



FreemanGroup
Service Solutions

Standards of Performance Manual Sample



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Housekeeping Room Attendant

TASK 05: Enter Room

PROCEDURE	STANDARD
<ul style="list-style-type: none"> ■ Leave DND rooms undisturbed. ■ Knock on door with knuckles and announce pleasantly, "Housekeeping." ■ Wait 5 seconds for guest to respond. ■ Knock a second time. If no answer: <ol style="list-style-type: none"> 1) Open door with key, six inches. 2) Announce "Housekeeping" again. 3) Enter room. 4) Place doorstop to prop open door. 5) If the guest is sleeping, quietly withdraw from room. ■ If guest answers after you knock, politely ask when they would like to have their room serviced. ■ If you are working and the guest returns, politely ask guest to verify that they are registered to the room. <ol style="list-style-type: none"> 1) Inquire if the guest would like you to return later. ■ While working in the guest room, always leave the guest room door open and blocked with your cart. 	<ul style="list-style-type: none"> ■ Knock on the door twice before entering. ■ Announce yourself in a clear, moderate voice before entering room. ■ Do not knock with keys or other objects. ■ All guests greeted with eye contact, a smile and appropriate salutation. ■ Door to guest room must always be open when working inside; cart always blocks access to room entrance door. ■ Linen may <u>never</u> be used for a doorstop. ■ Never allow other employees or friends in room unless authorized by the floor supervisor. ■ Only guests whose key/card proves them as the correct occupant are allowed to enter the room.



Housekeeping Room Attendant

TASK 12: Remove Dirty Terry And Bed Linens

PROCEDURE	STANDARD
<ul style="list-style-type: none"> ■ Remove all dirty bath terry from the bathroom and place in bag on linen cart. ■ Strip beds: <ol style="list-style-type: none"> 1) Remove pillow cases from pillows and place with dirty bath linen. 2) Place pillows, bedspread and blankets on a chair; if these items are soiled, replace with fresh one. 3) Remove bed pad if soiled or when deep cleaning a room. 4) Shake bedding to look for lost and found items. 5) Place soiled sheets in linen bag on the cart. 6) Place stained, torn or ruined linens on the side of the cart and leave in the designated linen room container. 	<ul style="list-style-type: none"> ■ All soiled terry and linens removed from the room. ■ Damaged linens kept separated from soiled linens. ■ Pillows, bedspreads and blankets on a chair, never on the floor.



Housekeeping Room Attendant

TASK 14: Clean Vanity/Sink/Mirror/Hair Dryer

PROCEDURE	STANDARD
<ul style="list-style-type: none"> ■ Spraysinkandcountersurfaceswithall purpose cleaner; allow chemicals to soak in. ■ Scrubsurfaceswithaspongeandrinsewith hot water. ■ Clean, dry glasses/mugs/ashtrays (see Task for procedures onthis). ■ Dry the entire surface of the sink and vanity, paying special attention to the chrome fixtures. ■ Leave the sink drain stop in open position. ■ Wipe down the hardware beneath the vanity area. ■ Open medicine cabinet in check-out rooms. Wipe down shelves and all surfaces. ■ Wipe down mirror: <ol style="list-style-type: none"> 1) Spray with glass cleaner. 2) Start at the top and work down to the bottom. 3) Wipe until all glass cleaner has been removed. 4) Use clean, dry, lint-free, soft cloth. ■ Wipe down hair dryer, use a toothbrush to clean vents of hair dryer. ■ Report any repairs as needed. ■ NOTE: If guest is a stay-over and has left toiletries on the vanity, clean under them and put back in a neat, orderly manner. Never touch any jewelry items or cases. 	<ul style="list-style-type: none"> ■ Cleaned daily; free of: <ol style="list-style-type: none"> 1) Scum, mold or soap build-up 2) Smudges 3) Hair 4) Odors ■ No dripping faucets. ■ No clogged drain. ■ Stainless is free of spots and prints. ■ Medicine cabinet checked in all check-out rooms and cleaned thoroughly. ■ Counter and sink are wiped down (dried) while drying other surfaces of bathroom (tub, toilet, etc.) ■ Pipes under sink wiped down in all check-out rooms. ■ Mirror cleaned after sink and counter are done. ■ Mirror to be free of: <ol style="list-style-type: none"> 1) Hair 2) Streaks 3) Smudges 4) Hair spray 5) Debris 6) Fingerprints 7) Cracks 8) Corrosion ■ Hair dryer is free of dust, debris and vent are clear.

TASK 29: Clean Furniture

PROCEDURE	STANDARD
<ul style="list-style-type: none"> ■ Use a clean dust cloth with polishing solution to clean all furniture pieces: <ol style="list-style-type: none"> 1) Armoire 2) Dresser 3) Nightstands 4) Headboard 5) Bed posts 6) Coffee table 7) Desk 8) Non-fabric chairs and sofas 9) Wooden legs/arms ■ Wipe, dry and buff to a high luster, removing all dust, smudges and fingerprints. Pay attention to tops, sides, legs, arms and intricate woodwork on all furniture. ■ In all check-out or vacant rooms, open all drawers/doors and remove any items left by guest. Dust inside, paying attention to corners and ledges. ■ Use feather duster for inside shelves and all high places. ■ Brush cloth covered areas of upholstered furniture. ■ Use a damp rag to wipe off the vinyl cushion section of any furniture (i.e., headboards). ■ Wipe down bed frames once every _____ weeks as scheduled. ■ Use toothbrush to clean crevices in rattan furniture. ■ Report any damaged furniture or repair needs to supervisor. ■ Set furniture straight to floorplan (see attached). 	<ul style="list-style-type: none"> ■ Furniture dusted daily; free of: <ol style="list-style-type: none"> 1) Dust 2) Dirt 3) Fingerprints 4) Smears 5) Smudges 6) Marks/scratches ■ The furniture is in good repair, sturdy and stable. ■ Crevices in rattan furniture free of soot, dirt and debris. ■ Bed frames and headboard are free of dust. ■ Check-out rooms: <ol style="list-style-type: none"> 1) Drawers are empty and free of hair/debris. 2) Any items left by guest are turned in to lost and found. ■ Any damage reported immediately. ■ Furniture positioned to floorplan.



Front Desk Agent

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TASK 18: Registration/Greet The Guests

PROCEDURE	STANDARD
<ul style="list-style-type: none"> ■ Acknowledge all guests approaching Front Desk with a warm smile and greeting, offering both a salutation and assistance before the guest asks. <ol style="list-style-type: none"> 1) If a guest approaches the desk while you are busy, stop what you are doing and assist the guest. 2) If you are busy on the telephone or assisting another guest, excuse yourself to the party and greet guest at desk and advise them you will be with them momentarily. 3) Assist any guest before helping employees. ■ Personalize your service to each guest: <ol style="list-style-type: none"> 1) Ask for and use guest's name whenever possible during the registration process. 2) Offer your name. 3) Ask non-threatening questions whenever appropriate. ■ Smile and use eye contact as much as possible throughout this initial encounter. 	<ul style="list-style-type: none"> ■ All guests will be politely and courteously greeted with a smile. ■ Guest names used as much as possible. ■ Guest not acknowledged by first name, instead addressed by title and surname (Mr., Mrs., Dr. _____). ■ Guests never ignored. ■ Eye contact established with all approaching guests. ■ All guests will be attended to before employees.

TASK 21: Present Registration Card

PROCEDURE	STANDARD
<ul style="list-style-type: none"> ■ Explain to guest that you are stepping away to get their registration card. ■ Pull registration card from alphabetical file. ■ If there is no registration card in alphabetical file: <ol style="list-style-type: none"> 1) Pull guest's reservation through a name search. 2) Check arrival and departure dates (guest may arrive a day early or a day late). ■ Show each guest the registration card and verify with guest that all information is correct: <ol style="list-style-type: none"> 1) Guest name and spelling 2) Address 3) Number in party 4) Rate (do not quote rate out loud, but circle) 5) Bed type 6) Departure date 7) Method of payment ■ Upsell whenever possible from information given at shift briefing. ■ Note reservation changes or corrections on registration card and in computer with appropriate explanation, date and initials. ■ Review special request notes with guest. ■ Initial all registration cards in initial box when registering the guest. ■ Refer to manual reservation form to clarify any information. File manual reservation form and any additional back-up in back of registration card basket. 	<ul style="list-style-type: none"> ■ Guests to review registration card. ■ All information to be verified as correct. ■ All rates noted and circled. ■ All changes and corrections to reservation to be accompanied by explanation. ■ Signature of all guests required for credit and legal purposes. ■ Address required for billing purposes. ■ During sell-out periods, supervisor notified of guests arriving a day earlier/later than reserved date if guest cannot be accommodated.



Front Desk Agent

TASK 21: Present Registration Card

PROCEDURE	STANDARD
<ul style="list-style-type: none">■ Ensure all guests sign registration card.■ Check for mail, packages, faxes and messages for arriving guests.	

TASK 46: Room Change Request

PROCEDURE	STANDARD
<ul style="list-style-type: none"> ■ Should a guest request a room change: <ol style="list-style-type: none"> 1) Identify why the guest is requesting the change. <ol style="list-style-type: none"> a) bed type b) room size c) rate d) location 2) Check first that there is a room available to meet the requirements. 3) If room is not available, immediately inform guest when you feel a room will become available. Offer the guest the option of: <ol style="list-style-type: none"> a) staying in original room b) organizing room change in guest's absence, providing guest is packed c) coordinate change when room is available and guest is present 4) Change the room in the computer and on the registration card. Complete room change slip. 5) Make the necessary rate changes if applicable. 6) Give the guest the new key and receive the old key. 7) Notify Housekeeping of the status change. 8) Coordinate the room change with the guest and Bell staff as needed. 9) Give Bellman room change slip. 10) Staple top copy to registration card. Place bottom copy in room change box. 	<ul style="list-style-type: none"> ■ Guest made to feel that every effort is being taken to provide them with a room that meets their needs. ■ Reason for room change identified. ■ If room changes conducted due to deficiency in original room, apology is offered. ■ Room changes should be handled promptly and efficiently. ■ Make certain that guest is satisfied with new room assigned. ■ All room changes complete: <ol style="list-style-type: none"> 1) Registration card moved in bucket. 2) Room change slip stapled to registration card. Other slip filed in room change box. 3) Room change made in computer at time of physical move. ■ Housekeeping and/or maintenance informed of any room deficiencies.

TASK 67: Initiate Guest Check-Out

PROCEDURE	STANDARD
<ul style="list-style-type: none"> ■ Acknowledge all guests approaching the front desk with a smile and a warm greeting. ■ Confirm that guest is checking out. ■ Verify guest name. ■ Ask the guest if he/she has incurred any late charges (restaurant, long distance or mini bar charges). ■ If late charges have been incurred, call the appropriate department to obtain the charge and add the charges to the guest's bill. ■ Personalize the guest interaction: <ol style="list-style-type: none"> 1) Use guest's name. 2) Inquire about guest's stay. 3) Be aware of guests time restraints. 4) Maintain eye contact. ■ If guest expresses any dissatisfaction: <ol style="list-style-type: none"> 1) Apologize. 2) Thank guest for bringing it to your attention. 3) Address problem before the guest's departure. 4) If unable to resolve, contact your supervisor. ■ Log comments when appropriate. 	<ul style="list-style-type: none"> ■ Guests acknowledged when approaching the Front Desk. ■ Guest interaction is personalized. ■ Eye contact maintained. ■ Full attention is given to guest. ■ Correct registration card and voucher are pulled up. ■ All names and room numbers are verified to be correct before processing check-out. ■ All late charges posted. ■ Guest response solicited. ■ Address any dissatisfaction prior to the guest's departure. ■ Guest's response on satisfaction during stay is solicited.



Front Desk Agent

TASK 74: Check-Out: Thank The Guest

PROCEDURE	STANDARD
<ul style="list-style-type: none"> ■ Ask if guest needs any additional assistance (i.e., ground transportation). ■ Thank guest for staying with us and invite them back. ■ Ask guest if you may be of assistance in making a future reservation. 	<ul style="list-style-type: none"> ■ Eye contact maintained. ■ Guest interaction is personalized. ■ Ensure that all keys are requested upon check-out. ■ Encourage each guest to fill out Guest Comment Card. ■ All guests are thanked and invited back. ■ Reinforce to the guests how important they are to us and how much we appreciate their business.



Three Meal Restaurant Server

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Three Meal Restaurant Server

TASK 01: Check Station

PROCEDURE	STANDARD
<ul style="list-style-type: none"> ■ Report to restaurant and find out the assigned station and sidework to complete. ■ Check tables in assigned station for the condition, cleanliness and placement. ■ Furniture: <ol style="list-style-type: none"> 1) Table alignment. 2) Center chairs. 3) Inspect: <ol style="list-style-type: none"> a) chairs b) table legs c) under tabletop d) floor e) artwork ■ Inspect tabletop: <ol style="list-style-type: none"> 1) Linen 2) Centerpiece, lamps/candles 3) Place settings 4) Salt and peppershakers 5) Sugar bowls 6) Ashtrays ■ Rectify any deficiencies. ■ NOTE: See attached table set-up diagram. 	<ul style="list-style-type: none"> ■ ___ minutes prior to start of shift, report to restaurant and check station to ensure that tables are properly set. ■ Furniture: <ol style="list-style-type: none"> 1) Aligned to room floorplan. 2) Tables and chairs are sturdy and free of dust, crumbs, food and trash. 3) Chairs centered around table. 4) No gum under tabletop. 5) Floor is clean with no debris. 6) Artwork is free of food spills, streaks and smudges. ■ Linen: <ol style="list-style-type: none"> 1) Clean and pressed. 2) No rips, tears, holes or stains. 3) Hems face down. 4) Placemats centered to each chair. 5) Tablecloth hangs evenly. 6) Napkin seam faces down. 7) Napkins folded to designated design. ■ Tabletop: <ol style="list-style-type: none"> 1) Centerpiece fresh, clean and free of debris. 2) Water in vase is fresh and full; flowers are fresh and not wilted. 3) Table lamps refilled with fuel; free of debris, spots, cracks and chips. 4) Candles are fresh/new, correct scent and sturdy in holders. 5) Place settings are ½" from the table 6) Place settings centered to the seat directly across from the table. ■ Salt & pepper shakers full, wiped clean: <ol style="list-style-type: none"> 1) Pour freely. 2) Salt not lumpy.

Three Meal Restaurant Server

TASK 01: Check Station

PROCEDURE	STANDARD
	<ul style="list-style-type: none"> ■ Sugar bowls clean inside and out: <ol style="list-style-type: none"> 1) Free of chips, cracks, food and debris. 2) Contain correct ratio of packets. ■ China, flatware and glassware are polished clean: <ol style="list-style-type: none"> 1) Free of dust, dirt, streaks, water spots, chips/cracks, tarnish and bends. 2) Correct type set for specific meal period. 3) Correct amount set for meal period. 4) Facing the proper direction. 5) China patterns match. ■ Ashtrays (smoking section only) clean, dry and free of chips/cracks and debris. Matches are outside ashtray, logo facing guest.

Three Meal Restaurant Server

TASK 02: Set Tables

PROCEDURE	STANDARD
<ul style="list-style-type: none"> ■ Check tabletop cleanliness; wipe as needed. ■ Check condition and cleanliness of : <ol style="list-style-type: none"> 1) Salt/pepper shakers. 2) Centerpiece (flower vase at breakfast / lunch; table lamp at dinner). 3) Set salt/pepper shakers in center of table. 4) Set centerpiece in center of table. 5) Set ashtray _____ (smoking sections). ■ Check condition and cleanliness of linen: <ol style="list-style-type: none"> 1) Set placemat (breakfast/lunch) at center of setting, ½" from table edge. 2) Lay tablecloth (dinner) per centerfold method. 3) Set folded/rolled napkin: <ol style="list-style-type: none"> a) breakfast/lunch - in center of placemat diagonally across b) dinner - on center of show plate diagonally across ■ Inspect each item for condition and cleanliness before placing on tables. ■ Place the following items on a clean, lined tray and carry to the table to set at each place setting: <ol style="list-style-type: none"> 1) Breakfast - 1 for each place setting: <ol style="list-style-type: none"> a) dinner knife b) teaspoon c) dinner fork d) butter knife e) B&B plate f) coffee cup and saucer g) water glass h) juice glass 2) Lunch/dinner - 1 for each place setting <ol style="list-style-type: none"> a) dinner knife b) dinner fork 	<ul style="list-style-type: none"> ■ Tabletop free of crumbs and debris. ■ Salt/pepper shakers are: <ol style="list-style-type: none"> 1) Clean and polished. 2) Full, and pour freely; salt not lumpy. 3) Set together in table center. ■ Ashtrays (smoking section only) free of debris, chips/cracks. Matches are outside of ashtray, logo facing guest. ■ Flower vase is clean, free of debris: <ol style="list-style-type: none"> 1) Water in vase is fresh and full. 2) Flower is fresh; not wilted. ■ Candles are fresh/new, correct scent and sturdy in holders. ■ Table lamp is clean, free of debris. <ol style="list-style-type: none"> 1) Sufficient fuel in container for entire meal period. ■ Linen: <ol style="list-style-type: none"> 1) Clean and pressed. 2) No rips, tears, holes or stains. 3) Hems face down. 4) Placemats centered to each chair. 5) Tablecloths hang evenly. 6) Napkin seam faces down. 7) Napkins placed in center of place setting. ■ Flatware handled by its base handle, glassware by its stem or base, and china by its edge. ■ China, flatware and glassware are polished clean: <ol style="list-style-type: none"> 1) Free of food particles, stains, chips/cracks, not tarnished or bent.

Three Meal Restaurant Server

TASK 02: Set Tables

PROCEDURE	STANDARD
<p>c) salad fork d) teaspoon e) butter knife f) water glass g) wine glass h) B&B plate</p> <ul style="list-style-type: none"> ■ Look over table to make sure each setting lines up with opposite setting, and that all items are uniformly placed on each table. ■ Realign chairs. ■ Note: Refer to attached table set up diagram for placement. 	<p>2) Correct type/amount set for specific meal period.</p> <ul style="list-style-type: none"> ■ China: <ol style="list-style-type: none"> 1) Set ½" - 1" from table edge. 2) Coffee cup and saucer ½" - 1" from teaspoon, cup handle at 4 o'clock position 3) B&B plate set at top left corner of placemat. 4) B&B plate placed ½" - 1" from outside fork. ■ Flatware: <ol style="list-style-type: none"> 1) Set ½" - 1" from table edge. 2) Dinner knife placed on right side of place setting. 3) Serrated edge of knives face left. 4) Teaspoon placed to right of knife. 5) Forks placed on left of place setting: <ol style="list-style-type: none"> a) dinner fork on inside b) salad fork on outside 6) Butter knife set at 12 o'clock position, across left edge of B&B plate; rounded edge facing guest. ■ Glassware: <ol style="list-style-type: none"> 1) Water glass above dinner knife. 2) Juice glass set above teaspoon. 3) White wine glass at 45° angle below water glass. ■ All place settings are consistent and symmetrical; set to diagram. ■ Place settings line up to opposite setting. ■ Tables set for: <ol style="list-style-type: none"> 1) Breakfast by _____ a.m. 2) Lunch _____ a.m. 3) Dinner by _____ p.m.



Three Meal Restaurant Server

TASK 31: Greet Guest At Table

PROCEDURE	STANDARD
<ul style="list-style-type: none"> ■ Approach table with a smile and say: "Welcome to _____. May I offer you a beverage or a glass of wine this morning/afternoon/evening?" ■ If guests do not have menus, present each one with a menu; present wine list to the host (lunch/dinner). 	<ul style="list-style-type: none"> ■ All guests greeted with a smile, and warm salutation within ____ minutes of being seated. ■ Eye contact and positive body posture maintained.

Three Meal Restaurant Server

TASK 39: Refill Beverages

PROCEDURE	STANDARD
<ul style="list-style-type: none"> ■ Check table frequently to keep guest's beverages refilled: <ol style="list-style-type: none"> 1) While order is being processed. 2) After serving each course. 3) When glass or cup is half full. ■ Be aware of the guest's ice needs. ■ Use a linen napkin while pouring water to avoid drips. ■ When refilling, do not lift cup/glass off the table. Instead, pour into the cup/glass on the table. ■ Refill creamer and sugar bowl as needed. Trade full sugar bowl for used sugar bowl. 	<ul style="list-style-type: none"> ■ No empty coffee, iced tea or water glasses left on table while guests remain at their table. ■ Water, coffee and iced tea refilled when cup/glass is half full, until guests decline. ■ Juice refilled upon request and charged. ■ Hot tea is refilled by setting up new tea service. ■ No spills

Three Meal Restaurant Server

TASK 52: Take Food Order

PROCEDURE	STANDARD
<ul style="list-style-type: none"> ■ Approach table with a smile and warm salutation: <ol style="list-style-type: none"> 1) Have pen/order pad ready. 2) Inquire if guests are ready to order. ■ Write down the table number, your initials and guest number of guests on each order. ■ Take the ladies' orders first, going clockwise around the table. Take host's order last. ■ Write the order down according to position number: <ol style="list-style-type: none"> 1) The seat who's back is toward the restaurant's entrance is position one. 2) Each seat going clockwise is position 2, 3, 4, etc. ■ Write all orders with position number after each item. ■ Circle all female position numbers on order pad. ■ Separate each course with a line. ■ Use proper modifiers to identify items. ■ Make suggestions to compliment guest's meal (i.e., appetizers, salads, wine). ■ Repeat the order back and clarify all special requests. 	<ul style="list-style-type: none"> ■ Eye contact, smile and correct posture maintained. ■ Server speaks clearly. ■ Suggestive upselling techniques used. ■ Ladies orders first, host last. ■ All orders written neatly and legibly using standard abbreviations. ■ All pertinent questions are asked, (i.e., "How would you like your steak cooked?", "What type of salad dressing would you like?"). ■ All orders note position numbers after each item ordered. ■ All orders repeated before departing. ■ All dupes to contain: <ol style="list-style-type: none"> 1) Table number 2) Number of covers 3) Server number



Three Meal Restaurant Server

TASK 75: Depart Guest

PROCEDURE	STANDARD
<ul style="list-style-type: none"> ■ Thank the guest as they leave the table and wish them a pleasant day or evening. Invite guest to return. ■ Use guest name when known. ■ Invite the guest to return. 	<ul style="list-style-type: none"> ■ All guests thanked and invited to return upon leaving. ■ Guest name is used when known. ■ Interaction is personalized. ■ Eye contact and positive body language is maintained.