

# Industrial placement report in heritage hotel essay



**ASSIGN  
BUSTER**

Heritage Hotel Auckland opened in 1998 and 1999 belongs to the Dynasty Hotel Group (DHG), which is part of the Singapore-based Dynasty Corporation. The building is the refurbishment of the original Farmer's Department Store in 1918 (Heritage Hotel Management, 2010). This 4.5 stars hotel consists of two wings, hotel and tower, with 467 rooms (Tourism Auckland, 2010, p. 29) and owner-occupiers approximately 200 (Heritage Hotel Management, 2010). The hotel's customer markets including leisure guests and business groups such as SIA, Telecom and IBM. In this coming summer, the hotel will have more JTB (Japanese Tourist Bureau) guests in-house.

In the current business, the hotel is making up of part time and full time staffs 50% each (Heritage Hotel Management, 2010). Housekeeping is a big and important department leads by a Room and Facilities Facilitator, a manager and supervisors and consist of room attendants, desk coordinators, house persons and public area staffs. Working as a room attendant, my responsibilities are to carry out allocated cleaning duties achieving standards of cleanliness and presentation furthermore to meet guests' needs and exceed their expectations (The Heritage Hotel (Auckland) Limited, 2010).

Strengths and weaknesses of department / hotel Strengths Heritage Hotels are sustainability consciousness. Heritage Auckland is Green Globe accredited in 2002 and has updated its status in 2006 (Heritage Hotel Management, 2010). Housekeeping has participating in recycling programme to support sustainability by divide the used paper, plastic, and glass items into a different rubbish bin. Furthermore, in each room is placed with an environmentally friendly card to encourage guests to reuse the bed sheets

and towels therefore help the hotel in reducing the use of detergent for cleaning purpose (Heritage Auckland, 2010).

In housekeeping, our performance will be assessed by monthly appraisal for improvement. In addition, we have an employee recognition programme “You’re someone Special” (YSS) voucher rewarded for us to thank for providing exceptional guest service (Heritage Hotel Management, 2010). For an employee who has contributed to the hotel at least one year or more will receive a certificate as appreciation. Ongoing training programmes such as Greet NZ Customer Service Training Programme, Manual Handling Training and Safety and Health Training also motivate and help us to reach job satisfaction.

**Weaknesses** Other than the daily morning briefing, housekeeping staffs do not have a regular meeting to gather and voice up and share any new idea or problem facing in work. A regular meeting among superiors and staffs are essential to identify potential issues, contribute ideas for implementation and update latest hotel’s information to develop product knowledge. During the first two months of placement, housekeeping was like a mess.

It was sometimes quite annoying to work without a proper spray bottle for chemicals, three room attendants had to share for one vacuum in different floors, and amenities were missing from the trolley and did not have enough linen supply during work. However, actions have been taken by manager to change the situations and improvements are in progress. Actions management could take to improve department / hotel

Action 1 - Financial

management In Heritage Auckland, either staffs receive emailed payslip or payslip will keep in the envelope and collect every week in each department.

I recommend finance department to implement an e-Payslip system. E-Payslip system can generate different types of payslips either hourly, salaried, contractor or else depends on the kind of contract (Krawler, 2010). It is suitable for Heritage Auckland with different types of employment. Besides, it is secure and less time consumes. Once employee is hired, the payroll system will start a permanent record. Staffs are able to check their full payment history. E-Payslip avoids staffs from bothering their manager to send an email to finance and request for a payslip in case they do not receive the emailed payslip always.

Sometimes finance claimed that they had issued the payslip but the envelope was missing, staff did not received it, and not every staff will ensure they sign a form as a proof that they did received their payslip. Therefore, e-Payslip will eliminate these problems. Reducing in the usage of paper and printer toner e-Payslip minimise carbon footprint (RLB, 2009). Consequently, it is match to the hotel's strength of sustainability consciousness besides reduces printing cost (Mango Tree Resources Pte Ltd, 2009).

In addition, through the online audit trail, finance can easily screen the database changes and well manage on the employees' payroll information (Krawler, 2010). Introducing e-Payslip will also improve staffs to be more technology alert. The issue need to be considered is how to make the system become cost-effective prior to the execution. I suggest implementing the

system become multi functions, such as include the working schedule allow staff to self-check and update their latest personal info when necessary.

## Action 2 - Housekeeping department

The quality of housekeeping in Heritage Auckland has dropped down due to many problems such as guest complained regarding the room cleanliness, some room attendants did not replenish the amenities, and room was not ready on time to check in. In order to improve and minimise guest complaint, first supervisor should have a daily check on stocks. Anything to replenish should be ordered and follow up in advance rather than on the day itself when run out of stock. Adequate staff provided ensures employees do not have any excuse to make a mistake besides maintain the standard of quality service.

The service design, the design of processes, and the use of operation resources can have a significant impact on the employees (Johnston & Clark, 2008). Therefore, room attendants should not be overloaded. Apart from normal cleaning duties, housekeeping have “ special task of the week” emphasize on extra cleaning task such as spring-clean the bathroom. Normally to complete the task thoroughly, it will overtake the standard cleaning time and cause staffs to finish work late. The volume of work is not match with the time and staffs are working in rush thus reduce the quality of cleanliness.

Introducing recognition program such as different level of merit pay as an incentive can encourage employees to struggle to maintain their working performance in order to ensure maximum payment (W. Bohlander & Snell,

2007). Meanwhile, to train a normal room attendant to be a self-checker and be more responsible, recognition act as good incentive for motivation help employees in achieving job satisfaction (Kotelnikov, 2010) . Nevertheless, prior to implementation of the reward system housekeeping should work out the proper budget and ensure benefits should exceed the xpenses.

Action 3 - HR management practices Induction act as a precious source of information for newly join employee in Heritage Auckland. Apart from organization issues, staff benefits, and socialization, I recommend that the general information such as location, functions and operating hours for every department should also be included as well as a familiarization tour to visit the hotel (Norton, 2010). Each new employee should well equip with this basic product knowledge then only can provide quality service to guest.

Most of the employees do not recognize the top management people. Therefore, it is good to place an organization chart with everyone photo on it at the department office. This can then avoid employee from not recognise and address the boss properly. In order to create a positive organization culture, ' the way we see and do things around here' and increase motivation, HR can decorate the staffs' walkway or staff room creatively with the hotel's mission, motto and values statement (Martin, 2006) .

Besides, clear information regarding the career advancement opportunities should be available to employees therefore avoid them to work in a low morale and reduce staff turnover rate. Furthermore, HR should make an announcement for those staffs who have been awarded for the ' Employee of the Month', ' Employee of the Quarter', ' Full attendance of the Year' and '

Best Groomed Employee' in the bulletin board to encourage the other staffs to work hard in order to achieve the next award. Conclusion

As Qualmark inspection is a professional assessment for a hotel, I feel lucky to have the opportunity to join the " Qualmark housekeeping team" on the first week of placement and exposed to the standard requirement of cleanliness for the hotel room before I am allocated to work alone.

Throughout this placement, I notified that a standard operation procedure is essential to increase productivity and quality of work. Without SOP, staffs are doing work in their own way for instance different style of amenities setting in the bathroom.

Besides, proper training should be available before staffs are actually started working to avoid lack of standardization and efficiency in work. As a room attendant, I spent most of my time in tidy up rooms. I could not have a chance to learn the property management system in housekeeping as well as know the working condition in other departments. It was disappointed I have to leave this goal behind for now. Finally, started from six rooms I can clean in a shift up to 15 rooms now, in a short plan I will strive to achieve my next goal to become a self-checker.

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