contain fungicides, or fungicidal wash should be applied on the wall prior to applying the wall covering.

The various types are: -

- a) Paper backed vinyl – The vinyl may have the appearance of almost any material. E.g. silk, tweed, hessain, cork, grass paper, wood, stone or brick.
- b) Fabric backed vinyl – Similar in appearance to the paper backed ones but is more durable.
- c) Vinyl flock paper
- d) Plastic wall tiles – Imitating ceramic tiles.
- e) Laminated plastic – As a veneer or surface board, melamine is the resin frequently used during manufacture of these plastic laminates which may stimulate wood paneling. E.g. Formica.
- f) Expanded polyetherene – It is used in sheets or tiles on walls and ceiling to give heat and sound insulation, and helps eliminate condensation. It can be painted with emulsion paint or covered with paper. Spirits dissolves it and hence if oil paint is to be applied on it, it has to be lined with paper and given a coat of

emulsion paint to act as a buffer. Polyurethane is inflammable, and hence it has to be treated to avoid fire risks.

Fabric wall coverings – it is possible to cover the wall surface with any fabric and its durability will depend on the type of fiber and the weave used during its manufacture. Fabrics used as wall coverings can be divided into two categories – Woven fabrics, e.g. hessian (used as wallpaper)

Hangings, e.g. tapestries, oriental carpets, drape.

Fabrics chosen should not be liable to sag, buckle or stretch when hung permanently on the wall and should not collect excessive dust or dirt.

Wild silk or other beautiful fabric maybe padded for heat and sound insulation but silks and tapestries are expensive, and thus found only in luxurious establishments only. Hessian, linen and some acetate viscose fabrics are cheaper and used more extensively. Fabrics are subject to attack by moths and mildew, hence proper proofing should be done.

WOOD PANELING

Wood used for paneling are usually hard, well seasoned and of a decorative appearance. Most commonly types used are oak, mahogany, teak, etc. it may cover the wall from corner to corner. It maybe solid or veneered and finished with wax polish, french polish or lacquer. It will last for years with little maintenance, providing precautions are taken in respect of dry rot and rot worm, though initial installing cost will be high. Wood paneling is usually found in entrance halls, staircases, assembly halls, boardrooms and restaurant.

GLASS WALL COVERING

Glass can be used in the form of decorative tiles, mosaics, bricks or full sheet. Glass bricks allow light to pass through the wall itself. Coloured opaque glass sheets or tiles maybe used in bathrooms. Mirror tiles are used to reflect light and to alter the apparent size of the room or corridor. Sometimes antique

mirror tiles are used to give a duller surface with lesser reflection. Large uniform mirrors maybe used to cover the whole wall like over a vanity unit, or dressing table or on a corridor wall. A glassless mirror is also available which is lighter (almost 1/5th the weight of the conventional mirror), does not form mist and will not shatter if dropped. It consists of polyester film, vacume coated with aluminium and mounted on a flat frame.

METAL WALL COVERING

Metals may be used as wall coverings for their hygienic qualities. Copper and annodised aluminium are decorative and maybe used in areas such as bars where metals in combination with rows of bottles and interesting lighting creates an impressive effect. Stainless sleet is used in tile form in kitchens where they present a durable, easily cleaned, hygienic surface. Metal skirting boards covers edges between wall and floor surfaces. Metal foil can be elegantly and sparingly used as a wall covering. Foil is available in variety if colours.

OTHER MATERIALS

Various flooring materials can also be used as wall coverings. They provide different colours, patterns and texture. Though expensive, they are hardwearing and abrasion resistant. The various types are: - Linoleum

Cork (in tiles or sheets)

Carpets

Marble

Terrazzo

Ceramic tiles

Granite

Bricks & stones (these can be used for exterior wall and

left unplastered.

breasts to give a

Also used in fireplaces and chimney

Decorative finish.)

CLEANING PROCEDURES

PAINTED SURFACE –

- 1) Remove light dust
- 2) Damp wipe or wash if necessary and permissible (when washing start from the bottom and work upwards)
- 3) Never apply wax polish or oil to gloss painted surface.
- 4) Do not use harsh abrasive, strong solvents, or strong soda solution.

WALL PAPERS

- 1) Remove surface dust (use low suction for flock papers)
- 2) Remove marks by rubbing or sponging
- 3) Attempt to remove grease.

FABRIC WALLCOVERINGS

- 1) Remove surface dust
- 2) For beautiful hangings dismantle and send to professional drycleaners.
- 3) Where hessains is stuck to the wall, scrub very lightly. If necessary use warm water and detergent.

WOOD PANELLINGS

- 1) Remove surface dust
- 2) Polish if necessary
- 3) Where paneling has become dirty or greasy, wipe with white spirit or vinegar and water. Then repolish.
- 4) Dark oak maybe wiped over with beer.

GLASS WALLCOVERING

- 1) Dust or wipe with a damp chamois leather or scrim.

- 2) Care should be taken while cleaning mirrors so that the damp does not go into the back.

METAL WALLCOVERINGS

- 1) Dust or wipe with damp cloth
- 2) Polish if necessary. (not required daily)

LEATHER WALLCOVERINGS

- 1) Remove surface dust
- 2) Apply polish sparingly and rub well.

PROTECTION

Life expectancy of a wall covering or finish can be increased and the cost of cleaning, maintenance and restoration reduced in several ways.

- Selection of finish should be suitable for the degree of soilage, abuse and damage expected.
- Select a covering that does not hold and attract dust, can be easily cleaned and restored if damaged or stained.
- Use a more durable and easy to clean and maintain surface for the lower part of the wall.
- Use plastic sheets on less durable surfaces that are subjected to staining and knocks.
- Fit fingerplates on doors, light switches and other places where hands will constantly come in contact with the surface.
- Use doorstoppers to prevent damage to surfaces behind the door.
- Use kick plates to protect the lower part of the door.
- Treat porous surfaces with soil retardant finish.

HARD SURFACES

Types used in Hotel Industry –

1. Metals : Aluminum, Brass, Copper, Pewter, Gold, Silver, Steel, Stainless Steel, Tin, Iron, Bronze, EPNS (Electro plated nickel silver), Chromium, etc.
2. Wood : Solid, Plywood, Chipboard, Hardboard, Blackboard, Laminated sheet, Cork, Cane, Wicker, Bamboo, etc.
3. Plastic : Thermosetting and Thermoplastics.
4. Ceramics : Earthenware, Stoneware, Vitreous China, Porcelain, Bone China, Brick
5. Glass : Lead Crystal, Sodalime, Borosilicate, Glass Fiber
6. Rubber : Vulcanised.

The wide range found creates many problems for the Housekeeping as each requires different cleaning procedures. Measures are taken to standardise them in some way by applying protective coatings or finishes. Their maintenance can become very costly and time consuming. Hard surfaces will scratch, crack, chip, perish, splinter, blister and may become dangerously slippery.

Reasons for choosing hard surfaces –

- Hygienic
- **Aesthetic appeal**
- Insulation
- Easy for daily maintenance

METALS

Metal surfaces are generally protected to prevent tarnishing, scratching or rusting, depending on the reason it is being used for.

Methods of protecting metal surfaces :-

- Painting – It is usually applied to steel or wrought iron, which is used for decorative purpose. Paint prevents the metal from coming in contact with oxygen and moisture, which causes it to rust.

- Enameling – This method gives a colorful gloss or matt finish to steel or cast-iron pans, signboards, blackboards, etc. molten glass is applied to the surface which sets to form a tough easily cleanable surface.
- Plastic Coating – P.V.C, acrylic and polyester plastics can be used to cover handrails, table & chair legs, broom handles etc.
- Electroplating – Electrolysis is used to deposit metals such as chromium, copper, zinc, tin, silver & gold on surfaces as nickel, brass, steel and copper. This finish is widely used for cutlery, restaurant equipment, cooking equipment, furniture and fittings.
- Galvanising – The base metal is coated with a layer of zinc to reduce corrosion and is extensively used for mop buckets, dustbins, pot sinks, etc.
- Anodising – This is an Electro – chemical process which enhances the appearance of aluminum and increases its resistance to soiling and corrosion. It is used for door and window fittings etc.
- Lacquering – This is usually applied to copper and brass by painting or spraying and effectively reduces tarnishing to a minimum.
- Tinfoil – Items such as cheese graters, sieves, wire whisks and copper pans, etc. may be coated with or dipped into molten tin, as tin has good corrosion resistance.

SILVER

This is a relatively soft metal found naturally in the earth. It is a white metal, unaffected by water, pure air and majority of foodstuff. It is worn away by abrasion.

Sterling silver is an alloy containing 92.5% silver and the remainder substantially copper, which is added to harden the silver, and yet not change any properties of the metal. Sterling is obviously more expensive than silverplate and is seldom used in hotels and other establishments.

Silver plated wares are made from blanks or bodies of a nickel, silver and brass alloy. They are immersed in a complex solution of silver salts and by means of electrolysis, silver is transferred to the blanks. These articles are also called EPNS or electroplated nickel silver article.

The tarnishing of silver is due to the action of compounds of sulphur present in the atmosphere and in certain foodstuff such as eggs, onions, juices, pickles, etc. the tarnish is silver sulphide and varies in colour from yellow, through brown, to blue – black. Tarnish can be removed by –

- ⇒ Silver dips – Articles are dipped in an acidic solution of thiourea compound and then washed and dried. No friction is needed. This liquid attacks stainless steel and should be used only in a glass, earthenware, or plastic container.
- ⇒ Polivit method – the silver articles are immersed in a hot soda solution containing a sheet of aluminum for 10 min. During this period a chemical exchange takes place. The articles are then removed, washed and dried.

The silver after being cleaned by these methods should be polished to restore it's shine by any of the following methods –

- ⇒ Proprietary preparations – This is based on precipitated whiting and jewelers rouge. E.g. – Silvo.
- ⇒ A burnishing machine – Highly polished steel balls rubs against silver articles immersed in a detergent solution. The machine rotates and friction is applied on the articles by the steel balls. After this article is washed and dried.

Uses of Silver – cutlery, restaurant wares, ornaments, vases, bowls, etc.

COPPER

It can be used in solid form or plate applied on mild steel. Acids corrode it. It's tarnishing is a result of oxidation in a moist atmosphere to form green verdigris. Abrasives will scratch or wear away surfaces.

Uses : Table tops, wall panels / surfaces, utensils, decorative furniture, ornaments, etc.

Protective coating : Lacquering, long term polish (lacquering can be removed with acetone if necessary)

Clean with a paste made of equal quantities of vinegar, salt and flour. Polish with proprietary polish, e.g., Brasso.

BRASS

It's an alloy of copper and zinc. It maybe solid or plate applied on mild steel.

Corroded by acids. Tarnishing occurs as a result of oxidation in a moist atmosphere to form green verdigris. Application of abrasives will scratch or wear away surface.

Composition : Cu – 60 – 80 %, Zn – 40 – 20 %

Uses : furniture, door and window fittings, foot rails, taps, object d'art, decorative finishes, ornaments, etc.

Protective coating : Lacquering, long term polish.

Tarnishing can be avoided by lacquering. Lacquered items can be maintained by buffing with flannel for a shine to develop. Unlacquered articles can be polished with a brass polish (e.g., Brasso) or a mixture of equal quantities of tamarind and salt..

Corroded brass should be treated with spirits of salts and then rinsed thoroughly. In very bad cases soak for 12 hrs in washing soda solution (approx. 50gms), then rinse and polish.

STEEL

Steel is iron containing little carbon and small quantities of other materials like nickel, chromium, vanadium, manganese, etc.

Uses : Used as pressed steel for bath sinks, etc.

To prevent corrosion it is often coated with enamel.

STAINLESS STEEL

It is an alloy of iron, chromium and nickel. Chromium is added to make it resistant to corrosion, acids & alkalis. It is tough, durable metal and usually has a mirror polish or satin finish. It can be harmed by silver dip solution, chlorine type

bleaches, salt/vinegar mixtures. These act on the surface and cause discoloration. Black deposits occur if left in contact with moist aluminum or galvanised surfaces due to deposition of zinc by electrochemical action. Stainless steel needs only simple washing and drying.

Composition : 18/8 steel contains 18% chromium and 8% nickel with the rest iron. Chromium contents vary between 8 – 25%

Uses : sinks, W/Cs, cutlery, wall tiles or panels, work surfaces, kitchenware, bowls, furniture, decorative finishes. (cutlery is usually 18/8 steel)

ALUMINIUM

It is resistant to corrosion. On the surface it forms a layer of aluminum oxide which resists attacks. It can be damaged by strong alkalis, stained by acids and scratches easily.

Uses: utensils, light fittings, venetian blinds, window/door frames and fittings, furniture, decorative finishes.

Protective coating: Anodising

For maintenance use hot synthetic detergent solution. Do not use soda or bleach. Use abrasives with care. Remove discolouration in saucepans by boiling a solution of water and lemon rind in it. Or add 15ml laundry borax to 500 ml washing solution.

To maintain gloss on showpieces, apply liquid wax polish.

ANODISED ALUMINIUM

A protective layer of aluminum is deposited on the surface during manufacture. If abrasives are used, the protective layer is removed and white powdery spots will appear.

PEWTER

It's an alloy of tin, copper and antimony. Tarnishes easily and has little resistance to alkalis, acids and abrasives.

Uses: ornaments, tableware.

Protective coating: lacquering

Maintenance: Wash in warm synthetic detergent solution and rub well when drying. Remove grease with methylated spirit before washing. Polish with a proprietary metal polish.

BRONZE

An alloy of tin and copper with properties similar to brass.

Uses: same as brass.

Protective coating: lacquering

GOLD

Can be used in solid form or as a plate or leaf. It is resistant to acid, alkalis and tarnishing. It corrodes if exposed to mercury.

Uses: ornaments, decorative finishes.

TIN

Used as a layer of plate on mild steel, brass or copper. It has good resistance to acids and alkalis.

Uses: food containers.

CHROMIUM

Used in a thin layer of plate on mild steel or brass. Surface oxidation can result in formation of white spots. Reacts with alkalis causing surface discoloration. Abrasives will wear away plate. These can become water spotted and greasy but will not tarnish. Washing and rubbing up is sufficient to keep up shine.

Uses: On taps, bath handles, shower fittings, furniture, etc.

ZINC

This is also used as a coating on steel and is commonly known as galvanised steel

Uses: buckets, furniture, dustbins.