

CITY & GUILDS

# GLOBAL HOSPITALITY CERTIFICATION

HANDBOOK



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## HEAD HOUSEKEEPER



The holder of this badge has an in-depth knowledge and a proven track record in managing housekeeping operations in a hotel or a hospitality establishment with accommodation. This individual is responsible for the overall running of the housekeeping service which includes leading and developing a team, budgeting and forecasting, managing housekeeping stock and the implementation of the revenue plan for the housekeeping department.

THIS DOCUMENT SHOULD BE READ IN CONJUNCTION WITH THE  
**CITY & GUILDS GLOBAL CERTIFICATION INTRODUCTION HANDBOOK**

### WHAT THE DIFFERENT COLOURS MEAN

**Skills required:** Skills required to achieve a badge are shown in black colour.

**Examples:** For each skill required, a range of examples are provided to illustrate how the relevant skill can be demonstrated. Examples are shown in blue colour.

Examples are a list of activities which are likely to be carried out when undertaking the role the badge relates to. The list of examples is **not** exhaustive. Individuals are **not** required to demonstrate every skill listed and there may be other relevant skills which are not listed, but can be accepted.

**Definitions:** Key terms, which are used to illustrate the skills required and/or the examples, are explained in light blue colour.

Head Housekeeper	
	<b>Team</b> at managerial level refers to team members working under the direction/guidance of the individual holding or applying for this badge.
	<b>CORE SKILLS</b>
<b>C1</b>	<b>Support the delivery of revenue strategy to achieve set goals</b>
	Provide input into strategic decisions to inform the revenue plan for the department
	Support line manager to develop the department revenue plan
	Support the delivery of operational projects underpinning the department revenue plan, within budget and on time
<b>C2</b>	<b>Set and monitor targets</b>
	Translate the department revenue plan into targets and action plans for own team
	Communicate targets and action plans to the team
	Monitor the performance of the team against targets and action plans
	Take corrective action, as necessary, to ensure targets are met
<b>C3</b>	<b>Lead and manage a team (or teams) to deliver service standards</b>
	Set objectives to achieve team goals
	Supervise the day-to-day operations of own area of responsibility through a team of supervisors
	Conduct team meetings/briefings
	Conduct performance review for members of own team
	Support line manager on personnel actions such as performance issues, disciplinary actions and terminations
	Maintain effective working relationship with members of own team, peers, line manager and line manager's peers
<b>C4</b>	<b>Provide guest service</b>
	Manage and coordinate all activities within own area to provide guest service
	Monitor service quality and efficiency daily and make suggestions for improvements
	Respond to guest comments and feedback and escalate these, if necessary
	Formulate and implement solutions to address problem areas within own area of responsibility
	Highlight problem areas to line manager and make recommendations for improvements in service
	Deliver training or arrange for training to be delivered to address problem areas, as necessary

<b>C5</b>	<b>Solve problems and deal with pressure effectively in own area of responsibility</b>
	Identify potential service issues and guest complaints and address these pro-actively
	Be available on the floor to assist team(s) to deal with any issues or problems
	Resolve operational issues or problems which may impact on guest experience
	Manage guest requirements and complaints which have been escalated
<b>C6</b>	<b>Recruit staff</b>
	Identify recruitment needs for own team(s)
	Screen applicants
	Conduct interviews
	Select staff for own team(s)
	Monitor the retention and turnover of staff
<b>C7</b>	<b>Train and develop team(s)</b>
	Deliver induction for the members and new members of the department
	Conduct department training sessions
	Train team(s) to meet establishment standards
	Identify individual training needs of own team(s) and allocate appropriate training
	Support the development of members of own team(s) to help them progress
	Coach members of own team(s)
<b>C8</b>	<b>Manage finances</b>
	Contribute to the development of the department financial plan
	Monitor financial performance
	Plan and control operational budgets and costs for the department
	Contribute to driving sales to achieve department revenue targets
	Take corrective actions within own area of responsibility, as required, to ensure financial targets are met
<b>C9</b>	<b>Plan and manage resources, within budget</b>
	Help drive efficiencies for the department:
	- Manage own team(s) (organising staff rotas, work shifts and in-house training)
	- Contribute to managing and overseeing daily requirements
	- Manage stock and storage
	- Check equipment is safe to use and in good working order
	- Ensure safe and secure storage of stock and/or equipment
	- Arrange for maintenance of equipment, as necessary
<b>C10</b>	<b>Promote sustainable practices</b>
	Describe how sustainable practices can impact on a hospitality establishment:
	- Reducing waste
	- Recycling waste/packaging
	- Economic use of power and electricity
	- Consideration of carbon footprint: the environmental impact of getting goods to the establishment (eg food miles)

	Head Housekeeper
	<b>ROLE SPECIFIC SKILLS</b>
<b>R1</b>	<b>Demonstrate an understanding of own role and role of own department(s)</b>
	Explain key activities that are part of own role
	Describe how different teams within <u>and outside</u> the department work together to deliver guest service
	Explain how the housekeeping service contribute to the effective running of the establishment
<b>R2</b>	<b>Manage housekeeping services</b>
	Check reservations for room occupancy and any special requirements and plan staffing and resources accordingly
	Work with direct reports to make sure that the housekeeping team is ready to service rooms and public areas
	Oversee housekeeping service to ensure the service meets standards set by establishment
	Conduct routine checks on rooms and public areas serviced to identify potential issues to maintain service standards
	Manage staffing levels in accordance with daily requirements and seasonal fluctuations
	Manage issues that may arise during service to ensure guest satisfaction
	Maintain a clear log of maintenance, incidents, guest issues and shift handovers
	Ensure that the team follows property specific procedures for handling emergency situations (e.g. evacuations, medical emergencies, natural disasters and lost property)
<b>R3</b>	<b>Works across different departments to enable the effective housekeeping service</b>
	Maintain day-to-day relationship with departments whose work can impact on the housekeeping service - such departments may include front of house, maintenance/engineering, food and beverage service and kitchen
	Check daily and special requirements and identify those which need or may need cross-department support
	Notify the maintenance department of any repairs and/or maintenance required to rooms or public areas
	Respond to unexpected cross-department requirements or business needs by liaising with relevant departments and by co-ordinating suitable actions with those departments
	Identify areas for more effective cross-department working practices and make recommendations for improvements to line manager

<b>R4</b>	<b>Drive new business and ideas to maintain and improve the competitive value/differentiation of the establishment</b>
	Explain how the housekeeping department contributes to the financial performance and profitability of the establishment
	Identify <b>guest</b> and <b>establishment profile</b> and explain how they impact on the financial performance and profitability of the establishment
	Monitor trends, including competitor trends, to make recommendations to line manager for opportunities which can help drive business
	Evaluate levels of guest satisfaction and monitor trends to make recommendations for continuous improvements to line manager
	Consider issues outside the department, such as sustainability (under-utilised products, local product, local trends, event, seasonality etc), to help improve the profitability of establishment
	<b>Guest profile</b> refers to the characteristics which describe the type of customers who visit the establishment and which are used as a basis to make decisions concerning guest service. These characteristics may include information such as demographics, gender, age, ethnicity, religion, location, social background, income, buying patterns and the purpose of the visit.
	<b>Establishment profile</b> refers to characteristics of the establishment including location, guest profile, style of décor and service.
<b>R5</b>	<b>Maintain full compliance with legislation, health and safety requirements and by-laws relevant to own area of responsibility</b>
	Ensure housekeeping operates in a way which meets relevant and current industry, legislative and company requirements and regulations
	Ensure that the housekeeping team completes all mandatory training
	Provide updates on changes to relevant legislation, requirements and by-laws to the team
	Work with direct reports to identify any non-compliance issues and take corrective actions or escalate these to line manager, as necessary
<b>R6</b>	<b>Demonstrate a working knowledge of technology, appropriate to own role</b>
	Demonstrate a competent use of IT systems related to housekeeping service
	Use software to run management reports including reservations, occupancy, staff costs, sales figures and inventories
	Use reports to make future management decisions for the housekeeping service
	Use social media to monitor guest feedback
	Use social media to respond to guest feedback, as appropriate
	Use digital communication devices to carry out research to find out about new trends, ideas and products

Head Housekeeper	
	<b>PROFESSIONAL DEVELOPMENT</b>
P1	Demonstrate knowledge of career pathways within the hospitality industry, including progression opportunities for current role
	Describe the structure of the establishment
	Identify key links between own and other departments
	Describe the structure of own department
	Identify career opportunities within the hospitality industry
	Describe opportunities to progress from current role (ie next steps)
P2	Undertake a range of training or learning activities to acquire new or update existing skills and knowledge
	Identify <b>training or learning needs</b> specific to own role
	Participate in <b>training or learning activities</b>
	Provide evidence of training or learning undertaken
	<b>Training or learning activities</b> refers to on-the-job training, workshops, seminars, conferences, courses, competitions and mentoring.
	<b>Training or learning needs</b> refers to the development of skills and knowledge related to hospitality which may include:
	- Product knowledge
	- Understanding of new developments, trends, IT systems and equipment
	- Changes to legal or industry regulations such as health and safety and food safety
	- Changes to establishment standards
	- Development of soft skills such as communication and teamwork.
P3	Apply knowledge/ skills gained from training or learning activities to
	- Improve own working practices
	- Improve working practices of the team
	Identify opportunities to apply new knowledge/skills learnt
	Describe how new knowledge/skills learnt have been put into practice:
	- Changes made to operating in own role and the impact of the changes
	- Changes made to the way in which the team works and the impact of the changes
	Make recommendations for changes to the way in which the team works with other teams, within or outside the department