

## Standards of Performance Manuals

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Successful training programs have at their core a sound skill and knowledge program to ensure that all employees are thoroughly aware of the responsibilities surrounding their job; this in turn leads to a strong foundation of good attitudes.

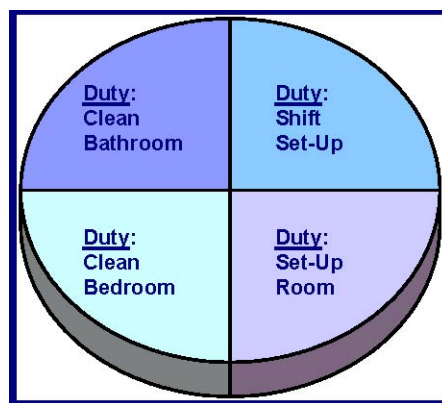
The thorough understanding of their job responsibilities represented the need for the development of our comprehensive Standards of Performance Manuals.

Every job needs detailed/specific guidelines that can be easily/clearly communicated to staff. Due to the chance of misinterpretation, the more detail the better. Every employee needs a clear set of objectives that are measurable and achievable; that is the basis for job, duty, task, procedure and standards. The more comprehensive the better because it leaves little room for misinterpretation.

Our format and design in the Freeman Group Standards of Performance Manuals is based upon the concept of "Task Training."

Due to the difference in individuals and industry training terminology, it is essential that we all operate from the same definitions. For this purpose, we will define certain terminology used throughout in order for you to better understand the rationale used in the development of our Standards of Performance Manuals specifically, the necessity for the detail.

A job can best be described as an overall title, (i.e., a Room Attendant has a title Room Attendant and that title becomes the job.) This alone clearly is not enough to mount a training program. All we know from the title Room Attendant is that the individual attends to rooms; we do not know the type of room, the surfaces to be cleaned or the complexity of amenities, etc. Therefore, we have to break the job down for training purposes. The first breakdown of the job is into "duties," as usually described in a job description.



ROOM ATTENDANT

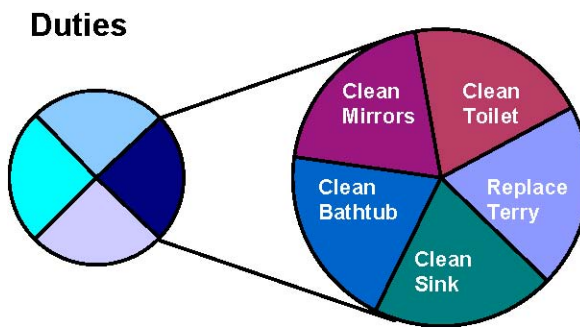
An example of duties for a Room Attendant would be Cleaning a Bathroom or Cleaning a Bedroom. For training purposes this still does not suffice, as there are different chemicals, equipment and various surfaces which require different cleaning methods for the successful completion of their job.

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A duty then is made up of tasks and can best be described as a collection of related tasks. It is these tasks which become the focus of any successful training program. In the Room Attendant case, tasks under clean bathroom would include;

- clean the bathtub
- clean the sink
- replacing the dirty terry
- clean toilet
- clean mirrors

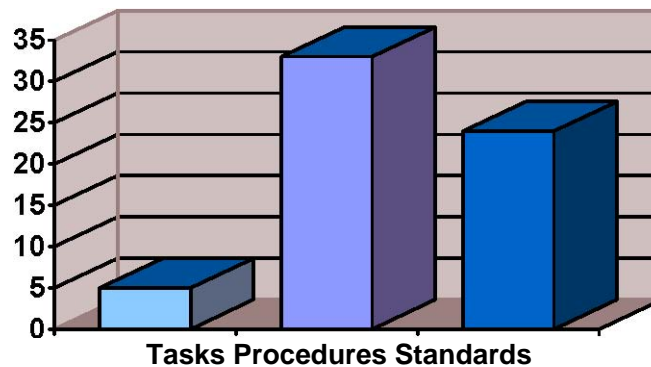
### Duty: Clean Bathroom



It is these tasks which then become the focal point of training when it comes to imparting this information to staff. All tasks have as a measurement of performance a standard and also a procedure for obtaining the standards. The following chart demonstrates the amount of task, standards, and procedures in a typical hotel.

### Service Tasks, Procedures, and Standards

Thousand



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Efficient training programs must then have clearly written and defined standards. It is essential to understand the difference between a procedure and a standard. A procedure is best described as the "how to" component of the task. For instance, one would clean a bathtub by:

1. Selecting the correct chemical and equipment.
2. Removing all hair and debris from tub and drain.
3. Removing stopper and scrub thoroughly.
4. Scrubbing the inside of tub with cleaner and sponge, beginning at high point and working down the sides to the drain.
5. Scrubbing down the exterior and the plumbing fixtures.
6. Rinsing thoroughly with hot water.
7. Drying all surfaces with a clean rag.
8. Polishing all fixtures with a dry, clean cloth.
9. Leaving drain stopper open.

The standard constitutes the measurements of performance. In other words, what standard does the hotel expect once the bathtub has been cleaned. In this case this could be defined as:

1. Cleaned daily.
2. Bathtub is free of:
  - a. Soap residue
  - b. Scum
  - c. Hair
  - d. Mildew
3. Fixtures are shiny and spot free.
4. Drain is left open.
5. Water runs clearly through drain.

In this fashion, staff know exactly the expectation as defined by the standard. It is important for the standard to be

- measurable
- achievable
- understandable
- comprehensive
- agreed at all levels of management

There is an enormous difference between setting a standard of clean as opposed to no soap residue, no hair, no mildew, which is specific and measurable.

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**THE FREEMAN GROUP STANDARDS OF PERFORMANCE MANUALS OFFER  
TREMENDOUS FLEXIBILITY**

**Properties:** They apply to all Hotels, Resorts, Inns and Suites and can be accommodated for regional, cultural and geographical differences. They are adaptable to implementation in current property but handle the rigors and intensity of a new hotel opening.

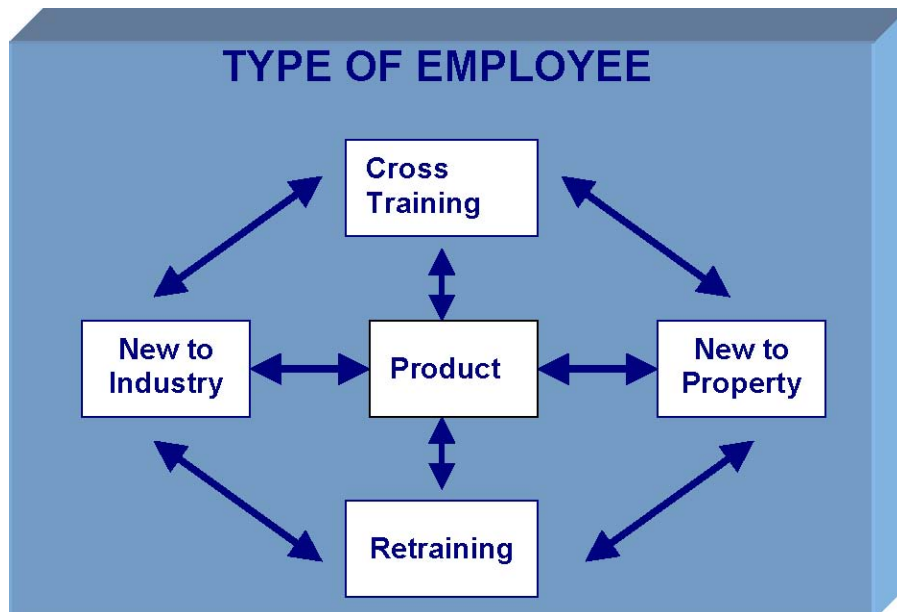
**TYPE OF PROPERTIES AND DIFFERENCES**

	Hotels	Inns	Resorts	Suites
ExistingHotel	✓	✓	✓	✓
New Hotel	✓	✓	✓	✓
Location	✓	✓	✓	✓
Cultural	✓	✓	✓	✓

**Type of**

**Employee:** Accommodate various backgrounds and work experience of employees from

- New to industry
- New to property
- Cross training
- Retraining



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**Layout/User**

**Friendly:** Standards of Performance Manual layout needs to be clearly defined. Anyone from line staff to Senior Management should be able to read it and understand. To accomplish this, all words/items need clear definition (i.e., clean, vague everyone will have a different interpretation), (specific - no hair, answered within 3 rings). The last 2 examples are definitive; anyone would understand the measurement and it is totally non-subjective as to if the standard has been met.

<u>Vague</u>	<u>Clear</u>
Clean, etc.....	No holes, no stains, no odor.
Quickly .....	Within 3 rings
Proper Placement .....	Placed to left of sink with label intact, facing up
Friendly .....	Smile, maintain eye contact, stand upright, don't slouch
Fast .....	Acknowledge guest within 30 seconds
Neat, smooth .....	Corners tucked tightly on both sides, bed spread smooth with no wrinkles, hangs evenly

Any operating manuals must be used in order to be effective. By following the "Task Training" system and by supporting the system with clear, measurable and user friendly Standards of Performance Manuals, desired standards can be practically translated into increased guest awareness at the level that the service matters most, the line staff/guest service interaction.