

**TRAINEE COMPETENCY MANUAL:**

**FRONT OFFICE**

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**UNIT 1 – FRONT OFFICE – SECOND LEVEL**

**MAINTAIN FRONT OFFICE OPERATIONS**

**STANDARDS**

- |    |  |                          |
|----|--|--------------------------|
| 1. | Work is organized and carried out efficiently and within the time allowed.<br>(See Note 1).  | <input type="checkbox"/> |
| 2. | Work areas are kept in a tidy and organized condition.   | <input type="checkbox"/> |
| 3. | Records are maintained, used and stored according to house procedures.<br>(See Note 2).  | <input type="checkbox"/> |
| 4. | Information packages for arriving guests are correctly prepared according to house policy.   | <input type="checkbox"/> |
| 5. | Office equipment and supplies are used for the appropriate purposes, and equipment is handled with care to avoid damage and waste. (See Note 3).                       | <input type="checkbox"/> |
| 6. | Messages are clearly recorded and securely held; messages are either delivered to the correct person, or the person is promptly notified that a message is being held. | <input type="checkbox"/> |
| 7. | Hand-over procedures are carried out fully and accurately. (See Note 4).   | <input type="checkbox"/> |
| 8. | Staff and management in the Front Office and other departments are treated in a helpful and co-operative way.  | <input type="checkbox"/> |

## **NOTES ON THE STANDARDS**

### **1. ORGANIZED AND EFFICIENT WORK INCLUDES:**

- being at work on time and ready to work without delay
- anticipating work load and focussing activity, without distraction, on work to be done
- having everything in place, easily at hand and ready to go
- starting and completing each job in logical order

### **2. RECORDS INCLUDE:**

- room status
- arrivals
- departures
- guest lists
- special requests
- guest charges on account
- Time Book
- petty cash
- reports
- guest histories
- handover book

### **3. OFFICE EQUIPMENT AND SUPPLIES INCLUDE:**

- computers and printers
- copy machine
- calculators
- typewriter
- registration forms/cards
- telex
- general office supplies  
(folders, pens, note pads,  
staplers, paper clips, etc.)
- fax machine
- telephones
- credit card equipment
- stationery
- guest information packages
- stamps

### **4. HAND-OVER PROCEDURES INCLUDE:**

- recording unfinished work
- recording actions which need prompt follow-up
- recording special requests
- recording expected late arrivals and departures
- recording special incidents or problems

**UNIT 2 – FRONT OFFICE – SECOND LEVEL**

**MAINTAIN ADVANCE RESERVATIONS FOR INDIVIDUALS**

THIS UNIT APPLIES TO:

- computerized reservations systems
- manual reservations systems

STANDARDS

1. Telephone inquiries are accurately answered in a polite and helpful way, using the following phrases:   
  
*Time of Day:* "Good Morning/Afternoon/Evening"  
*Place:* "Name of Institution"  
*Name:* "This is Deborah speaking"  
*Question:* "How may I help you?"
2. The caller is spoken to in a clear and well-paced way.
3. Reservations are accurately made and recorded according to house procedures.
4. Reservations are checked for accuracy and any errors are corrected.
5. Confirmation forms or letters are correctly completed and sent out promptly and within one week after the reservation is made.
6. The policy regarding deposits and pre-payments is followed, and correct information given to clients according to house procedure. (See Note 1).
7. Accurate information on accommodation and hotel property layout is communicated to the caller. (See Note 2).
8. Accurate information on hotel services and facilities is communicated to the caller. (See Note 3).
9. Accurate information on seasonal rack rates, discounts and any negotiated rebates are known and communicated to the caller.
10. Good relationships are created and maintained with travel agents and organizations which provide regular business.

- |     |   |                          |
|-----|---|--------------------------|
| 11. | Records are maintained and reports are provided, according to house procedures, to the relevant departments or individuals. (See Note 4). | <input type="checkbox"/> |
| 10. | Face-to-face contact with guests is conducted in a polite and helpful way.  | <input type="checkbox"/> |
| 11. | Work is organized and carried out efficiently and within the time allowed.  | <input type="checkbox"/> |
| 12. | Work areas are kept tidy throughout the shift.  | <input type="checkbox"/> |
| 13. | Guest feedback is reported to a supervisor.   | <input type="checkbox"/> |
| 14. | Staff and management in the Front Office and other departments are treated in a helpful and co-operative way.                             | <input type="checkbox"/> |

**Q NOTES ON THE STANDARDS**

1. POLICY ON DEPOSITS AND PRE-PAYMENTS INCLUDE:

- summer season: one night accommodation
- winter season: three nights accommodation

2. HOTEL ACCOMMODATIONS AND PROPERTY LAYOUT INCLUDE:

- 20 standard rooms with garden view and private bath cum shower, private balcony
- air conditioning/TV/queen beds/clock radio
- 1 apartment with private bath, bedroom, kitchenette, and seating area

3. HOTEL SERVICES AND FACILITIES INCLUDE:

- |                         |                         |
|-------------------------|-------------------------|
| • fax/telephone service | • Gift Shop             |
| • restaurant/cafe       | • bars                  |
| • access to beaches     | • access to watersports |
| • special events        | • baby-sitting services |
| • laundry services      | • access to night clubs |
| • evening entertainment | • TV/video service      |
| • swimming pools        | • function space        |
| • conference space      |                         |

4. RECORDS AND REPORTS INCLUDE:

- |                         |                  |
|-------------------------|------------------|
| • arrivals/departures   | • room status    |
| • occupancy projections | • trend analysis |

**FRONT OFFICE: SECOND LEVEL: UNIT 3**

**MAINTAIN ADVANCE RESERVATIONS FOR GROUPS**

THIS UNIT APPLIES TO:

- computerized reservations systems
- manual reservations systems

**STANDARDS**

1. Telephone inquiries are accurately answered in a polite and helpful way, using the following phrases:   
*Time of Day:* "Good Morning/ Afternoon/ Evening"  
*Place:* "Name of Institution"  
*Name:* "This is Deborah speaking"  
*Question:* "How may I help you?"
2. The caller is spoken to in a clear and well-paced way.
3. Inquiries for group reservations from organizations which are not on the current credit rating list are referred to the Director for credit approval.
4. Reservations are accurately made and recorded according to house procedures.
5. When the reservation has been made and recorded, the required type and number of rooms are blocked for the required dates.
6. Reservations are checked for accuracy and any errors are corrected.
7. Confirmation forms or letters are correctly completed and sent out within the time allowed.
8. The policy regarding deposits and prepayments is followed, and correct information is given to clients according to house procedure. (See Note 1).
9. Accurate information on accommodation and hotel property layout is communicated to the caller. (See Note 2).
10. Accurate information on hotel services and facilities is communicated to the caller. (See Note 3).

- |     |   |   |
|-----|---|---|
| 11. | Accurate information on seasonal rack rates, discounts and any negotiated rebates are known and communicated to the caller. | □ |
| 12. | Good relationships are created and maintained with travel agents and organizations which provide regular business.          | □ |
| 13. | Records are maintained and reports are provided, according to house procedures, to the relevant departments or individuals. | □ |
| 14. | Face-to-face contact with group representatives is conducted in a polite and helpful way.                                   | □ |
| 15. | Work is organized and carried out efficiently and within the time allowed.  | □ |
| 16. | Work areas are kept tidy throughout the shift.  | □ |
| 17. | Guest feedback is reported to a supervisor.   | □ |
| 18. | Staff and management in Front Office and other departments are treated in a helpful and co-operative way.                   | □ |

**NOTES ON THE STANDARDS**

1. POLICY ON DEPOSITS AND PRE-PAYMENTS INCLUDE:

- summer season – one night accommodation
- winter season – three nights’ accommodation

2. HOTEL ACCOMMODATIONS AND PROPERTY LAYOUT INCLUDE:

- 20 standard rooms with garden view and private bath cum shower, private balcony
- air conditioning/TV/queen beds/clock radio
- 1 apartment with bedroom, private bath, kitchenette and sitting area

3. HOTEL SERVICES AND FACILITIES INCLUDE:

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• fax/telephone services</li> <li>• restaurant/cafe</li> <li>• access to beaches</li> <li>• special events</li> <li>• laundry services</li> <li>• evening entertainment</li> <li>• swimming pools</li> <li>• conference space</li> </ul> | <ul style="list-style-type: none"> <li>• Gift Shop</li> <li>• bars</li> <li>• access to watersports</li> <li>• baby-sitting services</li> <li>• access to night clubs</li> <li>• TV/video service</li> <li>• function space</li> </ul> |
|---|--|

**UNIT 4 – FRONT OFFICE – SECOND LEVEL**

**CHECK-IN GUESTS WITH RESERVATIONS (INDIVIDUALS)**

**STANDARDS**

- |     |  |                          |
|-----|--|--------------------------|
| 1.  | The guest is greeted and welcomed in a polite and helpful way and asked whether she/he has a reservation.  | <input type="checkbox"/> |
| 2.  | VIP guests are recognized on arrival, and are treated according to house procedures and any special instructions from management. (See Note 1).  | <input type="checkbox"/> |
| 3.  | Reservation details are checked for accuracy, including the guest's name, the number of persons, the departure date, room type, deposit paid and any special requests.                                 | <input type="checkbox"/> |
| 4.  | A registration form is presented to the guest and help is offered in completing it.  | <input type="checkbox"/> |
| 5.  | The legal validity of any travel agent voucher is checked.   | <input type="checkbox"/> |
| 6.  | A credit card is requested and, whether or not the accommodation is pre-paid, the reason is clearly explained.   | <input type="checkbox"/> |
| 7.  | Credit card authorization is promptly sought by both:<br>a.) checking the card number against the to-date Warning Bulletin;<br>b.) checking the card number by electronic swipe or telephone approval. | <input type="checkbox"/> |
| 8.  | Credit card denials are immediately dealt with according to house procedures. (See Note 2).  | <input type="checkbox"/> |
| 9.  | Where there is no credit card or pre-payment, a deposit or advance payment is requested according to house policy.   | <input type="checkbox"/> |
| 10. | The status of the allocated room is checked; if the room is not ready, an alternative room is allocated or house policy is followed.   | <input type="checkbox"/> |
| 11. | A thorough check is made to see whether there are any messages for the guest.  | <input type="checkbox"/> |
| 12. | Information on the hotel layout, services, facilities and meal plans is given to the guest according to house policy.  | <input type="checkbox"/> |

- |     |   |                          |
|-----|---|--------------------------|
| 13. | Room and safety deposit keys, as well as any informational package required by house policy, is given to the guest.   | <input type="checkbox"/> |
| 14. | The guest is escorted to his or her room.   | <input type="checkbox"/> |
| 15. | All check-in information is recorded according to house procedures, and the information is distributed to the appropriate departments where required by house policy. | <input type="checkbox"/> |
| 16. | Work is organized and carried out efficiently and within the time allowed.  | <input type="checkbox"/> |
| 17. | Work areas are kept tidy throughout the shift.  | <input type="checkbox"/> |
| 18. | Guest feedback and observed reactions are reported to a supervisor.   | <input type="checkbox"/> |
| 19. | Problem situations are reported to a supervisor and handled effectively within the scope of the employee's responsibility. (See Note 3).                              | <input type="checkbox"/> |
| 20. | Staff and management in the Front Office and other departments are treated in a helpful and co-operative way.   | <input type="checkbox"/> |

## NOTES ON THE STANDARDS

### 1. VIP TREATMENT INCLUDES:

- pick-up at airport where appropriate
- greeting at door by a senior manager and immediate escort to room
- check-in in room
- fruit basket and/or chilled wine for new VIP
- special items in room favoured by repeat VIPs
- assistance with scheduling VIP appointments

### 2. HANDLING CREDIT CARD DENIALS INCLUDES:

- calling the guest on the phone to state:
  - a.) *Introduction:* This is Deborah from the Front Office, I am sorry to disturb you at this time . . .
  - b.) *Issue:* Your Visa Card has not been approved at the moment,
  - c.) *Point:* May we please have another credit card (or other form of payment) as there may be a technical fault;
  - d.) *Alternative:* May we ask you to contact your credit card agency directly so that we do not have to disturb you again?

### 3. PROBLEM SITUATIONS MAY INCLUDE:

- lost or incorrect reservations
- reservation changes requested by the guest
- over-bookings
- misrepresentation by an agent
- computer or other office equipment failure

**UNIT 5 – FRONT OFFICE – SECOND LEVEL**

**CHECK-IN GUESTS WITH RESERVATIONS (GROUPS)**

**STANDARDS**

- |     |   |                          |
|-----|---|--------------------------|
| 1.  | Guest lists, room allocations, room status and ETAs are obtained from Advance Reservations before the arrival of the group.   | <input type="checkbox"/> |
| 2.  | The group is greeted and welcomed according to house policy, and registration procedures are explained in a clear and helpful way.                                    | <input type="checkbox"/> |
| 3.  | Room allocation information, welcome packages and keys are handed out efficiently.  | <input type="checkbox"/> |
| 4.  | Guests are asked for their credit cards so that imprints can be taken, and the reason for this is clearly explained.  | <input type="checkbox"/> |
| 5.  | Vouchers are collected and counted to make certain that the number of vouchers is the same as the number of allocated rooms and/or beds.                              | <input type="checkbox"/> |
| 6.  | Registration forms are presented to the guests, and help is offered to complete the forms.  | <input type="checkbox"/> |
| 7.  | The services and meals covered by the pre-payment are explained in a clear and friendly way, and additional services are described.                                   | <input type="checkbox"/> |
| 8.  | Government taxes and any additional charges are clearly explained to guests in a polite way to avoid any misunderstandings at check-out.                              | <input type="checkbox"/> |
| 9.  | Guests are encouraged in a friendly and helpful way to ask questions.   | <input type="checkbox"/> |
| 10. | A thorough check is made to see whether there are any messages for the guests.  | <input type="checkbox"/> |
| 11. | All registration forms are collected and checked to make certain that they are correctly completed.   | <input type="checkbox"/> |
| 12. | Appropriate members of staff are called to escort groups to their rooms.  | <input type="checkbox"/> |
| 13. | All check-in information is recorded according to house procedures, and the information is distributed to the appropriate departments where required by house policy. | <input type="checkbox"/> |

- |     |   |                          |
|-----|---|--------------------------|
| 14. | A credit card is requested (whether or not the accommodation is pre-paid), and the reason is clearly explained.   | <input type="checkbox"/> |
| 15. | Credit card authorization is promptly sought, after the group has registered and gone to their rooms, by both:<br><br>a.) checking the card number(s) against the to-date Warning Bulletin;<br>b.) checking the card number(s) by electronic swipe or telephone approval. | <input type="checkbox"/> |
| 16. | Credit card denials are immediately dealt with according to house procedures. (See Note 1).   | <input type="checkbox"/> |
| 17. | Work is organized and carried out efficiently and within the time allowed.  | <input type="checkbox"/> |
| 18. | Work areas are kept tidy throughout the shift.  | <input type="checkbox"/> |
| 19. | Guest feedback and observed reactions are reported to a supervisor.   | <input type="checkbox"/> |
| 20. | Problem situations are reported to a supervisor and handled effectively within the scope of the student's responsibility. (See Note 2).   | <input type="checkbox"/> |
| 21. | Staff and management in the Front Office and other departments are treated in a helpful and co-operative way.   | <input type="checkbox"/> |

## NOTES ON THE STANDARDS

### 1. HANDLING CREDIT CARD DENIALS INCLUDES:

- calling the guest on the phone to state:
  - a.) *Introduction:* This is Deborah from the Front Office, I am sorry to disturb you at this time
  - b.) *Issue:* Your Visa Card has not been approved at the moment,
  - c.) *Point:* May we please have another credit card (or other form of payment) as there may be a technical fault;
  - d.) *Alternative:* May we ask you to contact your credit card agency directly so that we don't have to disturb you again?

### 2. PROBLEM SITUATIONS MAY INCLUDE:

- lost or incorrect reservations
- reservation changes requested by the group
- agents exceeding allotments
- misrepresentation by an agent
- computer or other office equipment failure

**UNIT 6 – FRONT OFFICE – SECOND LEVEL**

**CHECK-IN WALK-IN GUESTS**

**STANDARDS**

- |     |  |                          |
|-----|--|--------------------------|
| 1.  | The guest is greeted and welcomed in a polite and helpful way and asked whether she/he has a reservation.  | <input type="checkbox"/> |
| 2.  | VIP guests are recognized and are treated according to house procedures and any special instructions from management. (See Note 1).  | <input type="checkbox"/> |
| 3.  | Room status is checked to make certain that a room is ready and available for the required time, and the appropriate room is offered to the guest.   | <input type="checkbox"/> |
| 4.  | A registration form is presented to the guest and help is offered to complete it.  | <input type="checkbox"/> |
| 5.  | A credit card is politely requested for full payment of accommodation for the required stay; if a credit card is not available, full payment of accommodation in cash is requested in a polite way.    | <input type="checkbox"/> |
| 6.  | Credit card authorization is promptly sought by both:<br>a.) checking the card number against the to-date Warning Bulletin;<br>b.) checking the card number by electronic swipe or telephone approval. | <input type="checkbox"/> |
| 7.  | Credit card denials are immediately dealt with according to house procedures. (See Note 2).  | <input type="checkbox"/> |
| 8.  | All check-in information is recorded according to house procedures, and the information is distributed to the appropriate departments where required by house policy.                                  | <input type="checkbox"/> |
| 9.  | Information on the hotel layout, services, facilities and meal plans is given to the guest according to house policy.  | <input type="checkbox"/> |
| 10. | Room key and information relevant to safety deposit boxes, as well as any informational package required by house policy, is given to the guest.   | <input type="checkbox"/> |
| 11. | Appropriate members of staff are called to escort the guest to his or her room.  | <input type="checkbox"/> |
| 12. | Work is organized and carried out efficiently and within the time allowed.   | <input type="checkbox"/> |

- |     |   |                          |
|-----|---|--------------------------|
| 13. | Work areas are kept tidy throughout the shift.  | <input type="checkbox"/> |
| 14. | Guest feedback and observed reactions are reported to a supervisor.   | <input type="checkbox"/> |
| 15. | Problem situations are reported to a supervisor and handled effectively within the scope of the student's responsibility. (See Note 3). | <input type="checkbox"/> |
| 16. | Staff and management in the Front Office and other departments are treated in a helpful and co-operative way.                           | <input type="checkbox"/> |

### NOTES ON THE STANDARDS

1. WALK-IN VIP TREATMENT INCLUDES:

- immediately contacting a senior manager to greet the VIP
- immediate escort to room: or, if room is not ready, to dining area/bar/lounge
- check-in in room
- fruit basket and/ or chilled wine for new VIP
- special items in room favoured by repeat VIPs
- assistance with scheduling VIP appointments

2. HANDLING CREDIT CARD DENIALS INCLUDES:

- calling the guest on the phone to state:
  - a.) *Introduction:* This is Deborah from the Front Office, I am sorry to disturb you at this time . . .
  - b.) *Issue:* Your Visa Card has not been approved at the moment,
  - c.) *Point:* May we please have another credit card (or other form of payment) as there may be a technical fault;
  - d.) *Alternative:* May we ask you to contact your credit card agency directly so that we do not have to disturb you again?

3. PROBLEM SITUATIONS MAY INCLUDE:

- walk-in unwilling to pay deposit in full
- suspicious-acting walk-ins
- computer or other office equipment failure

**UNIT 7 – FRONT OFFICE – SECOND LEVEL**

**CHECK-OUT GUESTS**

THIS UNIT APPLIES TO FRONT OFFICE METHODS WHICH MAY INCLUDE:

- computerized systems
- manual systems

**STANDARDS**

- |     |   |                          |
|-----|---|--------------------------|
| 1.  | The guest is greeted in a polite and helpful way, and his or her room number is taken, the room key requested, and the safety deposit control returned.   | <input type="checkbox"/> |
| 2.  | House procedures for the departure of VIP guests are carried out. (See Note 1).   | <input type="checkbox"/> |
| 3.  | Housekeeping is called to make certain that the departure room has been checked for guest belongings, missing items or damage.  | <input type="checkbox"/> |
| 4.  | All outstanding charges given to the Front Office are accurately posted to the correct account according to house policy.   | <input type="checkbox"/> |
| 5.  | The account is totalled and checked before being presented to the guest.  | <input type="checkbox"/> |
| 6.  | Any questions regarding charges are dealt with in a polite and efficient way, and supporting vouchers are shown to the guest if required.   | <input type="checkbox"/> |
| 7.  | When payment is received, a receipt is issued and the payment is held securely in the office safe.  | <input type="checkbox"/> |
| 8.  | The account is closed: <ul style="list-style-type: none"><li>• in a computerized system, a credit entry is made which, within the system, reduces the debt to nil and simultaneously provides a receipt for the guest;</li><li>• in a manual or semi-mechanized system, a credit entry is shown in the appropriate record book reducing the debt to nil, and a separate manual receipt is given to the guest.</li></ul> | <input type="checkbox"/> |
| 9.  | The guest is asked whether s/he needs help to fetch and/or carry luggage, and help is given where requested and according to house policy.  | <input type="checkbox"/> |
| 10. | The guest is thanked and invited to return.   | <input type="checkbox"/> |

- |     |   |                          |
|-----|---|--------------------------|
| 11. | All documents and vouchers are filed according to house procedures.   | <input type="checkbox"/> |
| 12. | Work is organized and carried out efficiently and within the time allowed.  | <input type="checkbox"/> |
| 13. | Work areas are kept tidy throughout the shift.  | <input type="checkbox"/> |
| 14. | Guest feedback and observed reactions are reported to a supervisor.   | <input type="checkbox"/> |
| 15. | Problem situations are reported to a supervisor and handled effectively within the scope of the student's responsibility. (See Note 2). | <input type="checkbox"/> |
| 16. | Staff and management in the Front Office and other departments are treated in a helpful and co-operative way.                           | <input type="checkbox"/> |

**NOTES ON THE STANDARDS**

1. PROCEDURES FOR HANDLING A VIP CHECK-OUT INCLUDE:

- automatic check-out without coming to the Front Desk or:
- forwarding bill to VIP address or address to other person paying
- senior manager and other staff/ students present to say good-bye
- transfer to airport

2. PROBLEM SITUATIONS MAY INCLUDE:

- invalid forms of payment
- guests taking hotel items from their rooms
- damage to rooms
- late charges
- poor guest feedback
- disputes on charges
- guest unwillingness to pay service charges or taxes
- guests waiting a long time to pay

**UNIT 8 – FRONT OFFICE – SECOND LEVEL**

**MAINTAIN THE NIGHT AUDIT**

**STANDARDS**

- |    |  |                          |
|----|--|--------------------------|
| 1. | The charges posted to guest accounts during the day are checked for accuracy and any errors are corrected.                             | <input type="checkbox"/> |
| 2. | Overall totals for the day's transactions are obtained and reported according to house procedures.                                     | <input type="checkbox"/> |
| 3. | The day's accounts are closed according to house procedures.   | <input type="checkbox"/> |
| 4. | Guest lists are produced according to house procedures.  | <input type="checkbox"/> |
| 5. | Reception and telephone requirements are dealt with according to house procedures.   | <input type="checkbox"/> |
| 6. | Work is organized and carried out efficiently and within the time allowed.   | <input type="checkbox"/> |
| 7. | Work areas are kept tidy throughout the shift.   | <input type="checkbox"/> |
| 8. | Problem situations are reported to a supervisor and handled effectively within the scope of the student's responsibility (See Note 1). | <input type="checkbox"/> |
| 9. | Staff and management are treated in a helpful and co-operative way.  | <input type="checkbox"/> |

**NOTE ON THE STANDARDS**

1. PROBLEM SITUATIONS MAY INCLUDE:
- unbooked arrivals and departures
  - arrivals or departures during the night
  - equipment/computer failure
  - power failure

**UNIT 9 – FRONT OFFICE – SECOND LEVEL**

**MAINTAIN GUEST CARE AND SAFETY**

**STANDARDS**

1. Guest care is maintained according to house policy and procedures.
2. Guests are immediately acknowledged in a friendly and polite way.
3. Polite contact with guests is routinely made throughout each shift in a helpful and supportive way and according to house procedures.
4. Services, in-house events and facilities offered by the Hotel are known and communicated to the guest.
5. Accurate information on hotel property layout, facilities and activities is known and communicated to the guest.
6. Accurate information on local features is known and communicated to the guest.
7. Guest requests are promptly met within the limits set by house policy and house procedures are followed accordingly. (See Note 1).
8. When a guest is seen to need help, help is offered in a polite, friendly and co-operative way.
9. Guests are discreetly observed to make certain that their needs are met.
10. Guests are spoken to clearly and in a polite way, and questions are answered accurately.
11. A guest complaint is listened to attentively, sympathetically and without interruption.
12. Questions are asked to find out details of the problem in a guest complaint.
13. Action is immediately taken to solve the problem according to house procedures and policy; when this is not possible, the problem is immediately referred to the operational manager.

14. Guest complaints, guest feedback and observed guest reactions are reported to a supervisor.
15. Guest history records are accurately maintained and used in order to improve guest service. (See Note 2).
16. Staff and management in the Front Office and other departments are treated in a helpful and co-operative way.

**NOTE ON THE STANDARDS**

1. GUEST REQUESTS MAY INCLUDE:

- reconfirmation of flights
- call for taxis or transportation services
- holding luggage
- special requests for rooms, i.e. extra pillows, beds, etc.
- call for a special item, i.e. flowers, aspirin, etc.

2. GUEST HISTORY RECORDS MAY INCLUDE:

- special requests
- problems or complaints
- information on previous visits
- previously expressed preferences
- trend in interests

**UNIT 10 – FRONT OFFICE – SECOND LEVEL**

**KNOW AND COMMUNICATE INFORMATION ON HOTEL PROPERTY FACILITIES AND ACTIVITIES**

THIS UNIT APPLIES TO HOTEL PROPERTY LAYOUT WHICH INCLUDES:

- hotel grounds
- public areas
- guest rooms/apartment
- function/conference rooms
- rates
- public areas
- swimming pool
- food and beverage outlets

HOTEL FACILITIES AND ACTIVITIES WHICH INCLUDE:

- |                              |  |
|------------------------------|--|
| • Gift Shop                  | • restaurants                          |
| • manager's cocktail parties | • bars                                 |
| • swimming pool              | • baby-sitting services                |
| • TV/video services          | • laundry services                     |
| • function-planning services | • special events/evening entertainment |

## STANDARDS

- |    |   |                          |
|----|---|--------------------------|
| 1. | Information useful to guests on hotel property layout, facilities and activities is accurately and fully known.   | <input type="checkbox"/> |
| 2. | Accurate information on the type, layout, facilities and special features of guest rooms is politely communicated to the guest. (See Note 1).                                     | <input type="checkbox"/> |
| 3. | Accurate information on room rates is politely communicated to the guest, taking into account seasonal changes, travel agent discounts, meal plans and any other related factors. | <input type="checkbox"/> |
| 4. | Information on facilities and activities is accurately known, used, maintained and politely communicated to the guest.  | <input type="checkbox"/> |
| 5. | Hotel facilities and activities which might be of interest to guests are suggested in a polite and helpful way.   | <input type="checkbox"/> |
| 6. | Accurate information on the products sold in the Gift Shop is known and communicated to the guest.  | <input type="checkbox"/> |
| 7. | Guest questions are answered clearly and accurately, and the guest is treated in a helpful and co-operative way.  | <input type="checkbox"/> |
| 8. | Guest feedback and observed reactions are reported to a supervisor.   | <input type="checkbox"/> |
| 9. | Any relevant documents are accurately completed.  | <input type="checkbox"/> |

## NOTE ON THE STANDARDS

1. FACILITIES AND SPECIAL FEATURES OF ROOMS INCLUDE:
  - the size of a standard room and number of possible beds
  - the size of the apartment
  - all rooms air-conditioned
  - which rooms are the brightest or which have the best shade
  - what types of view for each room
  - whether the room is on the ground-floor, etc.
  - ramps for wheelchairs in public areas/ public bathroom facilities for handicapped guests

**UNIT 11 – FRONT OFFICE - SECOND LEVEL**

**KNOW AND COMMUNICATE INFORMATION ON LOCAL FEATURES**

THIS UNIT APPLIES TO LOCAL FEATURES WHICH MAY INCLUDE:

- places of natural beauty
- parks/botanical gardens
- wildlife and marine life
- shops/shopping plazas
- restaurants and bars
- off-island excursions
- places of worship
- medical facilities
- car rentals
- local buses
- beaches
- museums and galleries
- access to sports: water sports/golf/tennis/fitness centers, etc.
- sightseeing tours
- local events & holidays
- sports events (i.e. cricket, horse racing, etc.)
- magistrate's court
- banking facilities
- taxi services
- theatre/film/nightlife

**STANDARDS**

1. Information on local features relevant to guests is accurately known and kept up to date.
2. Guest questions are answered clearly and accurately.
3. Local features which might be of interest to guests are suggested in a polite and helpful way.
4. Guest questions are answered clearly and accurately, and the guest is treated in a helpful and co-operative way.
5. Guest feedback and observed reactions are reported to a supervisor.
6. Any relevant documents are accurately completed.

**UNIT 12 – FRONT OFFICE - SECOND LEVEL**

**OPERATE THE PBX SWITCHBOARD**

**STANDARDS**

- 1. The working hours of each department and the roles of each senior member of staff are clearly known so that the caller can be connected to the correct person or extension. (See Note 1).
- 2. The current list of in-house guests and their room numbers is readily at hand so that the caller can be connected to the right person promptly.
- 3. The caller is spoken to in a clear and well-paced way.
- 4. The caller is treated in a polite and helpful way and according to house procedures.
- 5. In-coming calls from the outside are answered within three (3) rings, using the following phrases:  
*Time of Day:* "Good Morning/Afternoon/Evening"  
*Place:* "Name of Institution"  
*Question:* "How may I direct your call?"
- 6. In-coming calls from the inside are answered within three (3) rings, using the following phrases:  
*Time of Day:* "Good Morning/Afternoon/Evening"  
*Place:* "This is Deborah speaking"  
*Question:* "How may I help you?"
- 7. During busy times, both inside and outside callers are asked "may I put you on hold?" and a response is awaited before switching.
- 8. When a guest is requested, whose name is not on the in-house guest list, the Front Desk and/or the Duty Manager should immediately be contacted to see whether the guest has just arrived.
- 9. Out-going calls are correctly and promptly connected, and charges are logged according to house procedures.
- 10. Overseas calls are placed and logged according to house procedures.
- 11. The caller is listened to attentively and without interruption, in order to identify the person or extension to which they wish to speak.
- 12. Guest complaints are promptly transferred to an appropriate member of staff. (See Note 2).

- |     |  |   |
|-----|--|---|
| 13. | House procedures for handling emergency calls are known. (See Note 3).   | <input style="width: 80px; height: 20px;" type="checkbox"/> |
| 14. | Guests' special instructions, such as DND and wake-up calls, are carried out according to house policy and procedures. | <input style="width: 80px; height: 20px;" type="checkbox"/> |
| 15. | Messages are accurately recorded and promptly transmitted according to house procedures.                               | <input style="width: 80px; height: 20px;" type="checkbox"/> |
| 16. | Accurate information on hotel services and facilities is given to the guest who calls in with inquiries. (See Note 4). | <input style="width: 80px; height: 20px;" type="checkbox"/> |
| 17. | Records are correctly maintained according to house procedures.  | <input style="width: 80px; height: 20px;" type="checkbox"/> |
| 18. | Work is organized and carried out efficiently.   | <input style="width: 80px; height: 20px;" type="checkbox"/> |
| 19. | Work areas are kept tidy throughout the shift.   | <input style="width: 80px; height: 20px;" type="checkbox"/> |
| 20. | Guest feedback and observed reactions are reported to a supervisor.  | <input style="width: 80px; height: 20px;" type="checkbox"/> |
| 21. | Staff and management in the Front Office and other departments are treated in a helpful and co-operative way.          | <input style="width: 80px; height: 20px;" type="checkbox"/> |

**NOTES ON THE STANDARDS**

1. DEPARTMENTS AND INDIVIDUALS INCLUDE:
 

• Restaurant	• Director
• Cafe	• Operational Manager
• Bars	• Duty Manager
  
2. GUEST COMPLAINTS MAY INCLUDE:
  - a maintenance problem, i.e water leak, no hot water, a/c not working, no picture on the TV
  - a housekeeping problem, i.e. no towels, room not clean, no amenities
  
3. HANDLING EMERGENCIES INCLUDES:
 

• identifying the problem:	HEALTH	FIRE	SAFETY
• identifying its nature:	bleeding	smoke	theft
	no breathing	blaze	assault
	threats	acute pain	unconsciousness

  - making immediate calls:
  - health: call ambulance and operational or duty manager
  - fire: call fire department and operational or duty manager
  - safety: call police and operational or duty manager

4. HOTEL SERVICES AND FACILITIES MAY INCLUDE:

- fax/telephone services
- restaurants
- evening entertainment
- access to beaches
- baby-sitting services
- laundry services
- bars
- TV/video service
- access to watersports
- Gift Shop
- access to night clubs
- swimming pool
- special events

**UNIT 13 – FRONT OFFICE – SECOND LEVEL**

**PROVIDE BELL SERVICES**

THIS UNIT APPLIES TO BELL SERVICES WHICH MAY INCLUDE:

- handling and storing guest luggage
- moving hotel property
- escorting guests to rooms
- room changes
- delivering messages and packages
- providing information on hotel layout and external services and facilities

**STANDARDS**

- |     |   |                          |
|-----|---|--------------------------|
| 1.  | The guest is taken care of promptly and in a polite and helpful way.  | <input type="checkbox"/> |
| 2.  | Guest luggage is handled in a way which prevents damage. (See Note 1).  | <input type="checkbox"/> |
| 3.  | Guest luggage is collected and delivered promptly and to the correct room.  | <input type="checkbox"/> |
| 4.  | Guest property which is in the care of the bell service is held in secure conditions in the allocated luggage space underneath the main reception stairs. | <input type="checkbox"/> |
| 5.  | Heavy items are lifted and moved in a way which avoids personal injury. (See Note 2).   | <input type="checkbox"/> |
| 6.  | The guest is escorted to the correct room, and the room is shown to the guest according to house procedures. (See Note 3).                                | <input type="checkbox"/> |
| 7.  | Guest room changes are carried out in a way which avoids damage to property or inconvenience to the guest.  | <input type="checkbox"/> |
| 8.  | Messages and/or packages are delivered promptly and to the correct room or person.  | <input type="checkbox"/> |
| 9.  | Accurate information on room location and property layout is known and communicated to the guest.   | <input type="checkbox"/> |
| 10. | Accurate information on external facilities, activities and attractions is known and communicated to the guest.   | <input type="checkbox"/> |
| 11. | Guest questions are answered clearly and accurately.  | <input type="checkbox"/> |
| 12. | Work areas are kept tidy throughout the shift.  | <input type="checkbox"/> |

- |     |  |                          |
|-----|--|--------------------------|
| 13. | Guest feedback and observed reactions are reported to a supervisor.        | <input type="checkbox"/> |
| 14. | Problem situations are noticed and reported to a supervisor. (See Note 5). | <input type="checkbox"/> |
| 15. | Staff and management are treated in a helpful and co-operative way.        | <input type="checkbox"/> |

**NOTES ON THE STANDARDS**

1. **HANDLING LUGGAGE TO PREVENT DAMAGE INCLUDES:**
  - using a trolley
  - getting assistance from colleagues to lift a heavy object
  - placing or stacking luggage on the trolley with heavier and harder pieces on the bottom
  - no kicking, dragging, throwing or dropping of luggage
  
2. **HANDLING LUGGAGE TO AVOID BODILY INJURY INCLUDES:**
  - getting assistance to lift heavy or large objects
  - lifting in the correct physical position: bent knees and semi-sitting, distributing the weight of the luggage overall: thighs, arms, shoulders, stomach
  - using trolleys
  
3. **SHOWING THE GUEST HIS OR HER ROOM INCLUDES:**
  - showing where all the light switches are
  - showing how to work the TV, radio, and air-conditioner
  - showing where the safety deposit box can be found, and how to use it
  - showing how to secure the main doors
  - pointing out what numbers to dial for assistance, direct dial outside the hotel, etc.
  
4. **PROBLEM SITUATIONS MAY INCLUDE:**
  - unattended luggage
  - noticeable safety risks
  - loitering/suspicious looking people in the lobby

**UNIT 14 – FRONT OFFICE – SECOND LEVEL**

**PRESENT A PROFESSIONAL PERSONAL IMAGE TO GUESTS AND CO-WORKERS**

**STANDARDS**

- |    |  |                          |
|----|--|--------------------------|
| 1. | Personal hygiene and cleanliness are maintained. (See Note 1).                           | <input type="checkbox"/> |
| 2. | Personal appearance is maintained according to house policy. (See Note 2).               | <input type="checkbox"/> |
| 3. | Communication skills are used appropriately and according to house policy. (See Note 3). | <input type="checkbox"/> |
| 4. | A professional disposition is maintained. (See Note 4).                                  | <input type="checkbox"/> |

**NOTES ON THE STANDARDS**

1. **PERSONAL HYGIENE FACTORS INCLUDE:**
  - clean skin
  - clean teeth and breath
  - clean hands
  - clean and well-manicured nails
  - covering mouth when sneezing or coughing
  - hygienic covering of cuts, grazes or wounds
  - freedom from bodily odour
  - clean and odourless hair
  - regular hand-washing during shifts
  - clean clothing
  
2. **PERSONAL APPEARANCE FACTORS INCLUDE:**
  - well-trimmed and appropriate hair styles
  - appropriate use of jewelry
  - appropriate appearance of any moustaches or beards
  - appropriate use of perfumes and after-shave
  - appropriate use of makeup
  - appropriate and well-groomed uniform
  - closed black shoes in clean and good condition
  
3. **COMMUNICATION SKILLS INCLUDE:**
  - an easily understandable manner of speaking
  - eye to eye contact
  - good and polite posture
  - helpful and friendly facial expressions
  - an ability to listen attentively

4. PROFESSIONAL DISPOSITION FACTORS INCLUDE:
- an ability to work under stress
  - an ability to build good relationships with guests and co-workers
  - an ability to maintain standards of performance throughout the shift
  - an ability to work as a team
  - an ability to accept constructive criticism and apply it to self-improvement

**UNIT 1 –FRONT OFFICE – THIRD LEVEL**

**SUPERVISE FRONT OFFICE OPERATIONS**

**STANDARDS**

1. Work is organized to make effective use of staff skills, time and equipment to meet the needs of the Front Office.
2. The duties of individual members of staff are allocated to make the best use of staff skills, and to make certain that house policy and procedures are followed.
3. Staff are supervised to make certain that the standard of work performance required by house policy is achieved.
4. Staff are encouraged to use their initiative in planning and carrying out their work, and in contributing to the overall success of Front Office operations.
5. Rooms are allocated for walk-in guests and guests with advance reservations in a way which makes it likely that maximum occupancy and/or maximum revenue and/or minimum costs will be achieved.
6. Discounts are decided upon within limits set by house policy in order to maximize revenue.
7. Discounts or adjustments to charges are decided upon within limits set by house policy in order to respond to guest complaints.
8. Check-in and check-out procedures are supervised to make certain that they are carried out efficiently, politely and according to house policy and procedures.
9. The posting or charging of products and services to guest bills is supervised to make certain that it is carried out efficiently and according to house policy and procedures.
10. It is made certain that persons issuing and receiving a float check jointly the amount of the float when issued and when returned.
11. Money transactions and the maintenance of the money transaction records are monitored to make certain that house procedures are followed; it is made certain that the amount of cash held correlates with the money transaction records.
12. Any cash discrepancies are recorded, investigated, and reported to management, and dealt with effectively within the scope of the student's responsibility.

- 13. Staff are supervised to make certain that they present a professional personal image to guests and co-workers.
  
- 14. Problem situations are reported to senior management and handled effectively within the scope of the student's responsibility. (See Note 1).

**NOTE ON THE STANDARDS**

1. PROBLEM SITUATIONS MAY INCLUDE:

- over-booking
- the need to walk a guest
- computer or other office equipment failure
- power failure
- guest complaints or other guest problems
- staff problems

**PROJECT ASSIGNMENT FORM**

You are asked to complete the following project assignments for Assessment.

- 1. Plan and organize three Front Office shifts.
  - A Plan and organize the best use of staff skills, time and equipment. Give reasons for your plan.
  
  - B Compile a list of daily shift procedures for the Front Office staff (or show an updated, existing list) to indicate the full duties which have to be done, as well as times and methods of work.
  
  - C Brief the Front Office staff before each shift on the work to be completed, the day's business and the organization of the shift. Staff comments on the planning and organization of the shift should be taken into account and the plan amended as necessary.

2. Supervise the three Front Office shifts. Your Assessor will be observing your performance while you run the shifts. You should demonstrate that you are able to achieve all the Standards for this Unit.

A For EACH shift which you supervise, write a full and separate report to your manager which includes:

- the date and time of the shift
- the staff and how they were organized
- the number of check-ins and check-outs
- other business during the shift
- an evaluation of the shift proceedings, especially:
  - the check in/out procedures
  - room allocation
  - the posting of charges to guest rooms
  - the collection of monies from other departments
  - staff performance in the above procedures
  - the overall image presented to guests
  - balancing the shift transactions
  - dealing with guest inquiries and requests
  - problem situations which arose

B: Include in each report what improvements you would make to the organization and supervision of the shift in the future.

**UNIT 2 - FRONT OFFICE – THIRD LEVEL**

**SUPERVISE PBX SWITCHBOARD OPERATIONS**

**STANDARDS**

- |     |   |                          |
|-----|---|--------------------------|
| 1.  | Work is organized to make certain that the PBX service is efficient.  | <input type="checkbox"/> |
| 2.  | Work is monitored and controlled to make certain that house procedures are followed.  | <input type="checkbox"/> |
| 3.  | Duties are allocated to make certain that the work of the switchboard is carried out according to house policy.                       | <input type="checkbox"/> |
| 4.  | Staff are supervised to make certain that the correct standard of performance required by house policy is achieved.                   | <input type="checkbox"/> |
| 5.  | Staff are supervised to make certain that they are polite and helpful to the caller at all times.                                     | <input type="checkbox"/> |
| 6.  | Mistakes or faults in service are privately pointed out to staff in a helpful and constructive way, and corrective coaching is given. | <input type="checkbox"/> |
| 7.  | Staff are provided with appropriate information on hotel services and departments.<br>(See Notes 1 and 2).                            | <input type="checkbox"/> |
| 8.  | Guest complaints are promptly transferred to an appropriate member of staff.  | <input type="checkbox"/> |
| 9.  | House procedures for handling emergency calls are accurately known.   | <input type="checkbox"/> |
| 10. | Records are correctly maintained according to house procedures.   | <input type="checkbox"/> |
| 11. | Weaknesses in the way work is organized or carried out are identified, and suggestions for improvements are made to management.       | <input type="checkbox"/> |
| 12. | Guest feedback is reported to management.   | <input type="checkbox"/> |
| 13. | Staff are supervised to make certain that they present and maintain a professional personal image to guests and co-workers.           | <input type="checkbox"/> |
| 14. | Work areas are monitored to make certain that they are kept clean and tidy throughout each shift.                                     | <input type="checkbox"/> |
| 15. | Problem situations are reported and handled effectively within the scope of the student's responsibility. (See Note 3).               | <input type="checkbox"/> |

16. Staff and management in the Front Office and other departments are treated in a helpful and co-operative way.

### **NOTES ON THE STANDARDS**

1. **HOTEL SERVICES AND FACILITIES INCLUDE:**

- fax/telephone services
- Gift Shop
- food and beverage outlets
- conference/function facilities
- TV/video service
- access to beaches
- special events/functions
- baby-sitting services
- laundry services
- evening entertainment
- swimming pool

2. **APPROPRIATE INFORMATION ON DEPARTMENTS MAY INCLUDE:**

- the telephone extensions of the Institution and each department
- the names of all senior members of staff/management
- the roles and responsibilities/authority of each senior member of staff/ management
- the working hours of senior instructors and staff
- the working hours of departments

3. **PROBLEM SITUATIONS MAY INCLUDE:**

- abusive or sexually harassing calls
- callers who speak only a foreign language
- technical telephone problems within the hotel
- technical telephone problems outside the control of the hotel
- guest complaints
- sudden increase in in-coming or out-going calls

**UNIT 3 – FRONT OFFICE – THIRD LEVEL**

**SUPERVISE BELL SERVICES**

THIS UNIT APPLIES TO BELL SERVICES WHICH INCLUDE:

- handling and storing guest luggage
- moving hotel property
- escorting guests to rooms
- room changes
- delivering messages and packages
- providing information on hotel and external services and facilities

**STANDARDS**

- |     |   |                          |
|-----|---|--------------------------|
| 1.  | Work is organized to make certain that the bell services are efficient.   | <input type="checkbox"/> |
| 2.  | Work is monitored and controlled to make certain that house procedures are followed.  | <input type="checkbox"/> |
| 3.  | Duties are allocated to make certain that the work of the bell services is carried out according to house policy.                     | <input type="checkbox"/> |
| 4.  | Staff are supervised to make certain that the correct standard of performance required by house policy is achieved.                   | <input type="checkbox"/> |
| 5.  | Staff are supervised to make certain that they are polite and helpful to the guest at all times.                                      | <input type="checkbox"/> |
| 6.  | Mistakes or faults in service are privately pointed out to staff in a helpful and constructive way, and corrective coaching is given. | <input type="checkbox"/> |
| 7.  | Staff are provided with appropriate information on hotel services and facilities. (See Note 1).                                       | <input type="checkbox"/> |
| 8.  | Guest feedback and observed reactions are reported to management.   | <input type="checkbox"/> |
| 9.  | Weaknesses in the way work is organized or carried out are identified, and suggestions for improvements are made to management.       | <input type="checkbox"/> |
| 10. | Staff are supervised to make certain that they present and maintain a professional personal image to guests and co-workers.           | <input type="checkbox"/> |
| 11. | Work areas are monitored to make certain that they are kept clean and tidy throughout each shift.                                     | <input type="checkbox"/> |

- |     |   |   |
|-----|---|---|
| 12. | Problem situations are reported and handled effectively within the scope of the student's responsibility. (See Note 2). | □ |
| 13. | Staff and management in the Front Office and other departments are treated in a helpful and co-operative way.           | □ |

**NOTES ON THE STANDARDS**

1. HOTEL SERVICES AND FACILITIES INCLUDE:

- fax/telephone services
- Gift Shop
- food and beverage outlets
- TV/video service
- access to beaches
- special events/functions
- baby-sitting services
- laundry services
- evening entertainment
- swimming pool
- access to water sports
- conference and function facilities

2. PROBLEM SITUATIONS MAY INCLUDE:

- unattended luggage/lost luggage or luggage tickets
- suspicious-looking people/loitering
- drunk or disorderly guests
- a sudden increase in the amount of luggage for arrivals or departures
- missing messages or packages

**UNIT 4 – FRONT OFFICE – THIRD LEVEL**

**SUPERVISE ADVANCE RESERVATIONS**

**STANDARDS**

- 1. The duties of individual members of staff are allocated to make certain that the requirements of advance reservations are carried out according to house policy.
- 2. Staff are supervised to make certain that the standard of work performance required by house policy is achieved.
- 3. Telephone inquiries are treated in a polite and helpful way.
- 4. The recording of advance reservations is monitored to make certain that the reservations are accurate and that the recording follows house procedures.
- 5. Confirmation forms or letters are monitored to make certain that they are correctly completed and sent out within the time allowed.
- 6. Over-booking is monitored to make certain that house policy and procedures are followed.
- 7. Payment requirements (including deposits and cut-off dates) are monitored to make certain that payments are received on time and in the correct amount.
- 8. Staff are monitored to make certain that selling opportunities are dealt with according to house procedures.
- 9. Office equipment is operated correctly, is kept in good condition and is used for appropriate purposes.
- 10. Staff are supervised to make certain that they present a professional personal image to guests and co-workers.
- 11. Problem situations are reported to management and handled effectively within the scope of the student's responsibility. (See Note 1).

**NOTE ON THE STANDARDS**

1. PROBLEM SITUATIONS MAY INCLUDE:

- computer or other office equipment failure
- agents exceeding allotments
- errors leading to large over- or under-booking

**PROJECT ASSIGNMENT FORM**

You are asked to complete the following project assignments for Assessment.

1. Write a booklet which describes the Advance Reservation system. The booklet should include:
- the duties of individual members of staff
  - how telephone techniques are to be handled
  - how advanced reservations are recorded
  - the format to be used for confirming reservations
  - house policy on over-booking
  - the system for the receipt of payments
  - taking advantage of selling opportunities
  - the operation and maintenance of the office equipment
  - the handling of problem situations

You should also include a description of the checks and balances used to protect the hotel from financial losses and errors.

2. Plan and organize three shifts in Advance Reservations.
- A. Compile a list of daily shift procedures for Advance Reservations staff (or show an updated, existing list) to indicate the full duties which have to be done, as well as times and methods of work.
- B. Brief the Advance Reservation staff before each shift on the work to be completed and the organization of the shift. Staff comments on the planning and organization of the shift should be taken into account and the plan amended if necessary.

3. Supervise the three Advance Reservation shifts. Your Assessor will be observing your performance while you run the shifts. You should demonstrate that you are able to achieve all the standards for this Unit.

A. For EACH shift which you supervise, write a full and separate report to your manager which records the events of the shift. Include in each report what improvements you would make to the organization and supervision of the shift in the future.

NOTE: If the advance reservation department is only one person, you should supervise that one person carrying out advance reservation procedures for the shifts.

**FRONT OFFICE: THIRD LEVEL: UNIT 5**

**HANDLE MONEY AND PAYMENT TRANSACTIONS**

**THIS UNIT APPLIES TO**

- FRONT DESK TRANSACTIONS
  - GIFT SHOP TRANSACTIONS
    - receiving payments
    - holding a float/cash bank
    - exchanging foreign currency into BDS dollars
    - cashing travellers cheques into BDS dollars
- forms of payment which may include:
- cash payments
  - foreign currency payments
  - travellers cheque payments
  - credit card payments
  - travel agent vouchers
  - ledger accounts

**STANDARDS**

- |    |   |                          |
|----|---|--------------------------|
| 1. | At the start of duty, the float is checked, recorded and signed for, according to house procedures.   | <input type="checkbox"/> |
| 2. | Monies are held securely and according to house procedures; monies are not borrowed, for whatever purpose, without the authorization of the Director. | <input type="checkbox"/> |
| 3. | An accurate record is kept of all money and payment transactions, and correct receipts are issued where required.                                     | <input type="checkbox"/> |
| 4. | Bills are correctly made up and totalled, the correct amount is received, and any change is given in the correct amount.                              | <input type="checkbox"/> |
| 5. | Credit cards are checked for valid signatures and expiry dates, and against the up-dated Warning Bulletin.  | <input type="checkbox"/> |
| 6. | Credit card authorization is promptly sought by checking the card number by electronic swipe or telephone approval.                                   | <input type="checkbox"/> |
| 7. | Credit card denials are immediately dealt with according to house procedures. (See Note 1).   | <input type="checkbox"/> |
| 8. | Credit card charge forms are correctly and legibly filled in.   | <input type="checkbox"/> |

- |     |   |                          |
|-----|---|--------------------------|
| 9.  | Certain foreign currency is accepted and any required documents are accurately completed. (See Note 2).   | <input type="checkbox"/> |
| 10. | The guest is told about exchange rates and any commission charges in a foreign currency transaction, and that only BDS dollars can be given in exchange.  | <input type="checkbox"/> |
| 11. | Exchange calculations are accurately made, using the specified exchange rates.  | <input type="checkbox"/> |
| 12. | The following forms of payment are accepted only under the conditions listed below.<br><br>a. Travellers cheques are accepted only if they have been counter-signed in front of the Front Office receptionist (or Gift Shop Attendant), and the signatures have been compared to make certain that they are the same. If the cheques have already been counter-signed, they must be signed again before the receptionist or attendant.<br><br>b. Vouchers are accepted only if they are valid.<br><br>c. Credit or pre-paid accounts are charged only if signatures have been obtained and checked according to house procedures. | <input type="checkbox"/> |
| 13. | Guest paid-outs are only allowed if authorized by the Director.   | <input type="checkbox"/> |
| 14. | The guest is treated in a polite and helpful way.   | <input type="checkbox"/> |
| 15. | At the end of the shift, the float and payments are correctly balanced; and records and all forms of payment are securely handed to the appropriate person according to house procedures.   | <input type="checkbox"/> |
| 16. | Work is organized and carried out efficiently and within the time allowed.  | <input type="checkbox"/> |
| 17. | Work areas are kept tidy throughout the shift.  | <input type="checkbox"/> |
| 18. | Guest feedback and observed reactions are reported to management.   | <input type="checkbox"/> |
| 19. | Problem situations are reported to the operational manager and handled within the scope of the student's responsibility. (See Note 3).  | <input type="checkbox"/> |
| 20. | Staff and management in the Front Office and other departments are treated in a helpful and co-operative way.   | <input type="checkbox"/> |

## NOTES ON THE STANDARDS

### 1. HANDLING CREDIT CARD DENIALS INCLUDES:

- in person: speaking discreetly and politely and saying:
  - a. *Issue:* I am sorry Sir/Ma'am, your Visa Card has not been approved at the moment
  - b. *Point:* May I please have another credit card at this time (or other form of payment) as there may be a technical fault;
  - c. *Alternative:* May I ask you to contact your credit card agency directly so that we can avoid further delaying you?
  
- calling the guest on the phone to state:
  - a. *Introduction:* This is Deborah from the Front Office, I am sorry to disturb you at this time
  - b. *Issue:* Your Visa Card has not been approved at the moment
  - c. *Point:* May we please have another credit card (or other form of payment) as there may be a technical fault;
  - d. *Alternative:* May we ask you to contact your credit card agency directly so that we do not have to disturb you again.

### 2. ACCEPTABLE FOREIGN CURRENCY INCLUDES:

- Eastern Caribbean Dollars
- United States Dollars
- Sterling Pounds
- Canadian Dollars
- (No foreign Coins)

### 3. PROBLEM SITUATIONS MAY INCLUDE:

- equipment failure
- losses/theft
- power failure
- guest complaints

**UNIT 6 – FRONT OFFICE – THIRD LEVEL**

**MAINTAIN GUEST ACCOUNTS**

**STANDARDS**

- 1. Notified charges from hotel departments are accurately entered on guest accounts. (See Note 1).
- 2. Recurring charges are accurately entered on guest accounts.
- 3. Questionable charges are followed up according to house procedures.
- 4. Credit, discounts, corrections and other authorized adjustments are made accurately and promptly.
- 5. Manual entries are neat and easily readable; mechanical and computerized entries are made according to operating instructions.
- 6. The balance is brought forward and checked to make certain that it is correct.
- 7. Accounts for presentation to guests are clean, neat and easily readable.
- 8. All entries on guest accounts are made at the time required by house policy.
- 9. Guest queries on charges are dealt with politely and promptly and supporting vouchers are shown to the guest if required.
- 10. All information and records are maintained and/or stored so that they are readily useable by other authorized staff.
- 11. All information and records are maintained and/or stored so that they are readily useable by other authorized staff.
- 12. Problem situations are reported to the operational manager and dealt with effectively within the scope of the student's responsibility. (See Note 2).
- 13. Staff and management in the Front Office are treated in a helpful and co-operative way.

**NOTES ON THE STANDARDS**

1. CHARGES FROM HOTEL DEPARTMENTS MAY COME FROM:

- Laundry/Housekeeping
- Gift Shop
- PBX
- Food and Beverage

2. PROBLEM SITUATIONS MAY INCLUDE:

- late charges
- lost charge slips
- queried charges
- power/equipment failure

**UNIT 7 – FRONT OFFICE – THIRD LEVEL**

**APPLY SELLING TECHNIQUES**

THIS UNIT APPLIES TO PRODUCTS AND SERVICES WHICH MAY INCLUDE:

- accommodations
- in-house food and beverage services
- functions: weddings, meetings, conferences, etc.
- Gift Shop
- external services paying commission to the hotel

**STANDARDS**

- |    |   |                          |
|----|---|--------------------------|
| 1. | Opportunities for selling are recognized.   | <input type="checkbox"/> |
| 2. | Selling techniques are used in a polite, discreet and helpful way to encourage the guest to use and purchase the hotel services and facilities. (See Note 1).                       | <input type="checkbox"/> |
| 3. | Selling techniques are used, according to house policy and procedures, to encourage the guest in a polite, discreet and helpful way to book the apartment whenever it is available. | <input type="checkbox"/> |
| 4. | Guests are encouraged in a polite, discreet and helpful way and according to house policy and procedures to make a further booking for the future.                                  | <input type="checkbox"/> |
| 5. | Selling techniques are used in a polite, discreet and helpful way to encourage the guest to purchase Gift Shop items.   | <input type="checkbox"/> |
| 6. | Guests are encouraged in a polite, discreet and helpful way and according to house policy to come back to the Gift Shop in the future.  | <input type="checkbox"/> |

**NOTE ON THE STANDARDS**

1. HOTEL SERVICES AND FACILITIES INCLUDE:

- standard rooms with garden view and private bath cum shower, private balcony
- air conditioning/TV/queen beds/clock radio/private safety deposit box
- villas and apartments with bedroom, private bath, kitchenette and sitting area
- fax/telephone services
- restaurant/cafe
- access to beaches
- special events
- laundry services
- evening entertainment
- swimming pools
- conference space
- Gift Shop
- bars
- access to watersports
- baby-sitting services
- access to night clubs
- TV/video service
- function space

**PROJECT ASSIGNMENT**

1. A: Give at least three scenarios with opportunities for 1) up-selling accommodation; 2) selling hotel services and facilities; and 3) selling Gift Shop items.
- B: How would you handle each opportunity? Give a detailed account of what you would say and how you would say it.

**UNIT 8 – FRONT OFFICE – THIRD LEVEL**

**COMMUNICATE WITH OTHERS**

THIS UNIT APPLIES TO TYPES OF COMMUNICATION:

- verbal communication
- written communication
- visual communication

**STANDARDS**

- |    |  |                          |
|----|--|--------------------------|
| 1. | The best form of communication for the particular subject matter is selected. (See Note 1).  | <input type="checkbox"/> |
| 2. | Communication takes place in a form which is understandable to all parties.  | <input type="checkbox"/> |
| 3. | Communication is timely, clear and specific.   | <input type="checkbox"/> |
| 4. | Instructions and requirements are given in a clear and helpful way, and questions are asked to make certain that instructions and requirements have been understood. (See Note 2). | <input type="checkbox"/> |
| 5. | Corrections are communicated in a clear, helpful and fair way, and in a way which does not cause embarrassment. (See Note 3).  | <input type="checkbox"/> |
| 6. | Relevant information is given to staff in a timely, clear and helpful way. (See Note 4).   | <input type="checkbox"/> |
| 7. | Staff are encouraged to ask questions in order to make certain that they have understood the communication.  | <input type="checkbox"/> |
| 8. | Staff are given a variety of opportunities to share their ideas and suggestions on how to improve the flow of work and the quality of service.                                     | <input type="checkbox"/> |
| 9. | Relevant information, suggestions and ideas are given to other departments and/or management in a clear, specific and helpful way.   | <input type="checkbox"/> |

## NOTES ON THE STANDARDS

### 1. FORMS OF COMMUNICATION MAY INCLUDE:

- *verbal:* face-to-face or by telephone
- *written:* memos, reports, letters, messages, standards of performance, training schedules
- *visual:* drawings, photographs, posters, videos, slides

(Note: high levels of skill in writing or drawing are not required).

### SUBJECT MATTERS TO BE COMMUNICATED MAY INCLUDE:

- requirements/standards
- information
- advice/suggestions/opinions
- instructions/procedures
- corrections

### 2. PHRASING QUESTIONS:

- questions should be open-ended and not elicit a "yes" or "no" response
- questions should begin with "who, what, when, where, how," or "why"

### 3. COMMUNICATION STYLES WHICH MAY CAUSE EMBARRASSMENT INCLUDE:

- public chastisement
- sarcasm/taunting
- shouting
- personal attacks

### 4. RELEVANT INFORMATION TO STAFF MAY INCLUDE:

- changes
- special events
- food and beverage menus/specials
- current industry trends
- occupancy levels
- departmental issues/problems
- training/staff meeting sessions
- staff opportunities

**ASSIGNMENTS**

1. Give instructions, in pictorial form, on how guest amenities are to be laid out in the bathroom. (A high level of drawing skill is not required but the drawing must be easy to understand and follow, and it must be specific). □
  
2. A room attendant in your section consistently forgets at least one of the daily tasks she is required to perform. Explain how you would handle this situation. Give a detailed account of what you would communicate and how. □
  
3. A bellman in your section consistently has problems with another staff member in the lobby. Their hostility towards each other often causes arguments on the floor and is affecting other members of staff and the quality of service. □
  
4. A receptionist in your section is acting surly and rude to guests and does little to contribute to the team effort of the department. The rare times that s/he speaks, s/he gives the impression that he is frustrated and hostile towards management. To complicate matters more, s/he is a close neighbor of yours and a distant relative. Explain how you would handle this situation. Give a detailed account of what you would communicate and how. □
  
5. You have ideas on how your area could be better organized and how you could improve the flow of work and quality of service. You have heard a rumour, however, that management does not like to make any changes. Explain how you would handle this situation. Give a detailed account of what you would communicate and how. □
  
6. Explain what aspects of your own communication skills might be considered to be your best, as seen from the viewpoint of management and fellow-staff. □

**UNIT 9 – FRONT OFFICE –THIRD LEVEL**

**TRAIN STAFF ONE-ON-ONE**

**THIS UNIT APPLIES TO:**

- One-on-One On-the-Job Training
- Coaching/Corrective Training

**SUBJECTS FOR TRAINING SKILLS MAY INCLUDE:**

- the procedures for checking in a guest with a reservation
- the procedures for checking in a group with reservations
- the procedures for check-out
- how to handle a guest complaint or special request according to house policy
- how to operate the PBX switchboard
- how to provide bell services
- how to present a professional personal image
- how to speak to guests and give them maximum service

**STANDARDS**

- |    |  |                          |
|----|--|--------------------------|
| 1. | Staff are told of the benefits of training to themselves so that they will be encouraged to participate in training.                                     | <input type="checkbox"/> |
| 2. | The level and pace of the training session matches the needs of the individual staff member taking the training.   | <input type="checkbox"/> |
| 3. | The individual staff member to be trained is fully briefed before the training begins on what will be taught and practised.                              | <input type="checkbox"/> |
| 4. | The task to be taught is broken down into well-organized stages in order to make it easier for the individual staff member to understand and learn.      | <input type="checkbox"/> |
| 5. | Each stage is explained and demonstrated in a clear and helpful way, and the individual member of staff is allowed to practise after each demonstration. | <input type="checkbox"/> |
| 6. | Staff are encouraged to ask questions and participate throughout their training.   | <input type="checkbox"/> |
| 7. | Staff are observed while they do their work, and feedback is given in a clear and helpful way.   | <input type="checkbox"/> |
| 8. | Corrective coaching is given where necessary and in a clear and helpful way.   | <input type="checkbox"/> |

**ASSIGNMENTS**

1. Carry out two training sessions, each for a different task to be learned and each with a different trainee.
  - A. During each session, make sure to include the following: |
    - fully brief the trainee on what will be taught;
    - break down the task to be taught into well-organized stages;
    - make certain that the level and pace you have chosen match the abilities and needs of the trainee;
    - explain and demonstrate each stage in a clear and helpful way, and allow the trainee to practise after each demonstration;
    - encourage the trainee to participate in the training rather than just stand and observe you while you work;
    - ask questions to make sure that the trainee has understood each stage;
    - encourage the trainee to ask questions and give comments;
    - give positive encouragement and praise.
  
  - B. Let the trainee perform the task without help. Ask the trainee to evaluate his or her own performance and where s/he would like to improve. Give feedback in a clear and helpful way. The feedback should be a balance between positive and negative comments. |
  
2. You have a member of staff who has been working in the industry for many years. You know she has potential and experience but she seems bored, fed up with hotel guests, and more concerned with time off than with reaching the standard of performance her job requires. You have mentioned training to her before, but she shrugs her shoulders and seems disinterested. How do you create in her the desire to learn? Give a detailed account of what you would do and say. |
  
3. Several weeks later, the same member of staff is beginning to perk up and show enthusiasm for learning. She enjoyed the training you gave her and is doing good work; both guests and co-workers seem to enjoy her presence. What are the different ways you would choose to keep her enthusiasm alive? Give a detailed account of what you would do, plan and say. |
  
4. One year later, the same person is one of the best workers on the hotel team. She has, however, become careless about some of the fundamentals you taught her in the beginning. How would you give corrective coaching? Give a detailed account of what you would do and say. |
  
5. You are asked to give "helpful" feedback to staff: what are some of the ways you might |

accomplish this? Give some possible examples.

6. What are some of the things which might create a negative environment for learning? Give some possible examples of what a successful training session should avoid.

**UNIT 1 – FRONT OFFICE – FOURTH LEVEL**

**MONITOR FRONT OFFICE AREAS, EQUIPMENT AND SUPPLIES**

**STANDARDS**

- 1. Front Office areas are monitored to make certain that they have a professional appearance as required by house policy.
  
- 2. Front Office work areas are used in a way which facilitates the flow of work and the effective performance of each individual's duties.
  
- 3. Front Office equipment is monitored to make certain that it is operated correctly, is kept in good condition and is used for appropriate purposes.
  
- 4. Front Office areas and equipment are monitored to make certain that they are cleaned according to house policy, and action is promptly taken to deal with any deficiencies.
  
- 5. Particular needs for special cleaning or repair of Front Office areas and equipment are identified in good time, and appropriate action is taken according to house policy.
  
- 6. Deficiencies which cannot be dealt with are promptly reported to senior management.
  
- 7. Office equipment and supplies are stored securely, and effective procedures are used for their control.

**PROJECT ASSIGNMENTS**

You are asked to complete the following project assignments for Assessment.

- 1. State the checks that need to be made to ensure that the Front Office area is tidy and uncluttered and that the necessary cleaning procedures are carried out. |\_\_\_\_\_|
  
- 2. A. Consider the work which needs to be done in the Front Office ( e.g. check-ins and check-outs, payments, etc.). Describe how the layout of the Front Office area and its equipment allows the tasks to be performed effectively. You may use diagrams to show the layout and the flow of work. |\_\_\_\_\_|
  
- B. Make any recommendations for changes in the layout of the area or in the equipment which you feel would improve the efficiency of the Front Office operations. Give reasons for your recommendations. |\_\_\_\_\_|
  
- 3. A. Make a list of all the equipment and supplies in the Front Office. In a report to management, state:  
  - the condition of each of the items of equipment
  - the cleaning procedures for each piece of equipment
  - any faults or deficiencies with the equipment
  - the storage and control procedures for each piece of equipment and all supplies|\_\_\_\_\_|
  
- B. Recommend any action you feel needs to be taken as a result of your findings. |\_\_\_\_\_|
  
- 4. A. Communicate to all staff members within your department the procedures and/or instructions regarding the careful handling and correct use of Front Office equipment and supplies, using one or more of the following methods:  
  - by having a meeting with all members of your staff
  - by designing a poster, leaflet or flyer
  - by writing a section for a staff handbook|\_\_\_\_\_|
  
- B. Explain how you plan to ensure that these procedures and/or instructions are understood and maintained by all members of your staff. |\_\_\_\_\_|

**UNIT 2 - FRONT OFFICE - FOURTH LEVEL**

**MAINTAIN GUEST CARE AND THE QUALITY OF SERVICE**

**STANDARDS**

- 1. The aspects of quality which are important to guests and the hotel are communicated to staff. (See Note 1).
- 2. Staff are supervised to see whether they have the necessary skills, time, equipment, and materials to achieve the required standard of guest care and quality of service; any weaknesses which cannot be effectively dealt with are reported to management.
- 3. The importance of the guest to the success of the hotel is communicated to staff.
- 4. The way staff are treating guests is monitored and any problems are dealt with immediately and effectively.
- 5. When guests are seen to need help, help is offered in a polite, friendly and co-operative way.
- 6. Staff are supervised while carrying out their work, and any weaknesses in the quality of their work which require training are identified and dealt with effectively within the scope of the student's responsibility.
- 7. Special requests are dealt with in a prompt and helpful manner, and according to house policy.
- 8. Guest feedback and observed reactions are analyzed, and the conclusions are passed to management and any other relevant department heads.
- 9. Guest history records are accurately and fully maintained and used in order to improve guest service. (See Note 2).

**NOTES ON THE STANDARDS**

- 1. ASPECTS OF QUALITY MAY INCLUDE:
  - the ambience and physical comfort level created by the type of furniture, colours and lighting of the reception and lobby
  - the level of formality in the style of service
  - the level of politeness and helpfulness
  - the prompt and efficient handling of special requests
  - the prompt and efficient handling of guest inquiries
  - the variety of guest activities/function services offered
  
- 2. GUEST HISTORY RECORDS MAY INCLUDE:
  - information on previous visits
  - previously expressed preferences
  - special requests
  - special interests

**PROJECT ASSIGNMENTS**

You are asked to complete the following project assignments for Assessment.

- 1. Explain and demonstrate to staff the correct way to deal with guests when:
  - checking in guests with reservations
  - checking in groups
  - checking out guests
  - dealing with guest inquiries
  - dealing with special requests (specify a few types of requests and how staff should deal with them)
  
- 2. Evaluate the guest care and quality of service offered by the Front Office team, and make recommendations for improvements and how these improvements could be implemented.
  
- 3. A. Explain the procedure for keeping guest history records in your establishment and how these records are used in the Front Office.
  
- B. Evaluate the effectiveness of the procedures and how they can be improved in order to provide better service to your repeat guests.

**UNIT 3 – FRONT OFFICE – FOURTH LEVEL**

**HANDLE GUEST COMPLAINTS**

**STANDARDS**

- |    |   |                          |
|----|---|--------------------------|
| 1. | The handling of guest complaints is monitored to make certain that house policy and procedures are followed.  | <input type="checkbox"/> |
| 2. | A guest complaint is listened to attentively and without interruption.  | <input type="checkbox"/> |
| 3. | The real or underlying cause of the complaint is identified.  | <input type="checkbox"/> |
| 4. | Understanding is shown for the guest's point of view.   | <input type="checkbox"/> |
| 5. | Questions are asked to find out details of the problem.   | <input type="checkbox"/> |
| 6. | A decision is made within the student's field of responsibility and within house policy on the action to be taken; complaints which cannot be dealt with within the student's field of responsibility are immediately referred to management. | <input type="checkbox"/> |
| 7. | The guest is contacted after the appropriate action should have been taken to see if the problem has been solved.   | <input type="checkbox"/> |
| 8. | Complaints are monitored to see whether their cause is an overall weakness in operations and whether training needs can be identified.  | <input type="checkbox"/> |
| 9. | All complaints and the action taken are recorded and communicated to management.  | <input type="checkbox"/> |

**PROJECT ASSIGNMENTS**

You are asked to complete the following project assignments for Assessment.

1. Show, by role play, how you would deal with the following situations (your Assessor will act as the guest):

A. A guest is upset because upon arrival he finds that the type of room he booked is not available. He feels that the room he has been given has no view and is too small. You have no other room available until tomorrow. Give a detailed account of what you would say and what action you would take. [ ]

B. A guest wishes to send an urgent business fax overseas but the fax machine is broken. He complains angrily that he was assured when he booked his room that he would have easy access to fax service; his business needs are such that he must be able to continuously send and receive faxes to and from his office during his stay. Give a detailed account of what you would say and what action you would take. [ ]

C. A guest has been asking for extra towels and soap for two hours. You were the one who took her first request and passed the message onto Housekeeping. She has now telephoned Front Office again, demanding that the towels and soap be sent to her room immediately. Give a detailed account of what you would say and what action you would take. [ ]

In each case you will need to demonstrate:

- listening skills
- understanding for the guest's point of view
- question technique to find out any further details of the problem
- an ability to make sound decisions on how to deal with the complaint

2. Assess how complaints are currently dealt with by the Front Office, and outline any improvements which could be made. You may use examples of recent guest complaints handled by the Front Office to support your answer. [ ]

3. A. Record all guest complaints and comments which take place over 30 days and record the action that is taken. [ ]

B. Analyze these records. Identify any weaknesses and training needs in Front Office operations, and plan what action will be taken to avoid similar complaints in the future. [ ]

**UNIT 4 – FRONT OFFICE – FOURTH LEVEL**

**DEVELOP LIAISON BETWEEN DEPARTMENTS**

**STANDARDS**

1. It is made certain that relevant information from other departments and units is received and acted upon promptly. (See Note 1).
2. It is made certain that accurate and complete information is sent to other departments and units promptly. (See Note 2).
3. It is made certain that information is given in the appropriate form and through appropriate channels. (See Note 3).
4. It is made certain that other departments are co-operated with in a helpful and polite way.
5. Information which may be useful to other departments is identified and communicated to the appropriate people.
6. Causes of friction between Front Office staff and the staff of other departments are identified and either eliminated or referred to management.
7. Steps are taken to encourage staff to understand the motivation, attitudes and problems of staff from other departments.

## **NOTES ON THE STANDARDS**

1. INFORMATION FROM OTHER DEPARTMENTS MAY INCLUDE:
  - FROM HOUSEKEEPING
    - \* room status
    - \* discrepancies on the arrivals and departures list compared with actual room status
    - \* guest requests
    - \* rooms out of order
    - \* problems in any rooms
    - \* which rooms to allocate first
  - FROM FOOD AND BEVERAGE SERVICE
    - \* food and beverage charges to be made to guest rooms
    - \* charges incurred after the guest has paid the bill
    - \* food and beverage sales money to be paid in
    - \* food and beverage statistics
    - \* daily menu to show to guests who inquire at reception
    - \* restaurant opening times, entertainment, etc.
  - FROM ADVANCE RESERVATIONS
    - \* the day's reservations and the reservation details
    - \* rates quoted, package and special requests
    - \* account settlement requirements for all reservations
2. INFORMATION TO OTHER DEPARTMENTS MAY INCLUDE:
  - GENERAL
    - \* messages and information left at Front Office for other departments
  - TO HOUSEKEEPING
    - \* guest arrivals and departure details
    - \* special requests
    - \* time of arrivals and late check-outs
    - \* forecast of rooms sold and number of guests in house
  - TO BELL STAFF
    - \* arrival and departure details
    - \* guest requests, e.g. assistance with luggage
  - TO FOOD AND BEVERAGE SERVICE
    - \* current number of guests in the house
    - \* forecast of future number of guests in house
    - \* cashiering procedures
    - \* special requests by arriving and in-house guests

- TO THE KITCHEN
    - \* current number of guests in house
    - \* forecast of future number of guests in house
  
  - TO SENIOR MANAGEMENT
    - \* daily and/or weekly statistics
  
  - TO ACCOUNTS
    - \* banking details
    - \* sales figures and copies of guest bills
3. APPROPRIATE CHANNELS MAY INCLUDE:
- verbal
  - written
  - electronic/computer
4. CAUSES OF FRICTION MAY INCLUDE:
- unfair blame or criticism
  - incorrect information
  - poor organization leading to poor service and guest complaints

**PROJECT ASSIGNMENT FORM**

You are asked to complete the following project assignments for Assessment.

- 1.    A.    Give a detailed account of what information is supplied by the Front Office, and what information is received by the Front Office from other departments. State how this information is communicated, e.g. by phone, form, report, computer print-out, etc. Use examples to support your answer. [            ]
  
- B.    Explain the reasons for break-downs in communication which might occur. [            ]
  
- C.    Make recommendations for improvements in the communication between departments. Your recommendations should cover:  
          •    any weaknesses in the communication forms or channels used  
          •    any information now being supplied that is no longer useful  
          •    any information not being supplied which is essential  
          •    the timeliness with which information is communicated [            ]
  
- 2.    A.    Identify the main areas of friction between the Front Office and other departments. [            ]
  
- B.    Analyze the causes of the friction and propose some possible solutions. [            ]
  
- C.    Give a detailed account of what steps you would take to help your staff understand the motivation, attitudes and problems of staff from other departments. [            ]

**UNIT 5 – FRONT – OFFICE – FOURTH LEVEL**

**DEVELOP TEAMWORK**

**STANDARDS**

1. A personal example is set for co-operation, punctuality and quality of work.
2. Co-operative and helpful working relationships are created and maintained with colleagues and staff.
3. Effective working relationships are created and maintained with management.
4. Changes in policy and/or work procedures are communicated to staff in a way which enables them to understand why the changes are taking place and also encourages them to contribute ideas and suggestions.
5. Feedback to staff on their work performance is given in a constructive and positive way in order to encourage further improvement.
6. Staff members are supported in the event of conflict with any other group according to house policy.
7. Disagreements and conflict within the team are dealt with in a way which maintains productive working relationships.
8. Staff are encouraged to feel that their personal efforts are essential to the success of the establishment as a whole.
9. Staff are encouraged to feel that the Front Office function and all its units are essential to the success of the establishment as a whole.

**PROJECT ASSIGNMENT**

You are asked to complete the following project assignments for Assessment.

- 1. A. After discussion with your Instructor, list your strengths and weaknesses in terms of setting a personal example to your staff, and state what further steps you need to take in order to reach a higher level of success.
  
- B. Discuss what you consider to be the quality of your work, i.e. what the term "quality" means in relation to your work and how far you achieve quality.
  
- 2. Assess the quality of the working relationships in your own team. Give a detailed account of why you believe that the good features and the bad features of these working relationships have arisen. Explain how you could make improvements in the working relationships of the team.
  
- 3. Discuss the areas in which you feel that senior management needs your co-operation, and in what ways you are able to co-operate with senior management.
  
- 4. A. Give a detailed account of what you consider to be the most important ways to encourage staff to feel that their individual personal efforts, as well as the overall role of the department, are essential to the success of the establishment.
  
- B. Interview two staff members to find out how they see the importance of their personal contribution and that of the department to the success of the establishment. Give a detailed account of how you would improve any negative feelings they might have, or how you would reinforce their positive feelings.
  
- 5. A. Give constructive feedback to a member of your staff on the level of his or her work performance. As part of this, ask the staff member to assess him or herself, and also to identify any negative aspects of his or her work.
  
- B. Give a detailed account of what was said in 5(A), and how you obtained a commitment from the staff member to maintain the positive aspects of his/her work performance and deal with the negative aspects.
  
- 6. A. Give a detailed account of the possible ways to encourage staff to share their ideas and views on work procedures and how to improve work performance.
  
- B. A staff member has enthusiastically shared her ideas on how to improve the flow of work by suggesting new work procedures. You appreciate her involvement and want to make sure that she continues to share her views, but you and senior management consider the particular changes she has suggested at this time to be impracticable. Give a detailed account of what you would tell this staff member.

**UNIT 6 – FRONT OFFICE – FOURTH LEVEL**

**CONTRIBUTE TO A SAFE AND SECURE ENVIRONMENT**

**STANDARDS**

- |    |  |                          |
|----|--|--------------------------|
| 1. | The Front Office areas are regularly checked for safety and security weaknesses.   | <input type="checkbox"/> |
| 2. | Equipment used by the Front Office is regularly checked for safety weaknesses.   | <input type="checkbox"/> |
| 3. | Potential health and safety problems are identified, reported and effectively dealt with within the scope of the student's responsibility. | <input type="checkbox"/> |
| 4. | Accidents are recorded, reported and effectively dealt with according to house policy.   | <input type="checkbox"/> |
| 5. | Information is readily available to all staff members within the department on how to obtain first aid or medical help.                    | <input type="checkbox"/> |
| 6. | Emergency procedures are made known to all staff members within the department. (See Note 1).  | <input type="checkbox"/> |
| 7. | Security procedures are maintained according to house policy.  | <input type="checkbox"/> |
| 8. | Unusual circumstances or situations are identified and reported to senior management and/or security staff. (See Note 2).                  | <input type="checkbox"/> |

**NOTES ON THE STANDARDS**

1. EMERGENCY PROCEDURES MAY INCLUDE:

- |            |                      |
|------------|----------------------|
| • fire     | • theft              |
| • accident | • hurricane/flooding |
| • assault  | • bomb alert         |

2. UNUSUAL CIRCUMSTANCES MAY INCLUDE:

- unattended luggage
- suspicious people
- drunkenness and disorderly behaviour

**PROJECT ASSIGNMENTS**

You are asked to complete the following project assignments for Assessment.

- 1.     A.     List the areas and equipment within your field of responsibility which need to be regularly checked. [           ]
  
- B.     Design a method (or use the existing method) of recording necessary health, safety and security checks. This record should include:
  - the areas and equipment needing inspection
  - the present condition of the above
  - the action needed[           ]
  
- C.     Carry out inspections of the areas and equipment. Identify any potential health, safety and security problems and record the details. State what action has been or will be taken. [           ]
  
- 2.     Show how accidents and consequent action are recorded. [           ]
  
- 3.     Explain how you would deal with the following situations:
  - a guest collapses in the lounge
  - a colleague has an epileptic fit
  - a guest dies in the bedroom
  - a guest has a heart attack
  - a colleague badly shocks herself while plugging a large piece of equipment into the wall[           ]
  
- 4.     Indicate how you have ensured that information on how to obtain first aid or medical help is easily available to all members of Front Office staff. [           ]
  
- 5.     Explain emergency procedures to staff by two or more of the following methods:
  - by arranging a meeting or training session
  - by designing posters or pictorial instructions
  - by writing an entry in the staff handbook[           ]
  
- 6.     Outline house policy on security procedures in your department and explain how you can ensure that all members of Front Office staff are familiar with them. [           ]

7. Give a detailed account of how you would deal with the following situations:

--

- a guest leaves her briefcase beneath a table in the lobby
- a group of guests are having a party in the hotel; they are drunk and making a lot of noise in the lobby and lounges
- a man arrives at the Front Office claiming to be a policeman; he asks to see the hotel's guest registration cards
- a man claims he has lost his key; he wishes to be given a spare key to a particular room

**UNIT 7 – FRONT OFFICE - FOURTH LEVEL**

**OPERATE THE GIFT SHOP**

**STANDARDS**

- 1. Preparations are carried out within the time allowed and according to house procedures, before the Gift Shop is opened to the public.
- 2. The Gift Shop is checked to make certain that it is clean and tidy before it is opened to the public; daily cleaning and polishing procedures are carried out according to house procedures.
- 3. Gift Shop goods are checked to make certain that they are attractively displayed according to house policy; displays are periodically changed with house approval to make certain that they remain fresh and interesting to the public.
- 4. Equipment is checked and turned on to make certain it is ready for service; any problems which cannot be dealt with are immediately reported to management. (See Note 1).
- 5. Gift Shop materials are checked to make certain that they are in appropriate supply and ready for use. (See Note 2).
- 6. The float is checked, recorded and signed for, according to house procedures.
- 7. The items available in the Gift Shop and their prices are fully and accurately known and communicated to the customer.
- 8. The operating hours to the public are observed, to make certain that customers have proper access to the Gift Shop, as established by house policy.
- 9. Customers are greeted in a polite and friendly way.
- 10. Sales opportunities are recognized and carried out according to house policy. (See Unit "Apply Selling Techniques").
- 11. Customers are discreetly observed and offered assistance wherever necessary.
- 12. Money transactions are carried out according to house policy and procedures. (See Unit "Handle Money and Payment Transactions").
- 13. Purchased items are carefully packed according to house procedures and to avoid any damage.

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|-----|---|--------------------------|
| 14. | Customers are bid farewell in a polite and friendly way and according to house procedures, and invited to return.   | <input type="checkbox"/> |
| 15. | Key(s) for the Gift Shop are kept securely and according to house policy throughout the shift; all other security procedures are followed throughout the shift.                               | <input type="checkbox"/> |
| 16. | At closing time, all doors are securely locked and key(s) are handed over to the appropriate person according to house procedures.  | <input type="checkbox"/> |
| 17. | Problem situations are reported to management and handled effectively within the scope of the student's responsibility; security problems are immediately reported to security. (See Note 3). | <input type="checkbox"/> |
| 18. | The float is handed over to the appropriate person according to house procedures.   | <input type="checkbox"/> |
| 19. | Staff and management in the Gift Shop, Front Office and other departments are treated in a helpful and co-operative way.  | <input type="checkbox"/> |

## **NOTES ON THE STANDARDS**

1. **GIFT SHOP EQUIPMENT INCLUDES:**

- cash register
- credit card equipment
- lights/air conditioning

2. **GIFT SHOP MATERIALS INCLUDE:**

- credit card vouchers
- receipt book
- note pads/pencils/pens
- packaging materials

3. **PROBLEM SITUATIONS INCLUDE:**

- running out of items or materials
- equipment failure
- customer complaints

**SECURITY PROBLEMS INCLUDE:**

- missing stock
- shoplifting
- break-ins
- missing cash
- missing keys
- disorderly customers
- noticeable safety hazards, i.e electricity problems, flooding, lock damages, peculiar smells such as gas-leaks