BSc. H&HA – V Semester Accommodation Management (BHM 314)

**MODULE MATERIALS –TRAINING IN THE HOUSEKEEPING DEPARTMENT**

**Introduction:**

The importance of employee training and development in hospitality can’t be overstated, because every job ultimately aims for guest satisfaction. Workers in every facet of hospitality, from dishwashers to managers, affect the guest experience. Without proper training, employee-guest encounters can go off track, affecting your bottom line. Training can be expensive, but the benefits can outweigh the costs involved.

**Chapter Outline:**

1. Training, and its benefits
2. Levels of Training

* Entry, Supervisory, Management
* Technical Skills, People Skills, Conceptual Skills

1. Types of Training – Initial, Refresher, Remedial
2. Methods of Training – On-the-Job, Off-the-Job
3. Training Cycle - 1. Assess 2. Plan & Prepare 3. Implement 4. Evaluate
4. Steps in Skill based Training
5. Planning a Training Module and Training Program

**Objectives:**

At the end of this topic, the student must be able to:

1. List the benefits of training.
2. Discuss the different training levels and the skills involved.
3. Discuss the different types of training.
4. Discuss the different methods of training and their relevance.
5. Chalk out the training cycle and explain the significance of each stage.
6. List the stages in Skill based training.
7. Design training module for Room Attendant/ Housemen:

Skill based – Basic Cleaning Techniques for floor, furniture, window, wash rooms, Bed Making

Induction – Job Overview, Appearance Standards, Guest Relations, Security

1. Design a training program for a newly recruited room attendant ( 6-12 days)

**Notes:**

1. **Training and its Benefits**

Training focusses on the development of human ability and behavior in order to achieve goals. Training develops *ASK:*

* Attitude
* Skills
* Knowledge

Training involves time, money and effort. Very often trained personnel may leave the job and join another organization. The benefits of training are not tangible or measurable. Hence organizations may be reluctant in spending these valuable resources on training. However, lack of training or no training will have damaging impacts on guests, staff and the business.

The benefits of training are:

* New employee learns.
* Existing employees learn new skills and knowledge and improves work performance.
* Cross Training improves flexibility. Example: A floor supervisor trained in Linen Room can take over as Linen Room Supervisor, when in need.
* Less accidents.
* Less maintenance of machines.
* Improves health and safety.
* Improves job satisfaction and motivation.
* Improves overall productivity.
* Lesser labour turnover.
* More management time.
* Improves standards and quality of work.
* Better business.

1. **Levels of Training**

Skills needed at the three different levels -Entry Level, Supervisory Level, Managerial Lev three levels vary.

* Technical Skills: At the Entry Level, technical skills are mostly physical in nature.. Examples: Making a bed, Operating a vacuum cleaner, Cleaning a surface. At the Supervisory and Managerial levels, technical skills involve Inspecting, Computing etc. With training, followed by practice one can become proficient at it.
* People Skills: Dealing with people, guests, staff, sub-ordinates, supervisors. These skills can be developed mostly through experience. Training helps in introspection, identifying one’s strengths and weaknesses; and identify improvements. People skills are required at all levels
* Conceptual Skills: Involves working with ideas, thinking creatively to solve problems, formulate processes etc . Conceptual Skills are mostly required at Managerial Levels. However, forward thinking organizations give space to employees to think creatively and come out with solutions.

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| Level | Skills |
| Entry Level Staff | * Technical Skill most required. *Ex*: Making a bed, operating a vacuum cleaner. * People Skills: Required while dealing with co-workers, supervisors and guests. * Conceptual Skill: Minimal. *Ex*: Prioritizing rooms for cleaning. |
| Supervisory Level | All three skills are of equal importance.   * Technical Skills *Ex:* Inspecting Rooms, Training Room attendants, Computing inventory * People Skills: Required to a large extend while dealing with sub-ordinates. A supervisor must strive to be a good team leader.   Co-ordinate well with colleagues and other departments. A good team player.  Assist those whom he/she reports to. (Boss)  Handle guest complaints.   * Conceptual Skills: Allot duties, work out duty rosters, assist manager in planning and forecasting. |
| Managerial Level | * Technical Skills related to working out manpower requirement, budgeting, recruiting, selecting staff. * People Skills are required to select the right candidate, keep employees motivated. * Conceptual Skills are required to think out of the box, be creative in achieving the organization’s goals . |

1. **Types of Training**
2. Initial Training: is done for new employees or for a new job position.
3. Refresher Training: is done for old employees, especially for tasks that are not routine in nature. *Example*: Fire drills, handling emergencies.
4. Remedial Training: is done when a change is required to rectify obsolete procedures, to meet with growing guest expectations. *Exampl*e: Technological upgrade, Change in procedures for making a bed with blanket, nightspread, bedcover versus with a duvet.
5. **Methods of Training**
6. On-the-Job Training : Training happens at the work place. A buddy or a trainer oversees or trains the individual. This type of training is best suggested as a follow up to Off-the-Job Training; especially as practice sessions.
7. Off-the-Job Training: There are different ways in imparting training, depending on whether the training is focused on knowledge, skills, behavior or a combination.

* Demonstration, Simulations– Ideal for developing skills.
* Lecture, Presentations, Seminar – Ideal for knowledge based learning. However, it can get challenging to retain the attention of the participants after sometime. This method can be made more interesting by introducing audio – visuals, interaction with the participants etc.
* Discussion, Conference – Ideal for improved learning by listening and contributing based on the collective knowledge and experiences of the participants.
* Audio-visuals
* Case Studies – present real- life like situations. Participants are expected to understand the situation and come up with strategies to combat the problems. As in real life, there will be no one single solution.
* Role Plays- expect participants to enact a particular situation. For example: Dealing with a guest complaint. This is an ideal way for training in speaking, listening, facial expressions, gestures, body language etc.

It is more challenging to impart attitude based training as it involves changing the mindset of the trainee. Every job or position, requires a particular approach, an attitude to get the desired results. One must include attitude based training whilst imparting knowledge and skill.

1. **Training Cycle**

Stage 1: Training needs can be assessed by various means. Observation, Guest feedback, Problems encountered. Example: A Room Attendant who is expected to complete 15 rooms in a shift manages to do only 12. Further investigation, may bring out the fact that the Room Attendant is losing time due to inefficient use of energy and time.

Stage 2: Once the training need is assessed, one must plan and prepare for the training. Following questions need to be asked before preparing a training schedule.

* What is the objective of the training?
* Who needs to be trained?
* What is the level of the trainees?
* Who will conduct the training?
* When should training be conducted?
* How long will the training session be?
* Where will the training be conducted?
* What will be the method of training? On-the-job, Off-the job?
* How will the training be conducted?

*Sample Training Format*

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| TRAINING SCHEDULE  Period of Training: | | | | | |
| Date | Time | Topic | Trainer | Training Method | Venue |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| Signature of the Training Co-ordinator: | | | | | |

Stage 3: Implementing the Training

While implementing the Training, be prepared for some deviations and adjustments in the plan.

Typically, a training session has three parts: Introduction, Delivery of the Content, Conclusion.

During Introduction, the trainer must not forget to greet the participants and break the ice with some small talk. The Topic, Objective and Range must be clearly stated. At the end of the session, what should the participant achieve is a result- oriented Objective. Range refers to the key points that could be covered in the session. This prepares the trainees. The trainer must stoke the Interest of the trainee. How useful (Need) will this session be to the trainee must be highlighted. The Abbreviation INTRO (Interest, Need, Topic, Range, Objective) covers the Introduction part.

Content is the main body of the session. The information must be delivered logically and with clarity. The trainer must take into account that the trainees use all five senses to absorb information. In general, a person retains 75% of what he Sees, 13% of what he Hears, 6% of what he Touches, 3% of what he Smells, 3% of what he Tastes. However, there can be variations depending on the trainee and topic.

*A proverb by Confucius :*

*I hear – I forget*

*I see – I remember*

*I do – I understand*

It must also be understood that doing a task by the trainee helps tremendously in retention of information.

Conclude the session by

* Recapitulating the key points
* Inviting further clarifications and discussions
* Assessment of the trainees and the training session.

Stage 4:

Once the training is completed, evaluation must take place. Evaluation must

* Measure the levels of trainees’ learning in comparison to the Objectives set.
* Appraise the training session and its effectiveness. This can be achieved by getting feedback from the trainee. The trainees improvements at the workplace can also be monitored.

Once evaluations are done, review the training session and make changes for continuous improvement.

1. **Steps in Skill based Training**
2. Demonstrate the skill at normal speed. This gives a general overview of the task to the trainee. If the task is complicated, break it into smaller chunks.
3. Demonstrate again at a slower pace. As you go along, the trainer must raise Reasoning based questions. This will encourage participants to think, explain and understand.
4. Demonstrate a third time, with the trainee mirroring what the trainer does. Be patient with mistakes and appreciate when needed.
5. Let the trainee practice. Trainer’s encouragement helps boost the trainee’s co nfidence. This will speed up learning.
6. Follow up to see how the trainee is doing, once the trainee is confident and working on his own.
7. **Planning a Training Module and a Training Program**

(Refer Training Cycle)

A Training Program comprises of several Training Modules. These Training Programs can be scheduled from 1 day to atleast 2 weeks. Training Programs have clear Objectives laid out that must meet with the demands of the work place. At the end of the session, the success of the program is evaluated against the objectives by evaluating the trainees; the trainers and the training session. Feedback from the work place will also help in evaluating the success of the training session.

*Sample Outline of a Training Module:*

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| **Topic**: Inspection  **Time**: 15 minutes (talk), 30 minutes(Activity), 10 minutes (Evaluation)  **Introduction**: (Highlight the Importance): Hotels incur a lot of expenditure in putting up a glamorous and luxurious setting. In such settings, nothing comes across tackier or sleazier than a Swarozki Chandelier with a few fused bulbs or a frayed Persian Rug. One can only imagine the damage this can do to business. One of the most important jobs of a Housekeeping Supervisor is to keep an eagle’s eye on poor cleanliness and maintenance. Not only should the Supervisor have keen observation skills; it is also important to co-ordinate with Maintenance, follow-up and get the job done. This requires enduring persistence and commitment.  **Objective**: At the end of the session, the trainee must be able to observe and note down:   * Cleaning and upkeep, * Maintenance needs as regards to electrical, carpentry, masonry, painting, plumbing and other miscellaneous works. * Need for top up of amenities   **Key Points:**   1. List examples under different works. Electrical, carpentry, masonry, painting, plumbing and other miscellaneous works. 2. Use all senses. Is there an odd smell in the room? Is the door creaking? 3. An overall sweeping look can pick up many points that may be missed out whilst inspecting in detail. 4. Start from one end and work around in one direction, so that all areas are covered in detail. 5. Note down under different heads. 6. Keep language simple and to the point.   **Trainer Tools**: Whiteboard, Class Room  **Training Method**: Talk, Demonstrate, Interact  **Activity:** Allot an area for Inspection.  **Evaluation**: The trainee must be able to observe and note down correctly, cleaning and upkeep requirements, maintenance needs as regards to electrical, carpentry, masonry, painting, plumbing and other miscellaneous works, top up of amenities. |

**Activity:**

Design training modules for Room Attendant/ Housemen:

* Induction – Job Overview, Appearance Standards, Guest Relations, Security (1 or 2 days)
* Skill based – Basic Cleaning Techniques for floor, furniture, window, wash rooms, Bed Making.

**Assignment:**

*Caselet:*

Congratulations! You have been assigned as the Training Co-ordinator of the Housekeeping Department! Since the new block is scheduled to open next month, five Room Attendants have been newly hired. The Executive Housekeeper has asked you to prepare a Training Schedule for the new recruits. The EHK expects them to be trained at handling their job positions in a month’s time. On talking with the new young recruits, you understand that they have no working experience, However, a couple of them have passed the XII grade. You also observe that they need a session on acceptable grooming standards and work etiquette. Though they are well versed with the local language and can understand English, they have difficulty in spoken English. You are happy to note that though they seem excited and a little overwhelmed by the luxurious settings, they seem to be eager and enthusiastic to learn.

The existing Room Attendants, clean guestrooms of their section (15 nos.) in the Morning Shift, do periodical cleaning as per schedule, set their trollies and floor pantries, take occupancy, make reports. They are also aware of handling guest requests and complaints. Procedures are also followed especially regarding safety and security. All of them have learnt to converse in simple English with guests along the way.

Though you have 4 weeks in hand, you decide to train them in 2 weeks’ time, so that they get 2 weeks’ time to practice and improve their speed. At the end of the training session, they must be able to handle atleast half a section. With sufficient practice, in four weeks’ time they should be ready to handle one section on their own.

1. List the knowledge, skills and attitude that is expected of a Room Attendant.
2. List the topics you will undertake in training. Suggest suitable training method for each topic.
3. Chalk out the Objective for the two weeks’ training session.
4. Prepare a Training Schedule.