



RQF LEVEL 4



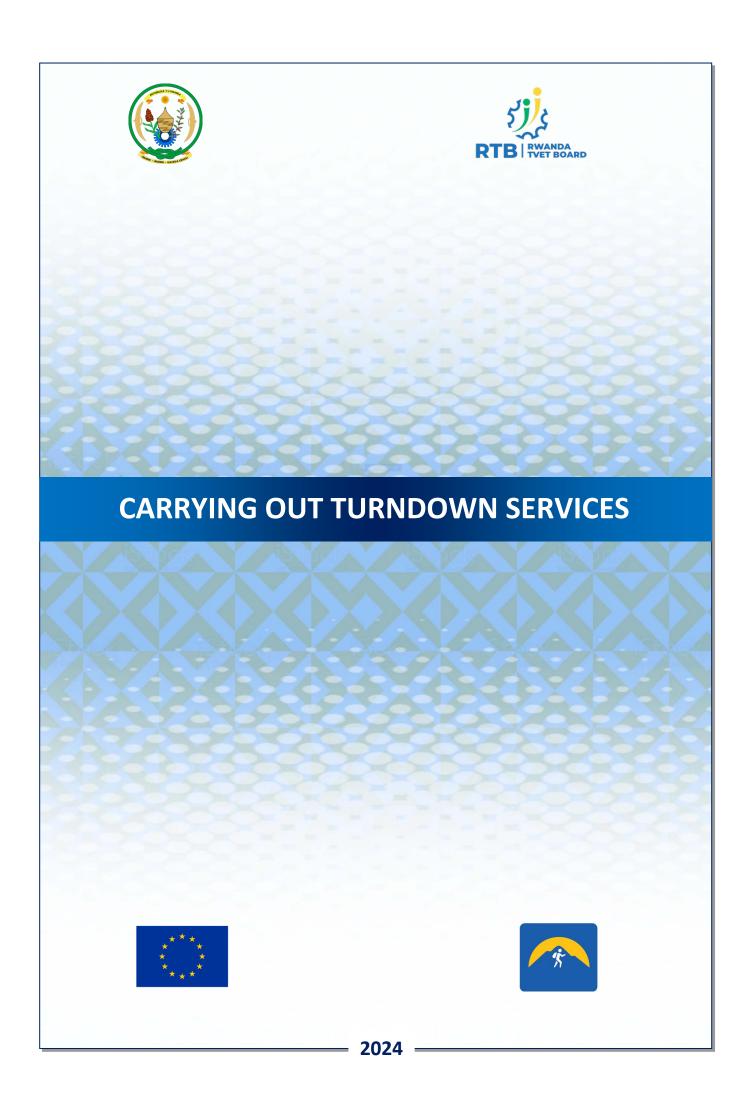
FHOTS401

FRONT OFFICE AND HOUSEKEEPING

Carrying Out
Turndown
Services



TRAINEE'S MANUAL



AUTHOR'S NOTE PAGE (COPYRIGHT)

The competent development body of this manual is Rwanda TVET Board (RTB) © reproduced with permission.

All rights reserved.

- This work was produced by the Rwanda TVET Board, with the support from the European Union (EU).
- This work has copyright but permission is given to all the Administrative and Academic Staff of the RTB and TVET Schools to make copies by photocopying or other duplicating processes for use at their workplaces.
- This permission does not extend to making copies for use outside the immediate environment for which they are made, nor making copies for hire or resale to third parties.
- The views expressed in this version of the work do not necessarily represent the views of RTB. The competent body does not give a warranty nor accept any liability.
- RTB owns the copyright to the trainee and trainer's manuals. The training providers
 may reproduce these training manuals in part or in full for training purposes only.
 Acknowledgment of RTB copyright must be included in any reproductions. Any other
 use of the manuals must be referred to the RTB.

© Rwanda TVET Board

Copies available from:

HQs: Rwanda TVET Board-RTB

Web: www.rtb.gov.rw

KIGALI-RWANDA

Original published version: August ,2024

ACKNOWLEDGEMENTS

Rwanda TVET Board (RTB) would like to recognize all parties who contributed to the development of the trainer's and trainee's manuals for the TVET Certificate IV in **All Trades** for the module: **"FHOTS401 – Carrying out turndown services."**

Thanks to the EU for financial support and Ubukerarugendo Imbere Project for technical support on the implementation of this project.

We also wish to acknowledge all trainers, technicians and practitioners for their contribution to this project.

The management of Rwanda TVET Board appreciates the efforts of its staff who coordinated this project.

Finally, RTB would like to extend its profound gratitude to the MCT Global team that technically led the entire assignment.

This training manual was developed:



Under Rwanda TVET Board (RTB) guiding policies and directives



Under European Union financing



Under Ubukerarugendo imbere project implementation, technical support and guidance

COORDINATION TEAM

Aimable Rwamasirabo Felix Ntahontuye

Production Team

Pacifique Uwayo

Kabatesi Joy

Gisele Ntakirutimana

Conception, Adaptation and Editorial works

Jean Marie Vianney Muhire

Vincent Havugimana

Kanyike John Paul

Formatting, Graphics, Illustrations and infographics

Asoka Niyonsaba Jean Claude

Gashugi Melissa

Bizimana Sefu

Coordination and Technical support

Ubukerarugendo Imbere Project and RTB

Project Implementation

MCT Global Ltd

TABLE OF CONTENT

AUTHOR'S NOTE PAGE (COPYRIGHT)	ii
ACKNOWLEDGEMENTS	iv
TABLE OF CONTENT	vii
LIST OF ABBREVIATIONS and ACRONYMS	viii
INTRODUCTION	1
UNIT 1: Set up turndown service facilities	3
Topic 1.1: Gathering of room occupancy information	7
Topic 1.2: Collection of tools, equipment and cleaning products	10
UNIT 2: make the guestroom ready	20
Topic 2.1: Bed arrangement	24
Topic 2.2: Guest room rearrangement	29
Topic 2.3: Replenishment of turndown supplies	33
UNIT 3: perform closing activities	39
Topic 3.1: Storing housekeeping trolley	44
Topic 3.2 Cleaning of pantry	48
Topic 3.3: Preparing turndown reports	50
REFERENCES	59

LIST OF ABBREVIATIONS AND ACRONYMS

CBET: Competence Base Education and Training

co: Check-Out

DND: Do Not Disturb

DO: Due Out

OCC: Occupied

000: Out of Order

PPE: Personal Protective Equipment

RQF: Rwanda Qualification Framework

RS: Rwandan Standard

RSB: Rwanda Standards Board

RTB: Rwanda TVET Board

TVET: Technical and Vocational Education and Training

VD: Vacant and Dirty

VR: Vacant and Ready

INTRODUCTION

This trainee's manual encompasses all necessary skills, knowledge and attitudes required to carry out turndown services. Students undertaking this module shall be exposed to practical activities that will develop and nurture their competences. The writing process of this training manual embraced competency-based education and training (CBET) philosophy by providing practical opportunities reflecting real life situations.

The trainee's manual is subdivided into units, each unit has got various topics. You will start with a self-assessment exercise to help you rate yourself on the level of skills, knowledge and attitudes about the unit.

A discovery activity is followed to help you discover what you already know about the unit.

After these activities, you will learn more about the topics by doing different activities by reading the required knowledge, techniques, steps, procedures and other requirements under the key facts section, you may also get assistance from the trainer. The activities in this training manual are prepared such that they give opportunities to students to work individually and in groups.

After going through all activities, you shall undertake progressive assessments known as formative and finally conclude with your self-reflection to identify your strengths, weaknesses and areas for improvement.

Do not forget to read the point to remember the section which provides the overall key points and takeaways of the unit.

Module Units:

Unit 1: Set up turndown service facilities

Unit 2: Make the guestroom ready

Unit 3: Perform closing activities

UNIT 1: SET UP TURNDOWN SERVICE FACILITIES



Unit summary

This unit provides you with the knowledge, skills and attitudes required to set up turndown service facilities, and ways to professionally carry out turndown services. It shows how to gather room occupancy information, tools, equipment, cleaning agents, as well as room supplies.

Self-Assessment: Unit 1

- 1. Referring to the unit above illustration, discuss the following:
 - a. What does the illustration show?
 - b. What topics do you think will be covered in the unit base on the illustration?
- 2. Fill in and complete the self-assessment table below to assess your level of knowledge, skills and attitudes under this unit.
 - a. There is no right or wrong way to answer this assessment. It is for your own reference and self-reflection on the knowledge, skills and attitudes acquisition during the learning process.
 - b. Think about yourself; do you think you have the knowledge, skills or attitudes to do the task? How well?
 - c. Read the statements across the top, tut a check-in a curriculum that best represents your level of knowledge, skills and attitudes.
 - d. At the end of this unit, you will assess yourself again

My experience Knowledge, skills and attitudes	I do not have any experience doing this.	I know a little about this.	I have some experience doing this.	I have a lot of experience with this.	I am confident in my ability to do this.
Identify ways of gathering room occupancy information					
Pay attention to detail when gathering room occupancy information					
Interpret guest room occupancy report					
Describe factors to consider when selecting tools, equipment, and cleaning agents					

My experience Knowledge, skills and attitudes	I do not have any experience doing this.	I know a little about this.	I have some experience doing this.	I have a lot of experience with this.	I am confident in my ability to do this.
Select turndown tools, equipment and cleaning products according to their usage and room status					
Select turndown amenities according to the hotel standards					
Select bedroom stationaries					
Select bathroom amenities					
Consider guest special request when selecting amenities					
Comply with safety and health standards when setting up turndown facilities					



	Knowledge		Skills Attitudes		Attitudes
1.	Gather room occupancy information	1.	Interpret room occupancy report	1.	Pay attention to guest special request
2.	Differentiate tools, equipment and cleaning products	2.	Select appropriate tools, equipment, and cleaning detergent room supplies	2.	Comply with safety and health standards
3.	Describe room supplies	3.	Collect room supplies and amenities	3.	Safe handling of cleaning disinfectant



Discovery activity



Read and answer the following questions:

- What would you first before setting up turndown service?
- 2. What are the necessary room occupancy information?
- What are the ways used to gather room occupancy information? 3.
- 4. What are the room status codes commonly used in housekeeping
- 5. what do you think you should consider when selecting turndown services facilities?
- 6. What are the turndown supplies commonly used in housekeeping?
- 7. What do you consider when collecting turndown supplies?
- 8. Which room area need turndown supplies?

Topic 1.1: Gathering of room occupancy information







You were hired by one hotel to work a night shift as a casual room attendant in housekeeping department. As the entire hotel rooms are fully occupied, you are

tasked by the housekeeping manager to set up turndown service facilities in four

occupied rooms at the third floor.

Questions:

- 1. What would you first before setting up turndown service?
- 2. What is the necessary room occupancy information are you going to gather?
- 3. What are the ways used to gather room occupancy information?
- 4. What are the room status codes commonly used in housekeeping?

Key Facts 1.1: Gathering room occupancy information

• Room occupancy information:

- ✓ This is the information about the rate at which the hotel rooms are occupied calculated as follows:
- Hotel Room Occupancy Rate= $\frac{Total\ number\ of\ occupied\ rooms}{The\ number\ of\ available\ rooms} x100$

For example, if occupancy is 65%, this means that 65 rooms are occupied if the hotel has a total of 100 available rooms.

√ Ways of gathering guest room occupancy information:

- Room occupancy reports
- Shift briefing meeting

• Key Room Status codes meaning:

- ✓ Vacant and Ready (VR): The room is clean, inspected, and ready for new guests.
- ✓ Occupied (OCC): The room is currently occupied by a guest.
- ✓ Vacant and Dirty (VD): The room is vacant but needs cleaning.
- ✓ Out of Order (OOO): The room is not available for guests due to maintenance issues.
- ✓ Do Not Disturb (DND): The guest has requested not to be disturbed.
- ✓ Due Out (DO): The guest is expected to check out today.
- ✓ Check-Out (CO): The guest has checked out, but the room has not been cleaned yet.

• Key elements of a room occupancy report:

- ✓ The list of guests who have checked-in the hotel with details such as the number of adults and children, number of nights, and housekeeping status.
- ✓ The occupied rooms,
- ✓ Rooms expected to be occupied,
- ✓ Checked-out rooms, and
- ✓ Vacant or blocked rooms

1

¹ Kodera, S., Kodate, A.,& Ichifuji, Y. (2023, December). Analysis of factors affecting hotel occupancy rate. In 2023 15th international congress on advanced applied information winter (IIAI-AAI-Winter) (pp.19-22). IEEE.



Activity 2: Guided Practice



1. Look at the illustrations below, then basing on the status of each room, explain its meaning when it comes to gathering room occupancy information

1.DND Room



2. Out of Order Room



3. Occupied Room



Use the table below to gather information

Room number	Room status	Meaning
1.		
2.		
3.		



Activity 3: Application



You are doing an industrial attachment program in KLX hotel in Rubavu. Today the supervisor introduces you in the housekeeping department where you are tasked to clean guest rooms to be occupied today. The trainer provided you with the template to gather room occupancy information for those rooms do the following:

- Provide the code to each room according to the gathered room occupancy 1. information.
 - 9 | CARRYING OUT TURNDOWN SERVICES TRAINEE'S MANUAL

Topic 1.2: Collection of tools, equipment and cleaning products









Observe the pictures above and classify them using a table below:

Category	Items	Uses
Equipment	1.	
	2.	
	3.	
Tools	1.	
	2.	
	3.	
Cleaning products	1.	
products	2.	
	3.	

Key Facts 1.2: Collection of tools, equipment and cleaning products

Factors to consider when selecting tools, equipment, and cleaning agents :

• For tools, Equipment and cleaning agents

- ✓ Effectiveness and efficiency
- ✓ Usage

Equipment	Vacuum cleaner, trolley, scrubbing machine, polishing machine,
	shampooing machine
Materials	Notebooks, chemical products, linen, towels, room amenities, room
and cleaning	stationeries, paper towel, gloves, sponge, broom, sponge mop, feather
products	dust, spray cleaner, cleaning clothes, worksheets, plastic bags
Tools	Caddy box, mop, spraying bottles, pens, cleaning buckets, dust bin,
	cobweb brush, squeegee, pedal bin, amenities tray, coffee tray,
	cups, teaspoons, highball glass, hangers, scrubbing brushes,
	garbage can, dustpan with dust brush, plastic tube with cleaning
	suppliers





You are a TVET students in Level 4 in hospitality and tourism from one of the TVET school in Kigali . During the study at school, you have learnt how to provide turndown services. However, due to insufficient training materials at school, you did not practice enough the setting of turndown facilities. Today, you have a chance to do a professional industrial attachment in a well-equipped hotel and your supervisor is ready to support you.

Practice the selection of tools, equipment and cleaning products for different guest rooms according to their status.

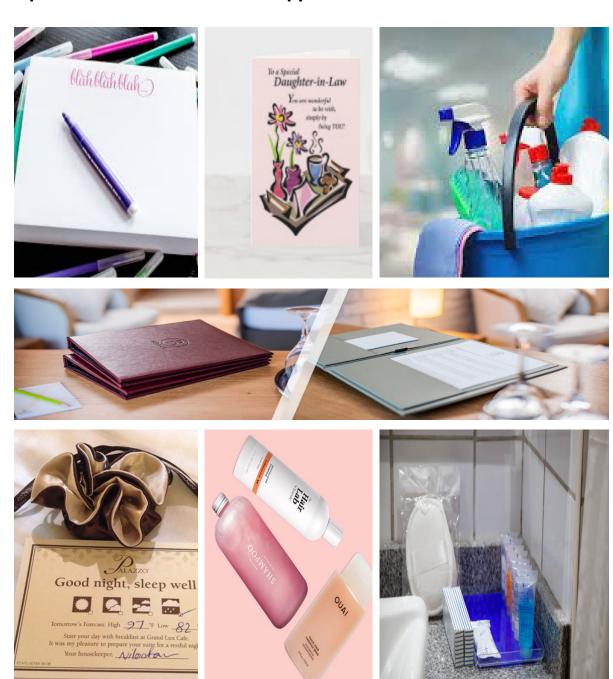




Mr. John Habimana was recently hired as a room attendant at Ubumwe Grande Hotel; a four-star hotel located in Kigali City. On the today's timetable, he was supposed to work a night shift where, he is supposed to do turndown services in three different occupied rooms. To accomplish his task successfully, Mr. John Habimana should identify and equip the assigned rooms with the needed equipment, tools, materials and cleaning products. He was shown a store where, to select them, but lack of enough experience as a new employee, he fails to select them. As an expert in carrying out turndown services, help him to accomplish his task.

- 1. Select appropriate tools for each room.
- 2. select appropriate equipment for each room.
- 3. select appropriate cleaning products for each room.

Topic 1.3: Collection of room supplies







One school nearest you was accredited by Rwanda TVET Board (RTB) to introduce a new trade of Front Office and Housekeeping Operations, under the conditions that it first opens

a well-equipped housekeeping workshop room with a well-trained workshop room attendant. However, while the management of that school stills in recruitment processes of an employee, you were temporarily recruited to occupy that vacant job. Therefore, you are tasked to make a list of all necessary room supplies to be bought and equip the workshop as a place for housekeeping operations practical.

Questions:

- 1. What will you consider when proposing a list of supplies to be bought?
- 2. What are the key categories of room supplies to be bough
- 3. Make a list of essentials turndowns supplies to be bought

Key Facts 1.3: Collection of room supplies

- Categories of turndown supplies
 - ✓ Bedroom stationaries
 - Note pad
 - 🖊 Pen
 - Hotel directory
 - Breakfast card
 - Laundry list
 - Beverage menu
 - Minibar list
 - ♣ DND card
 - Clean my room card.
 - ✓ Turndown amenities
 - Bedtime Treats
 - Bottled Water
 - Pillow Menu
 - Essential Oils or Pillow Mists
 - Bedtime Reading Materials
 - Slipper Service
 - Turndown Cards or Notes

✓ Bathroom amenities	
♣ Soap	
♣ Body lotion	
♣ Shower gel	
♣ shampoo	
Conditioner	
♣ Comb	
Dental kit	
♣ Shower cap	
♣ Vanity kit	
Cotton bolls	
4 Toilet paper	



Activity 2: Guided Practice



A guest who is staying in one double room at the third floor of the hotel where you work as a room attendant has already checked out and the room is now vacant but not ready to receive a new guest. The information from front office department is that this room is already booked and the cleaning services have already provided. As the new guest will check in today in the afternoon. Go to the housekeeping store and select the essential room supplies needed to make that room ready.

Make a list of key guest rooms supplies and amenities needed to make the room ready as per area using a table below:

Area	Supplies/amenities



Task 10:

The school organized a visit to the Kivu Sun hotel located in Karongi District. The hotel is aware that trainees will practices turndown services and availed 4 guest rooms.

The store is open, and the room status reports are also available. you are tasked to do the following:

- 1. Collect supplies and amenities available
- 2. Place them in suitable places in guest room as per their uses
- 3. Make a report of what is missing as per standards for further improvement.



Read carefully the following questions and provide the right answers:

- 1. Having sufficient information about room occupancy rate is very important when setting up turndown service facilities. Briefly, explain why.
- 2. When gathering of room occupancy information, two different ways may be used. What are they?
- 3. Choose from the list below, the three commonly used room status codes:
 - Occupied
 - Studio
 - Vacant
 - Dirty
 - Single
 - Double
 - Out of order
- 4. Explain the factors to consider when selecting tools, equipment and room supplies.
- 5. Indicate any five types of room supplies that must be available in the guest rooms.
- 6. Write in the right column:

Note pad, pillow menu, hotel directory, min bar list, soap, toilet paper, turndown cards or notes, breakfast cards, beverage menu, dental kits, and laundry list.

Bedroom stationaries	Turndown amenities	Bathroom amenities



- Turndown service varies from hotel to hotel according to the standards
- Consider always effectiveness and efficiency in selecting tools, equipment and supplies
- Consider safety and security standards
- Respect guest rights and special needs

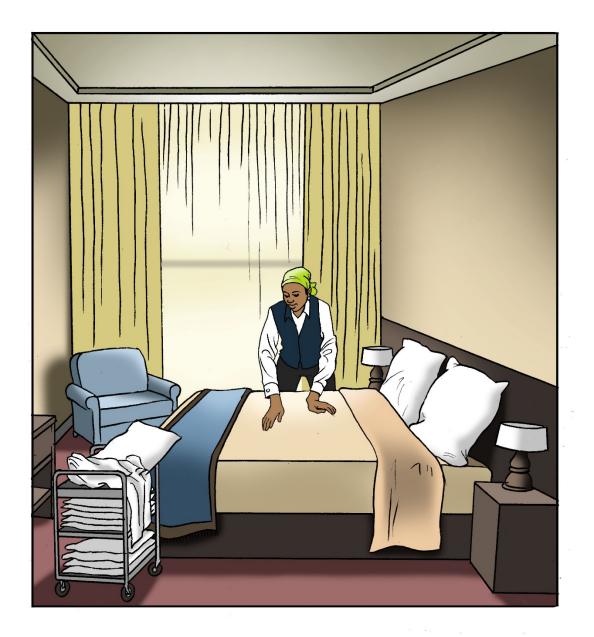
Self-Reflection

My experience Knowledge, skills and attitudes	I do not have any experience doing this.	I know a little about this.	I have some experience doing this.	I have a lot of experience with this.	I am confident in my ability to do this.
Identify ways of gathering room occupancy information					
Pay attention to detail when gathering room occupancy information					
Interpret guest room occupancy report					
Describe factors to consider when selecting tools, equipment, and cleaning agents					
Select turndown tools, equipment and cleaning products					

according to their usage and room status Select turndown amenities according to the hotel standards			
Select bedroom stationaries			
Select bathroom amenities			
Consider guest special request when selecting amenities			
Comply with safety and health standards when setting up turndown facilities			

- **1.** Read the statements across the top. Put a check in a column that best represents your level of knowledge, skills and attitudes.
- 2. Fill in the table above and share results with the trainer for further guidance.

Areas of strength	Areas for improvement	Actions to be taken to improve
1.	1.	1.
2.	2.	2.
3.	3.	3.



Unit summary

This unit provides you with knowledge, skills and attitudes required to make guestroom ready, required to carry out turndown services. It shows ways to arrange bed and room, and also how to replenish turndown services.

Self-Assessment: Unit 2

- 1. Referring to the unit above illustration, discuss the following:
 - a. What does the illustration show?
 - b. What topics do you think will be covered in the unit base on the illustration?
- 2. Fill in and complete the self-assessment table below to assess your level of knowledge, skills and attitudes under this unit.
 - a. There is no right or wrong way to answer this assessment. It is for your own reference and self-reflection on the knowledge, skills and attitudes acquisition during the learning process.
 - b. Think about yourself; do you think you have the knowledge, skills or attitudes to do the task? How well?
 - c. Read the statements across the top, tut a check-in a curriculum that best represents your level of knowledge, skills and attitudes.
 - d. At the end of this unit, you will assess yourself again

My experience Knowledge, skills and attitudes	I do not have any experience doing this.	I know a little about this.	I have some experience doing this.	I have a lot of experience with this.	I am confident in my ability to do this.
Follow steps of bed arrangement					
Follow steps of room arrangement					
Identify the types of turndown service amenities/supplies needed					
Describe ways to replenish turndown supplies					

My experience Knowledge, skills and attitudes	I do not have any experience doing this.	I know a little about this.	I have some experience doing this.	I have a lot of experience with this.	I am confident in my ability to do this.
Follow turndown service steps					
Arrange the bed					
Rearrange the room					
Replenish turndown supplies					

Key Competencies

Knowledge	Skills	Attitudes
1.Describe bed making arrangement steps	1. Arrange bed	1. Be innovative
2.Differentiate types of guest room arrangement shapes	2. Arrange the guest room	2. Comply with hotel standards
3.Describe turndown supplies	3. Replenish turndown supplies	3. Ensure hygiene and sanitation of the replenished turndown supplies





Read and answer the following questions

- 1. What should be in turndown services to make the guest room ready?
- 2. What are the key turndown activities done for bed arrangement?
- 3. What are the steps for room rearrangement in turndown services?
- 4. Differentiate between room amenities and supplies
- 5. What are the steps for the replenishment of guestroom amenities and supplies?
- 6. Which areas of the room needs amenities and supplies?

Topic 2.1: Bed arrangement







You were hired as a room attendant in Kigali Serena Hotel. Today, you have a night shift where you have to carry out turndown services for four rooms.

Among the rooms, there is one room where the guest was in the room when the cleaning services took place and thus his bed not made by the morning shift room attendant.

Questions:

- 1. What would you prepare before arranging the bed?
- 2. What would you need to arrange the bed?
- 3. What are the steps to follow to arrange the bed?

Key Facts 2.1a Bed Arrangement.

Procedures to be followed

✓ Gather Supplies:

- Clean bed linens (sheets, pillowcases, duvet covers).
- Fresh towels and bath mats.
- **♣** Toiletries (shampoo, conditioner, soap, lotion).
- Refreshments (chocolates, mints, or other small gifts).
- Any special items per hotel standards or guest requests (e.g., extra pillows, blankets).

✓ Approach the Room

Knock and Announce:

- Gently knock on the door and announce yourself (e.g., "Housekeeping" or "Turndown Service").
- o If the guest is present, ask if it's a convenient time to perform the service or if they would prefer you return later.

✓ Enter and Assess

Check Room Condition:

- are any items to be addressed based on guest preferences or previous Quickly assess the room for any special requests or items that need attention.
- Note if there service notes.

✓ Prepare the Bed

Turn Down the Covers:

- Fold back the top duvet or comforter to make the bed inviting.
- Arrange and fluff pillows neatly on the bed.
- o Place a clean throw or blanket at the foot of the bed if applicable.

✓ Refresh the Room

Tidy Up:

- o Remove any trash and replace with fresh liners if needed.
- Ensure that all surfaces are clean and free of clutter.

✓ Replace Towels:

- ♣ Swap used towels for clean ones in the bathroom.
- Ensure bath mats are fresh and dry.

✓ Restock Amenities

Replace Toiletries:

- Restock any used toiletries and ensure they are neatly arranged.
- o Check for any guest-specific requests regarding amenities.

✓ Add Special Touches

Enhance Comfort:

 Place small gifts, chocolates, or mints on the bed or nightstand as per hotel policy. • Leave a note or card if applicable, thanking the guest or providing any additional information.

✓ Final Check

Ensure Quality:

- Verify that all items are in place and that the room is clean and tidy.
- Make sure lights are dimmed or bedside lamps are turned on to create a welcoming atmosphere.
- Close the door securely when leaving, and ensure that no personal belongings or service items are left behind.

✓ Record Keeping

Document Service:

- Note any special requests or issues in the housekeeping log.
- Report any maintenance issues or guest requests to the appropriate department.

Preparing for Bed Making:

- ✓ First put on your gloves before stripping the bed.
- ✓ Remove soiled bed linen from the bed, making sure that the soiled linen doesn't touch your body. This includes the duvet cover, flat sheet, fitted sheet, pillowcases, etc.
- ✓ Look at the mattress pad/mattress protector to see if it is stained, torn, or damaged. If it is not straightening, make sure the mattress and box spring are even.
- ✓ Always adjust the mattress with your leg and not with your back to avoid any injuries.
- ✓ If the mattress pad is stained, then remove it straight away.
- ✓ Get a clean mattress pad and place it on the mattress:
- ✓ Ensure that the mattress itself is ok. Hotel mattresses are turned often to prolong life.
- ✓ Lay the fresh mattress protector on the bed.
- ✓ Unfold the pad right-side-up and spread it evenly over the center of the bed.
- ✓ Smooth out any wrinkles.
- ✓ Mattress pads/mattress protectors come in different sizes, be sure to use the correct size.
- ✓ Make sure you have the correct size sheets as well.
- ✓ Never use a stained or torn sheet. Place them immediately in your solid linen bag.
- ✓ Take the fresh sheets and 4 pillowcases.
- ✓ Make sure the pillow covers are of the correct size.

Bed making layers:

- ✓ Bed Skirt Also known as a dust ruffle, a bed skirt is a stylish fabric that conceals your bed's box spring or foundation. Since it hangs down, it's also great for hiding the space underneath your bed. (If you want something that snuggly stretches over the foundation, consider a box spring cover instead.)
 - ✓ Mattress Topper A mattress topper can elevate your sleeping experience by adding a few extra inches of quilted comfort. A bonus? It also helps protect your mattress from sweat, stains, and soil. (For an added barrier, consider also adding a mattress protector.)
 - ✓ Fitted Sheet As the name suggests, fitted sheets hug tightly around your mattress and mattress topper. This base layer helps keep everything in place and adds extra protection to your mattress and extra softness to your sleep.
 - ✓ Flat Sheet Though some consider this layer optional, a flat sheet can add a layer of warmth and help keep your duvet free of dirt, oil, and grime.
 - ✓ Duvet Insert and Cover. This top layer consists of two parts. The duvet inserts, also known as a comforter, is thick bedding that adds soft style and warmth. A duvet is often made with down feathers, but there are down alternatives as well.

 Regardless, you'll need a duvet cover to protect this outer bedding.
 - ✓ Pillows Sleeping pillows are one of the most important elements to properly make a bed. High-quality pillows made of memory foam, down, or a down alternative will help keep your neck neutrally aligned while you slumber. And don't forget to invest in breathable pillowcases that match your sheets!
 - ✓ Accessories Finishing touches like pillow shams, throw pillows, and throw blankets can all make your bed look and feel stylish and luxurious.

Consideration while making Bed

- ✓ Ensuring availability of all clean pillowcases, sheets, covers, etc.
- ✓ Removing unnecessary bed linen
- ✓ Rearranging bed linen
- ✓ Making sure everything is off
- ✓ Putting fitted sheet on
- ✓ Laying out the top sheet

- ✓ Putting bedspread, duvet, or comforter on last
- ✓ Adding the pillows



Activity 2: Guided Practice



You were sent ny your school to Kigali Serena Hotel located in Kigali city centre to learn practically how housekeeping staff do bed arrangement. The housekeeping supervisor assigns you a task to arrange bed in one vacant and ready room, which is expected to receive a new arrival guest today. Clean pillowcases, sheets, covers and other necessary items needed to accomplish the task are provided. Apply bed making steps.



Activity 3: Application



You work as a room attendant in a five-star hotel. Today, the housekeeping supervisor assigned you with a task to arrange a bed in a single room no 203 at the second floor. The guest in this room has slept out last night and he is now coming back to continue staying in the room as he will check out tomorrow at 11:30 AM. All materials, tools and equipment you may need are available in the housekeeping store, go and select the needed ones and make sure the guest bed is well arranged.

Topic 2.2: Guest room rearrangement





Task 12:

The room 303 in Fatima Hotel, where you work as a room attendant in housekeeping department is booked and the guest is expected to check in today, but even if the room is vacant, it is not ready to receive the new guest as it was arranged by an intern who is not experienced enough in guest room arrangement. This was approved by the supervisor after his inspection. So, with your skills and knowledge, help the internee to arrange well the room.

Questions:

- 1. What are the steps which were supposed to be followed by the intern to arrange this room
- 2. Which items which need to be room arranged?

Key Facts 2.2: Guest Room arrangement

- Room arrangement steps:
 - ✓ Removal of trashes
 - ✓ Bedroom set-up
 - Closing windows
 - Drawing curtains
 - ✓ Rearrangement of furniture
 - ✓ Lightening the room
 - ✓ Guest room furniture, fixture and equipment to be arranged
 - ♣ These include but not limited to:
 - **♣** Wardrobe
 - **4** Tables
 - Book shelves
 - Dressing table
 - Sofa sets
 - Upholstered chairs, and
 - Nightstands.
 - ✓ Fixtures:

These include but not limited to the following:

- Television
- Telephones
- Guestroom safes
- Heating equipment
- Lighting fixtures
- Air conditioners
- Sanitary fittings
- ✓ Equipment:

These include but not limited to the following:

Minibars

- Safes
- Welcome trays
- Luggage racks
- Folding beds alarm clocks
- 🖶 Bins.

Turndown service steps

- ✓ Turning down the bed
- ✓ Putting
- ✓ Tidy up the room
- ✓ Draw shades or curtains
- ✓ Dimming
- ✓ Refreshing the linens



Activity 2: Guided Practice



Last week on Friday, you visited housekeeping department at Kigali Serena Hotel, and you have seen how room attendants do room arrangement in one of the guest room. As the room attendant has supposed to make five room in total, you are now requested by your trainer at school to apply the knowledge and skills you acquired from both school and the demonstration by the hotel room attendant to arrange another 1 guest room to make it ready by doing the following tasks:

- 1. Go to the school's housekeeping store, and select all necessary room arrangement tools, materials and equipment.
- 2. Arrange well the room fixture, equipment and furniture according to the hotel standards





Task 14

Today, a guest who booked room 104 at La Palme Hotel, is supposed to check in in the morning but he did not but did it late in afternoon. The room is cleaned but need to be arranged to be ready for the next guest. You are you are requested to arrange it by following room arrangement steps.

do the following:

- ✓ Arrange furniture's according to the hotel standard
- ✓ Arrange fixtures according to the hotel standards
- ✓ Arrange equipment according to the hotel standards

Topic 2.3: Replenishment of turndown supplies

Activity 1: Problem Solving

Task 15:

You work as a room attendant at M. Hotel in Kigali City and, a guest who stays in a single room calls at reception complaining about the lack of some room amenities, then the housekeeping supervisor requests you solve that problem. So, your task now, is to check and add the missing items in that room.

Questions:

- 1. Which turndown amenities and supplies would you need to make this room ready?
- 2. Which rooms area which need turndown amenities and supplies?
- 3. What would you consider when selecting them?
- 4. Where would you position them?

Key Facts 2.3: Replenishment of turndown supplies

• Difference between amenities and supplies

- ✓ Amenities often include personal items like the toiletries the hotel provides. Eg: laundry, ironing, any special request for cooking
- ✓ guest supplies are limited to things like fruits, food, toiletries.

Turndown service amenities/supplies

- ✓ Fresh bed linens and towels
- ✓ Chocolates or mints on pillows
- ✓ Bathrobe and slippers
- ✓ Restocking room amenities
- ✓ Evening beverages
- ✓ Weather card or tomorrow's agenda Customized gifts
- ✓ Aromatherapy products
- ✓ Soaps
- ✓ Shampoo

- ✓ Conditioner
- ✓ Hand cream, toilet paper
- ✓ Shower cap,
- ✓ Shoe polisher
- ✓ Toothbrush and paste
- ✓ Comb

• Steps to follow when replenish turndown supplies

- ✓ Arranging supplies in approved and standard position
- ✓ Meeting guest requests for additional supplies
- ✓ Removing any used or unnecessary room service item
- ✓ Emptying the ashtray
- ✓ Empting the waste basket
- ✓ Washing the ashtray, the dirt glasses, or any other rom item, by replacing them
 at their initial respective places as per hotel standard
- ✓ Tidy the room
- ✓ Checking the bathroom supplies and the towel count by replacing any dirty linen item
- ✓ Empting the bathroom waste basket or ashtray by washing all dirty glassware
- ✓ Replacing the telephone on the bedside
- ✓ Turning down the bed as per hotel standard
- ✓ Placing sleeper next to bed and drawing the night curtains together
- ✓ Double checking the guest room: clean floor, bathroom door, and furniture location
- ✓ Refreshment of room amenities





You are an intern in one of the hotels. Today, your supervisor would like you to practice turndown services in two occupied guest rooms. After bed arrangement and room arrangement, you have to replenish amenities and supplies.

Complete the table below for the demonstration of how you will make the process:

Area	Turndowns supplies	Turndowns amenities





Task 17:

A guest who is staying in room 304 was supposed to check out today before noon, but for personal reasons, he requested a late checkout in the afternoon and did not allow the morning room attendant to enter his room. As a room attendant, you are tasked by the housekeeping supervisor to offer turndown services in that room by offering all needed services including replenishment of amenities and supplies.

- a. Collect needed amenities and supplies from the storeroom
- b. Replenish them
- c. Position them in the right place in the room



Read carefully the following questions and provide the right answers:

- 1. When arranging a guest room, different steps should be followed. What are these steps?
- 2. Write in the corresponding column:
 - Safes
 - Welcome trays
 - Luggage racks
 - Minibars
 - Telephones
 - Guestroom safes
 - Heating equipment
 - Lighting fixtures
 - Wardrobe
 - Tables
 - Bookshelves
 - Dressing table
 - Sofa sets
 - Upholstered chairs,

Furniture	Fixture	Equipment

- 3. In the list below, underline turndown service amenities or supplies:
 - Fresh bed linens and towels
 - Chocolates or mints on pillows
 - Bathrobe and slippers
 - Restocking room amenities
 - Evening beverages
 - Turning down the bed
 - Putting
 - Tidy up the room
 - Turning down the bed
 - Putting
 - Tidy up the room
 - Arranging supplies in approved and standard position
 - Meeting guest requests for additional supplies
 - Removing any used or unnecessary room service item
 - Emptying the ashtray
- 4. Indicate different steps to follow during turndown services



- Making guestroom ready, requires:
 - ✓ Proper application of room arrangement and bed making steps,
 - ✓ Careful selection and check-up of turndown service supplies or amenities, and
 - ✓ Careful determination and application of proper ways to replenish turndown supplies

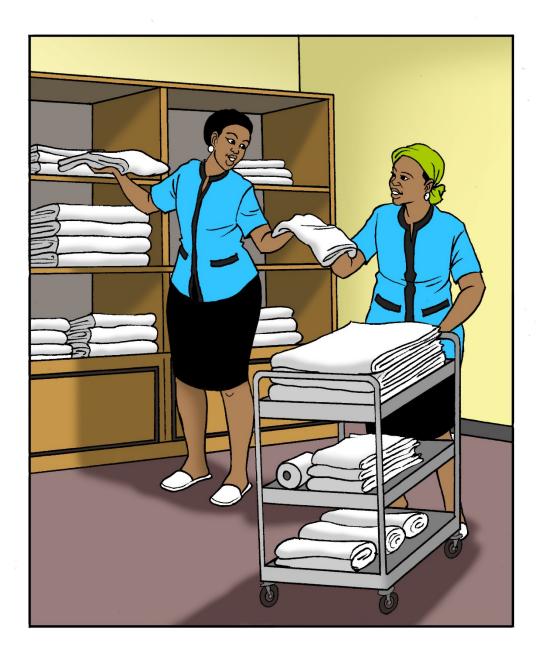


1. Read the statements across the top. Put a check in a column that best represents your level of knowledge, skills and attitudes.

My experience Knowledge, skills and attitudes	I do not have any experience doing this.	I know a little about this.	I have some experience doing this.	I have a lot of experience with this.	I am confident in my ability to do this.
Follow steps of bed arrangement					
Follow steps of room arrangement					
Identify the types of turndown service amenities/supplies needed					
Describe ways to replenish turndown supplies					
Follow turndown service steps					
Arrange the bed					
Rearrange the room					
Replenish turndown supplies					

2. Fill in the table above and share results with the trainer for further guidance.

Areas of strength	Areas for improvement	Actions to be taken to improve
1.	1.	1.
2.	2.	2



Unit summary

This unit provides you with the knowledge, skills and attitudes required to perform closing activities while carrying out turndown services. It explains ways for storing housekeeping trolley, cleaning of pantry, and preparing turndown reports.

Self-Assessment: Unit 3

- 1. Referring to the unit above illustration, discuss the following:
 - a. What does the illustration show?
 - b. What topics do you think will be covered in the unit base on the illustration?
- 2. Fill in and complete the self-assessment table below to assess your level of knowledge, skills and attitudes under this unit.
 - a. There is no right or wrong way to answer this assessment. It is for your own reference and self-reflection on the knowledge, skills and attitudes acquisition during the learning process.
 - b. Think about yourself; do you think you have the knowledge, skills or attitudes to do the task? How well?
 - c. Read the statements across the top, tut a check-in a curriculum that best represents your level of knowledge, skills and attitudes.
 - d. At the end of this unit, you will assess yourself again

My experience Knowledge, skills and attitudes	I do not have any experienc e doing this.	I know a little about this.	I have some experience doing this.	I have a lot of experience with this.	I am confident in my ability to do this.
Describe the process of cleaning housekeeping trolley					
Differentiate types of trolleys used in house keeping					
Describe the procedures of keeping housekeeping trolleys					
Explain the process of cleaning pantry					

My experience Knowledge, skills and attitudes	I do not have any experienc e doing this.	I know a little about this.	I have some experience doing this.	I have a lot of experience with this.	I am confident in my ability to do this.
Describe the arrangement process of pantry					
Differentiate turndown reports					
Identify the reporting channel					
Clean the housekeeping trolley					
Follow the procedures of keeping housekeeping trolley					
Clean pantry					
Arrange pantry					
Prepare turndown reports					
Submit the report to the right persons					
Comply with health and safety standard's					
Make a follow up of action on submitted reports					



Knowledge	Skills	Attitudes
Describe the process	1. Clean the housekeeping	1. Comply with health
of cleaning housekeeping	trolley	and safety standard's
trolley		
2. Differentiate the	2. Select the right cleaning	2. Use PPE
cleaning methods used	methods	
to clean housekeeping		
trolley		
3. Describe the	3. Follow the procedures of	3. Ensure safety and
procedures of keeping	keeping housekeeping	security of items kept
housekeeping trolleys	trolley	
4. Explain the process	4. Clean pantry	4. Comply with health
of cleaning pantry		and safety standard's
5. Describe the	5. Arrange pantry	5. Organizational skills
arrangement process of		
pantry		
6. Differentiate	6. Prepare turndown reports	6. Detail oriented
turndown reports		
7. Identify the	7. Submit the report to the	7. Make a follow up
reporting channel	right persons	



Task 18:

Read and answer the following questions:

- 1. What are the procedures of Checking cleanliness of housekeeping trolley?
- 2. What are the steps to follow when cleaning housekeeping trolley?
- 3. What are the cleaning methods used to clean housekeeping materials?
- 4. What are the steps to follow when keeping housekeeping trolley?
- 5. Give examples of types of trolley used in housekeeping and their uses.
- 6. What are the steps for cleaning a pantry?
- 7. What are the cleaning materials use for cleaning a pantry?
- 8. What are the steps for arranging a pantry?
- 9. What the components of a turndown service report?
- 10. Which elements to reports on after turndown service?
- 11. What is the reporting channel used in turndown service?

Topic 3.1: Storing housekeeping trolley





A housekeeping storekeeper of one hotel in Kigali City has recently resigned from his duties and while the hotel is still in the process of hiring another one to replace him, the Human Resources Manager called you to temporarly occupy that job position. As a new employee, today you receive different types of trolleys from different guestrooms which must be kept in the housekeeping store. Your task now is to check propery if they fullfil all requirements to be stored.

Questions:

- a. What would you do before storing these trolleys?
- b. What types of housekeeping trolleys have you stored?
- c. What are the methods and principles have you used to clean the trolleys?
- d. What are the procedures have you used to keep the trolleys in the store?

Key Facts 3.1: Storing housekeeping trolley

- Checking cleanliness of housekeeping trolley
 - **✓** Procedures:
 - Ensuring a daily cleaning of all trolleys
 - ♣ Empting on regular basis the soiled linen bag and trash bags that are kept in housekeeping trolley
 - ♣ The wheels of carts must be well-made and oiled intermittently with expert hand
 - Organizing properly all the linens and supplies in the chart after each shift that it makes easier to replenish extra items.
- Cleaning principles
 - ✓ There are two basic principles of cleaning:
 - # pH principle, and
 - physical removal

Cleaning and loading a housekeeping trolley

- ✓ procedures:
 - Empty the trolley
 - Check rapidly for any broken parts
 - Clean it by dusting and wiping any stains
 - ♣ Place the items according to their weight: heaviest items at the bottom and lighter item at the top section of the trolley
 - Place the linen for different purposes separately

Cleaning methods

- ✓ Dusting
- ✓ Shaking
- ✓ Sweeping
- ✓ Mopping
- ✓ Washing or polishing

Keeping housekeeping trolley

- ✓ Procedures:
 - Start stocking from the bottom up
 - Beginning with linens and towels
 - Add paper products
 - Ending with amenities and cleaning supplies

• Types of trolleys used in housekeeping and their uses

Some commonly used include the following:

- ✓ Cleaning trolleys: They are used to transport cleaning supplies and equipment such as mops, brooms, cleaning chemicals, and trash bags. They often have multiple shelves and compartments for organized storage and easy access to cleaning supplies.
- ✓ **Linen Trolleys:** they are used to transport bed linens, towels, and other linens to and from guestrooms. They typically have several shelves or compartments to keep the lines organized and separated.

- ✓ **Service** trolleys: they are used to transport food, beverages, and other items to guestrooms. They may have shelves, drawers, or compartments to hold plates, glasses, and utensils.
- ✓ **Luggage trolleys:** they are used to transport guest luggage to and from their rooms.

 They are often equipped with straps or bungee cords to secure the luggage in place.
- ✓ Maid's trolleys: they are used by housekeeping staff to carry cleaning supplies, linens, and other items as they clean and prepare guestrooms. They are often compact and lightweight for easy maneuverability in small spaces.
- Characteristics of a housekeeping trolley
 - ✓ Storage capacity
 - ✓ Durability
 - ✓ Safety and security
 - ✓ Ease of maintenance
 - ✓ Stability and handling





You have spent 4 months at M. Hotel in the housekeeping store as a trainee. Among the skills acquired during the training is the storing of housekeeping trolleys. Today you are requested by your supervisor to receive and store trolleys from different guestrooms.

Fill out the table below to demonstrate the process:

Type of trolley	Cleaning methods	Storing procedures



Task 21

You work as a half time employee at Lemigo Hotel in housekeeping department. Today, the housekeeping storekeeper gives you a task to store different types of housekeeping trolleys after their uses.

Required:

- 1. Classify received trolleys
- 2. Check if they are clean
- 3. Store them properly

Topic 3.2 Cleaning of pantry





You work as a room attendant at Y&Z hotel. As the hotel is in high season with a big number of guests. All your housekeeping colleagues are very busy, the way that today; you are requested to work extra-hours. Therefore, among the tasks you have to accomplish during your extra-working time include cleaning and arranging the pantry. Questions:

- 1. What steps would you follow to clean a pantry?
- 2. What are the materials would you use for pantry cleaning?
- 3. Which process would follow do you arrange a pantry?

Key Facts 3.2: Cleaning of pantry

- Steps to clean a Pantry
 - ✓ Emptying the pantry shelves
 - ✓ Vacuum the shelves
 - ✓ Cleaning the pantry storage
 - ✓ Sorting the items in the pantry
 - ✓ Organizing and restocking the pantry
- Pantry cleaning materials
 - ✓ Vacuum with the brush attachment
 - ✓ Microfiber cloths
 - ✓ Mild dish soap
 - ✓ Water
- Pantry arrangement
 - ✓ Removing everything from shelves
 - ✓ Grouping like with like
 - ✓ Considering frequency of use
 - √ Keeping categories simple

- ✓ Decanting into clear containers
- Keeping track of expiration dates
- ✓ Adding shelves
- ✓ Using baskets for storage



Activity 2: Guided Practice



You are a trainee at W&X Hotel in the housekeeping department where, you have spent three weeks. Today, the housekeeping supervisor has assigned you a task of cleaning and arranging the pantry and he has explained you more about the different steps to follow

Required:

- Select the appropriate cleaning methods
- 2. Clean them properly
- Arrange them properly





You are an employee at Zenith hotel where, you have spent 6 months in housekeeping department. Today, the housekeeping supervisor assigned a task of cleaning the pantry and arranging them.

Required:

- 1. Clean them using appropriate cleaning materials
- 2. Arrange properly according to the standards procedures

Topic 3.3: Preparing turndown reports.





A room attendant working at one four-star hotel in Kigali City has carried out turndown services in different rooms assigned by the housekeeping supervisor, and she is supposed to prepare reports after the services.

Questions:

- 1. What elements do think should appears in those reports
- 2. What are the key main parts of the turndown report?
- 3. To whom she should submit the report?

Key Facts 3.3a: Preparing turndown reports.

- Components of a turndown services report:
 - ✓ It reports on the following:
 - Room status
 - Room number
 - Turndown facilities
 - Room supplies
 - Name of turndown attendant
 - **♣** Time
 - Performed tasks
 - Replaced linens and towels
 - Distributed amenities
- Report format and elements
 - ✓ Summary
 - ✓ Introduction
 - ✓ Main body
 - ✓ Conclusions

- ✓ Recommendations
- ✓ Appendices

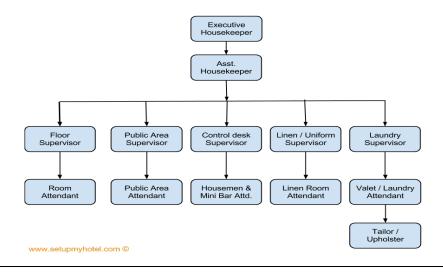
• Tips:

- ✓ Avoid mistakes
- ✓ Improve the quality of the report inputs
- ✓ Demonstrate professionalism
- ✓ Achieve the report purposes
- ✓ Make a follow up

• Reporting channel

✓ Turndown services should be reported in respect of the housekeeping department structure.

A sample of housekeeping department organization chart:







Last month, one hotel in Kigali City hired you as a room attendant. Today, you have carried out turndown services in three different rooms then, it is your time to prepare turndown services report. However, due to your little experience, your fellow staff reminds you about the characteristics of a good turndown services report, reporting format and channel, as well as reporting benefits. Therefore, having sufficient information about turndown services report making, prepare and submit the reports for those three rooms and submit it to the supervisor.

Use the following template:

Hotel name:							
Date:							
Report generation time:							
Current	Guest name (if occupied)	Special notes					
status							
	neration ti	neration time: Current Guest name (if occupied)					

Key Facts 3.3b: Preparing turndown reports.

Turndown / Evening Service Checklist

- ✓ Turndown / Evening Service performed routinely or as per request for long stayers.
- ✓ Suite and Executive floor room service is provided automatically.
- ✓ In case the guest requested, service was also provided on subsequent nights.
- ✓ Service is provided within quoted hours, or a reasonable evening time frame.
- ✓ No items were removed from the guest room unless placed in a trash receptacle.
- ✓ All trash receptacles were emptied.
- ✓ All flooring was swept/vacuumed.
- ✓ One bedside light was left on, curtains were closed.
- ✓ Ice buckets, ashtrays, and glassware were removed and replaced as necessary.
- ✓ Turndown fold was neat, And the In-Room Dining Breakfast Pre-Order menu was positioned; along with Turndown amenities (Chocolate / Flower)
- ✓ In case the room rate includes breakfast in the coffee shop, then an In-Room Dining Breakfast menu card or door knob menu card is not provided.
- ✓ Money, jewelry, valuables, laptop, mobile, electronic devices, and personal items left untouched.
- ✓ Newspapers and magazines were stacked and left in plain view.
- ✓ Guest clothing found on the bed or floor was folded and placed on the bed or chair, and clothing left on furniture was folded and left in place.
- ✓ The sink, counter, and mirror were wiped clean.
- ✓ The tub and shower were cleaned, and no debris, dust, spots, stains, or hair.
- ✓ The toilet was cleaned, no debris, dust, spots, stains, or hair.
- ✓ Used linens were removed and replaced with Linen where colors were consistent, not worn, damaged, or stained.
- ✓ All Amenities were replenished to par levels and Bathroom paper supplies restocked.
- ✓ Toiletries were arranged on a clean, flat washcloth, similar to the guest's placement.

 And Tissues are re-pointed.
- Sample reporting format

Date:	name:					
Repor	t generation	time:				
Room	Currer	nt Guest r	Guest name (if occupied)			ial notes
	status					
√ Lo	ost and found	d register				
Hotel	I name:					
Date:	:					
Repo	rt generation	time:				
S/N	DATE	ITEM	DESCRIPTION	FOUND BY	FOUND AT	PICKED UP
						BY
1	12/5/2024	Watch	Golden	Anne room	Room 302	Ms.
			watch	attendant		Mariam

2

²Mazaraki, A., Kulyk, M., Boiko, M., Bosovka, M., &Vedmid, N. (2024). Implementation of hotel revenue management strategies during a martial law. *AGORA International Journal of Economical Sciences, 18(1), 124-131.*





You have spent six months working in a housekeeping department of one five-hotel in Kigali City as a room attendant. you have carried out yesterday in different five guestrooms. Two clients complained that there some items missing in their rooms.

Today you have to prepare turndown services reports for these five rooms.

Required:

- 1. Prepare room status report
- 2. Prepare lost and found items report for concerned rooms

Points to remember

- ✓ Consistency: Use standardized templates for each type of report.
- ✓ Detail: Provide as much detail as necessary to convey the condition and actions taken.
- ✓ Accuracy: Double-check information for accuracy before submitting.
- ✓ Timeliness: Ensure reports are completed and submitted promptly.
- ✓ Review: Supervisors should regularly review reports to address any issues and maintain high standards
- ✓ Make a follow up



Fill in the table below and share results with the trainer for further guidance.

Areas of strength	Areas for improvement	Actions to be taken to improve
1.	1.	1.
2.	2.	2.



Total marks		100
Percentage Weightage		100%
Minimum Passing line % (Aggregate):	70%	

Integrated situation

XW Hotel located in Nyarugenge District, has accommodated staff from the Ministry of Health. At their check out, the group organizer complained about poor turndown services. After the assessment curried out by the Hotel Management, they found that the poor service is caused by the lack of a skilled room attendant and consequently they decided to engage the recruitment. There should be completed before hosting next event ordered by the Ministry of Health.

As a hired room attendant, you are requested to perform turndown services.

The bellow tasks should be performed in 3 rooms including Room 201, 203 and 205 within 45 minutes.

- 1. Set up turndown service facilities (10 min)
- 2. Make the guestroom ready (25 min)
- 3. Perform closing activities (10 min)

All tools, equipment and materials needed are located in the 2nd floor pantry.

Resources:

Tools	Caddy box, garbage bag, amenities tray and gloves.
Equipment	Trolley
Materials/ Consumables	Room amenities and room stationeries

Assessable outcomes	Assessment criteria (Based on performance criteria)	Indicator	Observation		Marks
			Yes	No	allocati on
1. Set up turndown	1.1 Information about	Key terms are			
service facilities	room occupancy are	described			9
(20%)	correctly gathered	Room categories are			
	according to the hotel	clarified			
	standards				
	1.2 Tools and equipment	Tools are collected			6
	are properly collected	Equipment are			
		collected			

	according to their	Consumables are	
	usage	collected	 -
	1.3 Turndown amenities	Bathroom amenities are collected	5
	are properly collected according to the hotel	Bed room	
	standards	stationaries are	
	Standards	collected	
		Turndown amenities	
		are collected	
2 Make the	2.3 The bed is		16
guestroom	appropriately arranged	Unnecessary bed linen are removed	10
ready(50%)	according to the		
Teauy(50%)	standards operating		
	procedures	rearranged	
	2.4 The room is	Trashes are removed	18
	appropriately arranged	Bedroom is setup	-
	according to the	Rearrangement of	
	standards operating	furniture	
	procedures	Turriture	
	2.3 The turndown supplies	Turndown supplies	16
	are properly	are positioned	
	replenished according	Room amenities	
	to hotel standards	replenished	
3 Perform closing	3.3 Housekeeping trolley	Cleanliness of trolley	10
activities (30%)	is properly stored	is done	
	according to the	Procedures of	
	standards operating	keeping trolley are	
	procedures	applied	
	2.4 Dantruis proporti	Pantry cleanliness is	10
	3.4 Pantry is properly cleaned according to	done	10
	the standards	uone	
	operating procedures	Pantry arrangement is done	
	3.5 Turndown report is	Report format is	10
	properly prepared	prepared	10
	according to the hotel	Turndown reports	-
	standards	are prepared	
	3.33.33	Reports is reviewed	-
		reports is reviewed	-

		Reporting channel is respected		
Total marks		respected		100
Percentage Weightage				100%
Minimum Passing line % (Aggregate): 70%				

REFERENCES

- 1. Böhme, C. (2023). Shaping the guest experience: How personalized services improve customer satisfaction in luxury hotels and create a competitive advantage. *Signature*.
- 2. Dasgupta, D.S., Jamader, A.R., & Das, N. S. (2024). Inn Housekeeping: A Complete Guide Book. Available at SSRN 4797760.
- 3. Ehleiter, A., & Jaehn, F. (2016). Housekeeping: Foresightful container repositioning. International Journal of Production Economics, 179, 203-211.
- 4. Husaini, F., & Lubis, D.S. W. (2024). The role of supervisors and standard operating procedures for cleaning rooms in improving the performance of employees housekeeping department Hotel Grand Mercure Medan. Jurnal Ekonomi, 13(02),1316-1328.
- 5. Kodera, S., Kodate, A.,& Ichifuji, Y. (2023, December). Analysis of factors affecting hotel occupancy rate. In 2023 15th international congress on advanced applied information winter (IIAI-AAI-Winter) (pp.19-22). IEEE.
- 6. Lee, J., Cha, S.H., Hong, T., & Koo, C. (2024). Empirical investigation of occupant-centric thermal comfort in hotel guestrooms. Renewable and Sustainable Energy Reviews, 189, 114046.
- 7. Mazaraki, A., Kulyk, M., Boiko, M., Bosovka, M., & Vedmid, N. (2024). Implementation of hotel revenue management strategies during a martial law. AGORA International Journal of Economical Sciences, 18(1), 124-131.
- 8. Mohammad, K., Lathwal, A., Koushal, V., & Sharma, D.K. (2022). Identification of environmental cleaning and managerial best practices for integration in competitive bidding documents for outsourcing of housekeeping services in tertiary care hospitals in India. International Journal of Environmental Hearth Engineering, 11 (1), 1.
- 9. Rosemberg, M.A.S.,&Li,Y. (2018). Effort-reward imbalance and work productivity among hotel housekeeping employees: A pilot study. Workplace health & safety, 66 (11), 516-521.
- 10. Sherman, R. (2011). Beyond interaction: Customer influence on housekeeping and room service work in hotels. Work, Employment and Society, 25(1), 19-33.



August, 2024