

Staff Discount and Award Concepts

Guidelines

The results of a survey by the Council of Communications Management Confirm what almost every associate already knows; that recognition for a job well done is the top motivator of associate performance.

Yet most managers do not understand or use the potential power of recognition and rewards. This is true even though 33 percent of managers themselves report that they would rather work in an organization where they could receive better recognition.

The guidelines for effectively rewarding and recognizing our associates are simple:

1. Match the reward to the person.
2. Match the reward to the achievement
3. Be timely and specific
 - The programs should reflect the company's values and business strategy.
 - Associates should participate in the development and/or execution of the programs.
 - The programs can involve cash, non-cash or both.
 - The programs should encompass variety
 - The programs should be highly public.
 - Some programs should have a short life span and be changed frequently. Keep them interested!

Anniversary Card

Celebrate the Employee's date of hire with an anniversary card. Include a gift. If we want to retain our employees (associates) we must celebrate them. An associate who has been with us a year and up is worth their weight in training costs, so we should let them know they are special.

Banquet Facility

Staff will be entitled to a 10% discount on all food purchases.

Bedrooms for Family

If an immediate *family* member is in need of a room, *Your Hotel* will offer to its employees a special rate of \$49.00 per night. This is subject to availability. This must be scheduled through your Department Head and General Manager prior to their stay.

Birthday Celebration

A once a month property birthday party to celebrate every staff birthday that occurs during the month.

Call-in Bonus

Have you ever been planning you day off and the phone rings and off to work you go. It isn't a good feeling is it and you're the manager. How do you think a room attendant or guest service representative feels. Not very Happy, I assure you.

I know a hotel where they go in when they are called. Why? They make their hourly wage and a \$25.00 bonus for working on their day off.

Canadian Automobile Association

Members of the *Ontario Hotel & Motel Association* and their employees can now avail themselves of reduced membership fees with the Canadian Automobile Association (CAA). Quote the Membership number.

Christmas or Holiday Season Gift

To assure that your family has a hearty meal, *Your Hotel* provides you with your choice of a Turkey or ham during this important time of the year.

Christmas or Holiday Season Party

Plan a Christmas Party. If you cannot arrange it off-site, then have the Management Team run the party and do all of the serving and clean-up.

Present the prizes for Housekeeper of the Year, Front Desk Employee of the Year, Food and Beverage Employee of the Year and Employee of the Year. (Others as required)

Cross Training Program

Cross-Training Key to Hotels of the Future

Today's hotel business is undergoing fundamental and fast-moving change...and nowhere is this clearer than in the area of human resources. The hotel of the future will depend on fewer human resources but staff will be expected to be more versatile and to cross train in a number of different areas.

The process of cross training is being pioneered by ITT Sheraton. The policy is based on a perceived need to accept people will always be an organization's greatest assets. An employee satisfied with all facets of his or her work will provide a higher and consistent level of service to customers, thereby retaining them and increasing profits.

Hotel staff is consequently involved in decision-making in their work areas. As part of the multi-skilling process they accept total flexibility of jobs and duties across the company, subject to individual skills or abilities to perform certain tasks.

For management, these changes have led to a revision of recruitment and selection strategy and the need to clearly illustrate the career opportunities available to employees at all levels, within a flattened structure. Judging by a frank and positive account of Sheraton's training policy presented at the October '94 IHA Human Resources Forum by some of the chain's employees, the process is paying off.

The issue of refocusing human resource management policies according to the changing needs of the industry is one that is being addressed across the board. It has a huge impact on today's hospitality educators, who will be expected to tailor their curriculum and groom potential employees accordingly.

It also should be seen as a positive development and presented as such to young people who are considering a career in the lodging industry. I think they can be guaranteed an exciting and fulfilling experience in the changing world of hospitality. -By Guillermo Rocha, IHA President, HOTELS, March '95

You and Your Hotel are about to embark on an exciting new program, **Cross Training**.

What does this mean? Quite simply, cross training allows every employee and manager the opportunity to spend a few days in any other department in the hotel. You may already have an interest in that department or perhaps always wondered "what exactly do they do?" The purpose of this exercise is to create a greater understanding of the daily challenges and concerns facing each department and to build a higher level of appreciation and awareness for each other. The result will be having a lot of fun and a stronger team.

Cross Training Program, continued...

So how do you get involved? This program will be ongoing and completely voluntary. All you have to do is talk to your department head and they will set it up with the department you are interested in. A minimum of two days will be required for training in each department and you may cross train in as many departments as you like. The only stipulation is that it must be approved by your department head and it can not interfere with busy periods. You will receive your regular rate of pay for the hours worked.

What's in it for me? Other than gaining a great deal of hotel experience, any employee who successfully completes cross training in three departments will receive a \$50.00 cash bonus from your hotel.

At the end of the year, providing more than 10 employees do the program, the department with the largest percentage of cross trained employees will be treated to a gourmet dinner party at Days Inn Kingston, served by the Management Team.

Cross Training Program, Departmental Overview

Departments involved: Catering; Front Desk; Housekeeping; Maintenance; Night Audit and Sales

If you have any question, please don't hesitate to ask your Department Head, the General Manager or the Assistant Manager. **You may begin immediately. Have fun with it!**

The Catering Experience

The Catering Department is a world unto itself. The catering team is responsible for accurately recording thousands of pieces of information which constitute "the event", putting them into coherent form and then flawlessly executing the event for the client.

The trainee will learn the following:

1. Handling an inquiry.
2. Description/Preparing a proposal.
3. "Booking The Space" and all paper flow; filing systems.
4. Distribution of contracts (who, when, why, how).
5. Organizing room set-ups and their importance.
6. Scheduling and its importance.
7. Meeting and greeting clients.
8. Handling different types of events (meeting, dinner, wedding, etc.).
9. Billing procedures.
10. Housekeeping items and A/V set-up.

This training must be scheduled well in advance as the trainee will have to fit into the flow of the departmental business.

The Front Office Experience

The tasks performed by the Guest Service Representative at the hotel's front office generally fall into one or more of the following categories:

1. **Guest Reservations and Registrations.** This is the most important component of the work performed at the front desk. The clerk must be aware of all the information that relates to the hotel's room inventory (special rate programs, different room types and amenities, availability), and he/she must be able to sell this inventory quickly and effectively. The clerk must gather and record information accurately, and must ensure that any prospective guest understands the terms and conditions that go along with renting a hotel room.
2. **Account Settlement and Check-Out.** When a guest is ready to leave the hotel, the clerk must ensure that all charges on the guest's bill are correct. The account must be paid, and the clerk must see to it that the payment is properly recorded and that the guest is given a proper receipt.
3. **The Telephone.** Incoming calls must be sent to the proper extensions. The clerk must know how and where to direct calls so that guests, fellow employees, and all other parties receive the calls that they require. For both guests and fellow hotel employees, accurate messages must be taken. Also, most of the hotel's reservation business (see item 1) is conducted by telephone, so the clerk must be prepared to sell inventory over the telephone as well as in person. Wake-up calls are a crucial part of the service that we provide, and so it is imperative that they be handled correctly.
4. **The Unexpected.** The hotel clerk must be a general-purpose "resource person" for any sort of need that might arise. A guest may have a simple request ("May I have some more bath towels?") or a complex problem ("Could you tell me how to recalibrate the fuel injector on a 1993 Chevy Lumina?"). While a hotel clerk will not always be able to answer every question or solve every problem, he or she must do as much as possible to assist a guest at any time. The guest service representative, more than any other hotel employee, has the opportunity to make a positive impression on a guest by making a special effort to solve a difficult problem. Each day brings new and different challenges, and it is this on-the-job variety that makes the front desk such an interesting place to work.

The Housekeeping Experience

The Housekeeping Department is responsible for the cleanliness of the hotel, from guest rooms to bath-rooms, lobby, meeting rooms and offices. The housekeeper never rests, with rag in hand, scrubbing, polishing, vacuuming, folding, bed making...and always with a smile and friendly hello to our guests.

During your two days in the Housekeeping Department, you will learn the following:

1. How to clean a room (from start to finish), including completing the extensive checklist of what must be inspected in each room, the routine, maintenance requests.
2. An overview of the chemicals used as well as Health and Safety issues as they pertain to housekeeping.

Cross Training Program, continued...

3. How to clean public areas and what to look for.
4. The laundry experience.
5. An overview of spring and fall cleaning (walls, shampooing, moving furniture, etc). Depending on the time of year, you may also participate in this activity.
6. An overview of lost and found procedures.
7. Receive a copy of **Your Hotel's** Quality Assurance inspection checklist for review.

The Maintenance/Security Experience

The Maintenance Department is generally responsible for the repair and condition of the entire property, both inside and out as well as the overall health and welfare of our guests. On call 24 hours a day, this department operates in a reactive as well as preventative sense. "Jack of All Trades" best describes this department without routine.

Your two days in the Maintenance Department will teach you the following:

1. Guest room maintenance and following up requests for repair from both housekeeping and guests.
2. Weekly room inspections with Housekeeping.
3. Review of Health and Safety and how it affects this department.
4. Overview of fire log and security log.
5. Meeting room set ups.
6. Baggage handling.
7. Ground work, pool maintenance, other projects as required (depending on the time of the year).

Since this department works around the clock, one shift will be spent during the day concentrating on maintenance requests while the second shift will be in the evening, dealing with meeting room set ups, baggage and a brief overview of security.

Night Audit Overview

The Night Audit position has the same duties as the Front desk plus the following responsibilities:

1. Check all guest registrations in the computer to make sure that the addresses, credit cards and other guest information is correct.
2. Post all telephone and **Your Movie System** movie charges that have occurred during the day.
3. Run back-up tapes for each hotel. (Before and after the audit)
4. Run the computerized Hotel Audit.
5. Do a system shutdown each night.
6. Print the pre-registration cards for all arrivals for the next day.

Cross Training Program, continued...

7. Print and photocopy management reports for the day.
8. Print in-house guest reports for housekeeping and switchboard.
9. Do security rounds throughout the night.
10. Deliver the Newspaper to Your Hotel guests in the morning.
11. Deliver any towels, pillows etc. when guest requests them. Make up rooms if guest requires this service.
12. Make reservations for all upcoming catering functions into the computer.
13. Print a copy of all accounts receivable for accounting.
14. Run a settlement of the credit card machine for a detail of all credit card transactions and do a credit card bank deposit.

The Night Audit Shift is broken down into two shifts. The first shift is from 11 p.m. to 3 a.m. The second shift is from 3 a.m. to 7 a.m. A deposit must be done for each shift. The first shift is for the day you started work and the second shift is for the new day that you start after the audit has been completed.

What Do Those Sales People Do Anyway?

The Sales Department is probably the most "remote" department in the hotel. The focus is on finding and creating business for the hotel, rather than operations. The Sales Department promises the service and it is up to every other department to deliver what has been promised. Your two day sales experience will include the following:

1. Overview of market segmentation and the strategies in place to win the business.
2. Prospecting - Research sources to come up with a list of potential customers and then phoning (telemarketing).
3. The outside sales call. You will shadow a sales person on a few sales calls as well as site inspections.
4. Taking inquiries for business and the proposal writing process.
5. Follow ups and the "trace system" - how to keep a handle on deadlines for signed contracts, deposits, cut off dates and providing requested information to clients.
6. Competition analysis and checking lobby boards, parking lots.
7. The art of tour co-ordination.
8. Depending on the timing: projects, promotions, committee meeting and functions.

Dry Cleaners

All staff will be entitled to a 30% discount on all dry cleaning. Dry cleaning left at the front desk by 9 a.m. will be returned by 6 p.m. All bills must be settled in full at the front desk before picking up the laundry.

Educational Cost Sharing

Educational grants will be available on the following basis:

Employees must be employed for a minimum of 3 months. The program selected is to be *pre-approved* by your department head and the General Manager or Assistant General Manager as being beneficial to your position. The hotel will reimburse the employee a maximum of 50% of the cost or \$50.00, whichever is less upon the successful completion of the program.

Employee (Associate) Recognition Program

“WOW Bucks!” “Treasure Cards” “If you find a treasure on our staff, let us know. The “Treasure Chest” located in lobby-all associates have cards to give to guests.

This program is designed to recognize employees (associates) for going the extra mile for guest service. Each time a manager sees or hears about an associate doing something for a guest that exceeds what a guest would normally expect, they will give them a “WOW” buck. These “WOW” bucks can be redeemed for a number of prizes.

Below sample of how you would reward WOW bucks:

Treasure cards are filled out by our guests and are redeemed for WOW bucks. Below is just a sample.... be creative (day off with pay is a great motivator)

- 5 bucks- hat, movie tickets for two, or lunch for 2 up to \$12.00
- 10 bucks- \$20 gift certificate at a local supermarket or store
- 15 bucks- Dinner for 2 at hotel restaurant, restaurant you are partnering with or local attraction
- 20 bucks- \$40 gift certificate at a local supermarket; theatre for two; gift certificate for local mall; etc.
- 25 bucks- 2 nights at any associated hotel property or \$50 cash
- 30 bucks- two tickets to a local attraction or a boom box with CD player
- 40 bucks- 20” TV.

Rules:

- You must be employed at the time your bucks are redeemed
- Bucks cannot be redeemed or exchanged for cash
- Each buck must have your name and a manager’s signature on it and the exact reason it was received written on the back for it to be valid
- These bucks are non-transferable.
- The associate who has collected the most bucks throughout the year will be recognized at the end of the program and receives an extra gift.

Some properties give these bucks to a guest staying 3 or more days to reward a hotel associate (s) who has made their stay extra special.

Exceed Guest Expectations Luncheon

Every four months Your Hotel will be reviewed by the Brand who will judge the overall property cleanliness, property condition, and the knowledge of the Front Desk staff. If the property meets or exceeds the second highest ranking, management will invite all staff to a luncheon to celebrate the attainment of this goal.

Executive Housekeeper and Assistant

All common cleaning tasks complete...

- no overtime
- total laundry and housekeeping time not to exceed 30 Minutes per Room

each receives \$25 monthly,

- not to exceed 26 Minutes per Room

each receives \$50 monthly.

Father's Day

Father's Day – gift certificates

Halloween

Halloween costume contest and pumpkin carving contest. The guests are the judges.

Happy Birthday

Every employee will receive a Birthday Card on the appropriate date. In addition, each staff member who has been with the property for over 1 year will receive one pair of movie passes.

Hotel Property Bookings

If an employee or their immediate family wishes to stay at any Name of Chain or Property, there is an employee discount, depending upon availability. Outline the discount and terms and conditions of the discount.

Housekeeping–International Housekeeping Week

September International Housekeeper's Week-something planned for each day. Bed Making Contest, Roll-a-way bed race- peanut sweep-supervisors clean with housekeeping etc.

Local Attraction Tickets

Your Hotel has negotiated a special rate of \$00.00 for you and your family at Name of the Local Attraction. Arrangements are to be made with the Human Resources Manager.

Manager of a Department for a Day

- This will be an ongoing program
- Each associate will have an opportunity to shadow a manager for a day.
- Example: Candace at Your Hotel would be told she would be manager for the day on Thursday of next week.
 - She will wear "Manager for a Day" button.
 - She will assist in assigning rooms.
 - Shadow inspection of rooms.
 - Communicate with front office and maintenance.
 - Assist in handling minor problems.
 - When possible attend staff meeting.

Mother's Day

Mother's Day – corsage or rose

Movie Tickets, Cineplex Odeon or Famous Players

Your Hotel, through the Human Resources Manager, will make available to employees and their immediate families Movie passes at a substantial discount of only \$0.00 per ticket. Some restrictions may apply. Orders will be placed four times per year in February, May, August and November. All passes must be paid for in advance.

Picnics by the Pool

June, July and August – monthly picnic by the pool

Restaurant

If you have a property restaurant, staff are entitled to a discount of 20%. This discount may be extended to immediate family members who join you.

If you are taking food from the restaurant during working hours (breakfast, lunch, dinner etc, you will receive 40% off the price of the meal.

Restaurant Sunday Brunch

Once each year, staff members who have been with the Company for over 90 days will receive a pair of Sunday Brunch vouchers for Our Restaurant. The vouchers will clearly indicate that a gratuity of not less than \$6.00 be left at the table. These vouchers will be distributed throughout the year by department.

Accounting/Human Resources	June
Food and Beverage	January
Front Desk	May
Housekeeping	February
Maintenance	March
Sales	April

Room Attendants – A Variety of Award Programs

- Points:** The Executive Housekeeper checks 2 rooms daily of each housekeeper for 20 specifics, they receive 1 point for each correct item, at the end of the week divide the points by the number of days worked that week for her total – the winner receives: 1st - \$25, 2nd - \$15, 3rd - \$10.
- Lottery Drawing:** Names are placed in a pool, any complaints received throughout the month the housekeeper's name is removed from the pool. There is a drawing at the end of the month for a prize.
- Seasonal Bonus:** There will be a 50 cents/hour worked bonus at the end of the summer after Labor Day for any employee who stays from June 1st until Labor Day. If an associate leaves for any reason during season they forfeit the attendance bonus. The key to this program is a Bonus Statement that is placed in the check envelopes each payday. Every payday associates watch their bonus grow. *In our history of running this program in Seasonal Hotels we have only had one associate quit forfeiting the bonus which was at that time \$200.00, on his exit interview he stated that it was a very difficult decision but he had a job opportunity he could not pass up.*
- "We clean here too!"** Small cards are hidden in parts of the guest rooms where the managers would like the housekeepers to clean. This program rewards the room attendants for cleaning those hard-to-reach places, and also rewards the guest if they happen to find a card that was missed. Sample wording attached.

Congratulations. This card has been placed in hard-to-reach places as an incentive to our housekeeping team. If you are a guest of the hotel, please turn it in at our Front Desk and receive \$0.00. Thank you for helping us to improve our service to you.

Room Number: _____ Date: _____

Room Attendants - A Variety of Award Programs, continued

- 5. Housekeeping Security Cards:** While not an incentive our employees (associates) love this program. These cards (the size of a business card are kept on housekeeping carts) and when a guest asked to have a guest room door opened for the because the lost their key, left it in a room etc, this card is given to the guest with an explanation. This is very helpful for room attendants who do not speak English very well. The card reads:

For Your Safety and Security our Room Attendants
have been instructed not to open guestroom doors.

If you have misplaced your key please show
photo identification at the hotel front desk
and we will be happy to replace your key.

Your General Manager's Name
General Manager

6. Escalating Inspection Program

- a. The General Manager and Executive Housekeeper inspect one guestroom a day. The room is marked off as it is checked so that room will not be repeated until all rooms have been thoroughly inspected. This inspection is thorough, down to the mattress pad. One hair found anywhere, a speck of dust or a small stain on a mattress pad can fail a room.
- b. The first day the award is \$10.00 and escalates daily for five days. Monday-Friday helps keep it simple. \$10.00 Monday, \$20.00 Tuesday, etc. up to \$50.00 on Friday.
- c. (Because the inspection is so very thorough, if a very small discrepancy fails a room, this general manager will award \$5.00 per bed if the bed is perfect-they actually strip the bed to inspect, I have witnessed this)

7. Inspection Countdown

- a. \$20.00 in one dollar bills is taken to a guest room. The inspector or housekeeper is accompanied by the room attendant.
- b. The room is thoroughly inspected for each discrepancy found \$1.00 is taken away.
- c. Upon completion of the inspection the remaining dollars are given to the room attendant.
- d. What happens to the money that was taken away? It may be given to the laundry attendants, public space attendant or houseperson, split between them all, or given to whoever is normally overlooked in these programs.
 - This program may also be used with house persons or public space attendants. Inspect the public space or hallways and follow the same procedures as outlined above.
 - This may get a little loud but when other room attendants are allowed to look for discrepancies it is so much more fun and everyone learns.

Room Attendants - A Variety of Award Programs, continued

8. \$50.00 Audit/\$25.00 Audit

- a. Once a week Management will hold 2 random Room Inspections.
- b. A random drawing of 2 names will give us our Room Attendants.
- c. The first name drawn will be in the running for the \$50.00 Room Audit (vacant room); the second name drawn will be in the running for the \$25.00 Room Audit.
- d. With their names selected, the Management will pick a room from their daily Assignment Sheets. If the Room Attendant is off that day, a room from their section the previous day will be inspected by the Manager only.
- e. If the Associates are working, both the Room Attendants & Manager will enter the room and begin the inspection.
- f. Partial points may be rewarded for each section (Manager's discretion) i.e. *If the value of a section is \$5, yet not completely satisfactory, the Manager may award \$0-\$5 for that section.*
- g. For the \$50 Room Audit: If awarded points drop below \$35 (70%) the Room Attendant will not receive any award for the inspection.
- h. For the \$25.00 Room Audit: If awarded points drop below \$17 (70%) the Room Attendant will not receive any award for that inspection.
- i. Every Room Attendant is eligible for the weekly drawing of **the \$50 Room Audit. Unless:**
 - You have been selected for this Award within the past month.
 - You have any write-ups within the past 3 months.
 - You have been a No Call/No Show within the past 3 months.
 - You have received a Written Warning within the past 6 months.
 - Any other reason Management deems you ineligible, not stated.
- j. Every Room Attendant is eligible for weekly drawing of the **\$25 Room Audit. Unless:**
 - You have any write-ups within the past 3 months.
 - You have been a No Call/No Show within the past 3 months.
 - You have received a Written Warning within the past 6 months.
 - Any other reason Management deems you ineligible, not stated.

Once you have won the \$50 Room Audit, you are ineligible for that drawing for 1 month. However, you are eligible each week for the \$25 Room Audit.

Both the Room Auditor and the Room Attendant will sign the Inspection sheets.

The Inspection forms will then be placed in the Room Attendants file until the end of the year.

At the end of the year, ALL forms will be evaluated for the maximum awarded points. Based on points, performance, and Management decision, the **Room Attendant of the Year** will be announced at the Christmas Party.

* Room audit score cards attached

Room Audit/Inspection Form \$50.00 Vacant		
Room #: _____ Date: _____		
Audited By: _____ Room Attendant: _____		
Work Orders for Room: _____ _____ _____		
ITEM/SECTION	VALUE	AWARD
Carpet Vacuumed	\$ 3.00	
No odor	\$ 1.00	
Closet area clean w/2 bags & ticket	\$ 3.00	
Vanity clean w/hand soap	\$ 2.00	
Bathroom floor/toilet clean, NO HAIR	\$ 5.00	
Bathtub clean, NO HAIR	\$ 5.00	
Bathroom amenities neat and stocked	\$ 2.00	
Coffee pot & maker clean w/amenities	\$ 2.00	
Ice bucket w/liner & 4 glasses	\$ 3.00	
Phone clean & works w/hotel # Rm #	\$ 3.00	
Clean under bed	\$ 2.00	
Furniture clean & aligned	\$ 1.00	
Draperies clean, A/C clean	\$ 1.00	
TV clean, remote working	\$ 2.00	
Bed linen clean, not damaged	\$ 2.00	
All lighting works, shades straight	\$ 3.00	
All amenities correct, placement, quantity	\$ 2.00	
Mirrors and pictures clean & intact	\$ 3.00	
Clock radio set to correct time	\$ 3.00	
Room is dust free	\$ 2.00	
TOTAL	\$50.00	
Notes:		

Room Audit/Inspection Form
\$25.00

Room #: _____ **Date:** _____

Audited By: _____ **Room Attendant:** _____

Work Orders for Room:

ITEM/SECTION	VALUE	AWARD
Carpet Vacuumed	\$ 1.00	
<i>No odor</i>	\$ 1.00	
Closet area clean w/2 bags & ticket	\$ 1.00	
Vanity clean w/hand soap	\$ 1.00	
Bathroom floor/toilet clean, NO HAIR	\$ 4.00	
Bathtub clean, NO HAIR	\$ 3.00	
Bathroom amenities neat and stocked	\$ 1.00	
Coffee pot & maker clean w/amenities	\$ 1.00	
Ice bucket w/liner & 4 glasses	\$ 1.00	
Phone clean & works w/hotel # Rm #	\$ 1.00	
Clean under bed	\$ 1.00	
Furniture clean & aligned	\$ 1.00	
Draperies clean, A/C clean	\$ 1.00	
TV clean, remote working	\$ 1.00	
Bed linen clean, not damaged	\$ 1.00	
All lighting works, shades straight	\$ 1.00	
All amenities correct, placement, quantity	\$ 1.00	
Mirrors and pictures clean & intact	\$ 1.00	
Clock radio set to correct time	\$ 1.00	
Room is dust free	\$ 1.00	
TOTAL	\$25.00	
Notes:		

Room Attendants - A Variety of Award Programs, continued

9. The Horse Race:

- Set a board up in the housekeeping department with a cut out horse for each Room Attendant.
- The board should reflect 100% in 2 % increments. (Very small increments)
- One room (for each associate) will be inspected and scored weekly.
- The horse will move according to the average percentage points.
- At the end of the quarter the winning horse (keep in mind there could be a tie) will receive a TV/VCR whatever prize is selected.

10. Self-Inspector Status

- Each Rooms Care Associate can earn the right to self-inspect.
- This is a high honor and is not taken lightly.
- In order to qualify you must:
 - Have no room complaints for at least three months.
 - Complete a training program with a qualified room inspector
 - Be interviewed by a board that will include the General Manager, Executive Housekeeper and Rooms Division Manager.
 - Complete a written and a skills exam
- You may lose your status by:
 - Receiving two guest complaints in a three-month period and must re-qualify.

11. Action Committee

- Quarterly we appoint an Action Committee (3 Associates) who will be the Planners and Directors for extracurricular activities of the Housekeeping Department.
- They will coordinate activities for the department to be approved by the Executive Housekeeper and Rooms Division Manager.
- This has been a morale builder with the outside activities and motivational for the committee appointees.

12. Buying and Selling Rooms

- It has become a standard in the industry that any associate cleaning over 15-16 rooms is paid anywhere from \$2.00-\$4.00 per room. (Marriott Brands pay \$4.00 for each room over 18 rooms cleaned and Hospitality House pays \$4.00 over 15 rooms cleaned)
- We propose paying \$3.00 for over 18 rooms cleaned with a twist...
- Example: Someone is given 22 rooms to clean and really wants to leave earlier than the time required to clean that many rooms. They will be given the option of selling their rooms to someone else. This means they will actually give the 4 rooms and \$12.00 to another associate. This buying and selling has to be signed off by the Executive Housekeeper.
- I have used this in another hotel and the associates ran it like their own business and had fun with it. It does work.

Room Attendants - A Variety of Award Programs, continued

13. Cart (s) of the Month

- A constant challenge is keeping carts in order and having associates using another's cart return those carts in order.
- Each evening after final duties a member of the management staff will check each cart.
- It is best if this person is not in the housekeeping department and works from a prepared checklist.
- Each morning the scores from the night before are posted
- During the day the Executive Housekeeper checks carts to ensure they stay orderly during the day and so notes.
- At the end of the month we could possibly have more than one winner, but it is for certain after 30 days of being organized the carts usually stay more organized until the next contest is needed.

A General Manager once said this whole cart thing and who took who's linen or terry was petty. Until I asked him how he would feel if on his day off someone entered his office, took things off his desk, and generally left it in disarray. And since there was a shortage of stationary, staples or paper clips this person took all of those items to use in their office. Of course, this would infuriate him. As I explained the housekeeping carts are our housekeeper's work-stations, (their office) and it is NOT petty. This he understood.

14. Quarterly Perfect Attendance Bonus

- All housekeeping staff names are placed in a "hat".
- When a person calls off or is late (for any reason) that person's name is removed.
- At the end of the quarter the remaining names receive \$100.00 each in a presentation held in front of the entire housekeeping department.

We started this at the Hilton in January (2 names are left). It will be interesting to see how the staff reacts when these two people receive their bonuses. Hopefully, it will send a message to the others. (We will let you know the attendance results during the second quarter).

15. Housekeeping Break room

We worry about the impression we give our guests in public areas of the hotels. Why don't we worry about the impression we give our employees (associates). Why should they have to break in the laundry or some dungeon that no one else in the hotel wants to use? We should plan for Employee (Associate) space when we first build hotels. One Housekeeper took an area that was not very pleasing and gave it a face lift.

- On the cinder block walls each housekeeper who had been with the company for three or more years received their own special block.
- In a ceremony the associates dipped their hands in paint and imprinted them on the wall...their name and date of hire were under the hand prints and any special aphorism or saying they wanted to include.

- There was also a WOW! Wall where positive comments from guests were posted with the associates name written in highlighter across the letter or comment card.
- People loved to visit the room and check out the new additions to the wall.

Be creative, have fun and make it work. Do not start a program you can not see through till the end.

Service Awards

Service Award – Employee of the Year

This Service Award will be given to recognize the employee (all employees except Department Heads and higher are eligible) who best exemplifies the “I Can Do It” attitude to our guests and fellow employees with a consistent outstanding level of service over the course of the year.

Election Procedures

During the first week of November, ballots will be distributed to all employees. There will be a seven day period for employees to submit their choice to the Human Resources Manager with an explanation as to why they chose this individual. Only in the case of a tie will the General Manager vote.

As winner of the Employee of the Year, the individual will receive the following:

1. A certificate
2. \$250.00 cash award
3. A weekend for two at the Name of Hotel, with breakfast & dinner.
4. A copy of the certificate will be copied to your personnel file

Service Award – Exceptional Service Employee Award

This service award is to be given to an employee who is going beyond what could reasonably be expected in service to a guest, their fellow employee or to the hotel. All submissions for this award must be made to the General Manager who will have sole discretion in granting this award. The employee exemplifies the “I Can Do It” attitude.

This award will also be provided to members of the Health and Safety Committee who have served a minimum of three months on a yearly basis.

As winner of this award, the individual will receive the following:

1. A Certificate
2. Their choice of movie passes (2),
Our Restaurant Sunday Brunch (2).

Service Awards, continued

Service Award – Food and Beverage

Each quarter, through a vote of the F&B Management Team, a Food and Beverage Award will be given. All Front of House and Back of House employees will be eligible.

The criteria for giving the award include one or more of the following but are not limited to:

- The completion of all tasks in a timely and efficient manner
- Exceeding the guest's expectations or the expectations of your co-worker
- The setting of attainable goals for yourself and the timely completion of same
- Meeting or exceeding service, health and safety, grooming or training standards

The individual winner will receive the following:

1. A certificate
2. A \$50.00 cash award.
3. A copy of the certificate will be copied to their personnel file.

Service Award – Housekeeping

Each month, through a vote of the guests of the property and a supervisor's evaluation of the housekeeper, a Housekeeping Award will be given. There must be a minimum of 25 votes in total for this award to be given.

The individual winner will receive the following:

1. A certificate
2. A \$50.00 cash award.
3. A copy of the certificate will be copied to their personnel file.

Valentines Gift

Valentines Day – box of candy.

Other Suggestions...

Pizza parties/or free meals

Weekly raffles for prizes

Day-off scheduling flexibility

Clean and comfortable place to take breaks

Refrigerator in the break room stocked with soft drinks

Weekly or daily motivational meetings

Free week of child care

Wall of fame photographs

Positive comments from guests posted on a bulletin board

Personal note of thanks in the employee's pay envelope

Employee's birthday off with pay

Movie or sport event tickets for the employee's entire family