

Dormitory Housekeeping Operations and Operating Standards

^{U.S.}
Federal Public Housing Authority - National Housing Agency

TABLE OF CONTENTS

	<u>Page</u>
I INTRODUCTION.	1
II HOUSEKEEPING FUNCTIONS.	1
A. The Housekeeper's Duties.	2
1. Linen Operations and Supply Standards	2
2. Inspections	4
3. Vacancy Reporting	4
4. Repair and Replacement Reporting.	5
5. Supply Ordering	5
6. Interviewing and Hiring of Staff.	6
7. The Planning and Scheduling of Staff Work	6
8. The Training of Workers	7
9. Keeping Staff Time Records.	8
10. Conferring with and Informing Tenants	8
B. The Work of Supervisors and Housekeeping Aides.	9
C. Maid Services	9
1. Daily Bed-Making and Daily Room Care.	9
2. Weekly Room Cleaning, Bed Changing and Occasional Duties. .10	
3. Inspection and Reporting.11
4. Miscellaneous Services.11
5. Beds per Maid and Maid Shifts11
D. Tenant Bed-Making11
E. Janitorial Services11
F. Staff Requirements.12
III. THE REDUCTION OF OPERATING COSTS.13

I. INTRODUCTION

Great variations among dormitory projects in the time and cost for conducting housekeeping operations indicate a need for evaluations of techniques and practices in use, and determination of the most efficient and economical methods for accomplishing acceptable standards of livability for dormitory tenants. Time required to obtain the same results varies greatly among projects due both to worker efficiency and methods used. Standards also vary. Some of the practices now in use show costly, detailed operations resulting in standards of upkeep much higher than necessary for war housing. Others show standards of sanitation and maintenance of dormitory rooms, corridors and washrooms considerably below an acceptable standard for tenant welfare and comfort.

Economy in dormitory housekeeping is essential, since the reduction in the cost of housekeeping must contribute to the reduction of all dormitory operating costs. Since labor cost is the largest cost factor in housekeeping operations, careful planning and worker efficiency are necessary not only to reduce cost, but to release labor for other war work.

The information and recommendations contained in this Bulletin have been based on an intensive study of dormitory housekeeping operations in 21 projects, approximating 11,000 units, and miscellaneous information from additional projects. Costs for maid service, linen service and supplies, and variations in maid service costs between projects were obtained from Report S-702, Statistics Division, FPFA, December 18, 1944, and from Quarterly Operating Statements submitted by individual projects.

II. HOUSEKEEPING FUNCTIONS

Efficiency of operations must be determined by evaluations of each operation to determine time loss, waste of materials, and operations performed by high salaried employees that might be performed by those with lower salaries.

The principal functions required in dormitory housekeeping are: (1) Bed-making; (2) room, corridor, washroom and lobby cleaning; (3) linen operations; (4) hiring, training, and supervising employees; (5) planning and scheduling staff work; (6) ordering and controlling supplies; (7) reporting vacancies, repairs and other maintenance needs.

Although these functions are those required to accomplish dormitory housekeeping, this pattern of work is not always followed by housekeeping staffs. Commonly, the housekeeper rents rooms, collects rent and carries on other management office functions. When housekeepers are qualified and time permits, such arrangements have been satisfactory. These arrangements of functions, however, can best be determined in individual projects.

The cost of maid service, linen and supplies per unit per month (pum), varies from \$2.24 to \$4.55 - more than 100 per cent for dormitory projects among the regions. The cost of maid service varies even more than 100 percent between projects of comparable occupancy. Maid service costs per unit per

month are usually greater in small projects, since work may not justify full-time employees and part-time employees are often difficult to obtain. Costs also are often higher in projects with fluctuating occupancy, since it is rarely possible to schedule the work so that each maid can perform a maximum of service, at all times; and also, maids must be kept when occupancy is low if increased occupancy is expected. Great variations in p.u.m. costs also exist in linen service and supplies. Tenant adjustment problems in projects with more than 100 occupants should be the responsibility of a person qualified for this type of work. It is not recommended as a housekeeper function. However, many housekeepers of small projects have exercised this function successfully. In a few small projects, a housemother is responsible for tenant welfare and linen work. This is also a successful arrangement, but its success is dependent upon the qualifications of the housemother. (See Bulletin No. 24, The Human Side of Dormitory Operations).

- A. The Housekeeper's Duties. For the greatest efficiency in housekeeping operations, the work of the housekeeper should be carefully planned. In many projects, housekeepers and supervisors carry on work that could well be delegated to maids. This increases the cost of the operations and also absorbs the housekeeper's time required for planning of work and training of staff. The housekeeper's functions are both supervisory and other, since some duties require responsibility that cannot be delegated.

Listed in Exhibit 1 to this bulletin on page 14, are the principal functions of the housekeeper, required in dormitories of 100-person occupancy or more. The types of services include both supervisory and those for which the housekeeper assumes responsibility.

In projects with low occupancy or small projects, where a housekeeper's full time is not required for the functions as listed in Exhibit 1, these two types of arrangements are in use, both of which are successful: (1) The housekeeper assists with maid work and fewer maids are required; (2) a manager-housekeeper is employed who, in some projects, assumes all, and others a part of the responsibilities of both manager and housekeeper.

1. Linen Operations and Supply Standards. The greatest time-loss in the operations conducted by the housekeeper in the 21 projects for which findings were obtained appears in linen operations. Time required for this operation varied as much as 400 per cent per 100 tenants per month among a number of dormitories.
- a. The Checking of Linen and Distribution for Room Needs. The actual counting of linen by the housekeeper is a costly procedure. Some housekeepers insist on either counting all linen going to and coming from laundries including linen allotments for each maid, or directly supervising the maid who does the counting which requires an equal amount of time. The most efficient practice is the training of a senior maid or a supervisor to do all counting with occasional spot checking by the housekeeper. In small dormitories

Par. A-1 (Cont'd)

of less than 100-person occupancy, linen counting by the housekeeper may be satisfactory, since in these smaller projects housekeepers must either assist maids or assume some of the management responsibilities. In large projects, senior maids or housekeeping aides can be trained for this work.

The allotment of linen to each maid from the linen room can also be done by a housekeeping aide or a senior maid. Linen should be counted out for each maid's allotment the night before it is required. This avoids delaying maids in the morning; also, there is usually more time for this operation in the afternoon than in the morning.

In large projects, carts are recommended for the transporting of clean and soiled linen between linen rooms and dormitory rooms. In some projects, maintenance departments have made linen carts at very small costs, resulting in considerable savings. Without a means of transporting linen, maids must make several trips between linen rooms and dormitory rooms with clean and soiled linen.

One person only in addition to the housekeeper should have access to the linen room.

In some of the projects with a number of buildings, the maid or supervisor in charge of each building keeps her own linen closet supplied, makes all counts of linen for the laundry and for maids and the housekeeper prepares the final laundry slip. This arrangement is very satisfactory.

- b. Linen Inventories. The inventory of the linen and bedding supply should be made monthly. Many housekeepers prefer making this count. However, it can be done satisfactorily by a maid who does the counting with the housekeeper spot-checking. Where there are a number of buildings with a linen room in each, the maid or supervisor in charge can make the inventory, with the housekeeper spot-checking.
- c. Linen Repair. The supervision of linen repair, and the participation in repair work where time permits, is a responsibility of the housekeeper in the most efficiently operated dormitories. In projects sufficiently large to require repair workers, housekeepers supervise only.
- d. Linen Maids. Maids for linen work should only be employed where the project is sufficiently large to warrant a maid for this service. Too much specialization in work in small projects creates time loss. However, where there is sufficient mending and other

Par. A-1 (Cont'd)

linen work to justify one or more full-time persons, such service usually results in economy.

In some small projects which do not warrant a full-time tenant counsellor a combination of the functions of tenant counselling and linen work has proved satisfactory. The success of combining these two functions depends upon the qualifications of the person employed.

- e. The Housekeeper's Responsibility for Linen Operations. With the training of senior maids or aides to perform the routine linen work, the housekeeper's responsibility for this function can be reduced to: (1) The preparation of laundry slips for the laundry; submitting laundry bills to the office for payment; (2) reporting linen losses and linen damage; (3) spot-checking on linen counts; (4) supervision of the inventory and spot-checking; and, (5) supervision of and participation in linen repair.
 - f. Standards of Supply. A complete change of bed linen, four face towels and two bath towels should be supplied weekly. In a very few instances, where workers are engaged in dirty work, additional linen is required. The changing of beds more frequently than weekly is not recommended except in unusual instances.
2. Inspections. Another housekeeper's function which result in higher costs than necessary in many projects, is the daily inspection of all rooms by the housekeeper for quality of maid work. The spot-checking method is recommended. Senior maids can be adequately trained to achieve the inspection standards established by the housekeeper. Furthermore, with more of the housekeeper's time available for the training of employees, less inspection should be required.

In large projects, some spot-checking daily will be required of the housekeeper. In small projects, spot-checking every other day has proved satisfactory.

A few housekeepers recommend the inspection of rooms while maids are at work which gives the housekeeper an opportunity to advise the maid on improved techniques in operation. This is a satisfactory arrangement where work schedules will permit this arrangement.

Corridors and lobbies should receive a daily inspection; washrooms oftener than daily.

3. Vacancy Reporting. Vacancies should be reported by the housekeeper to the management office, each morning. Vacancy forms are necessary for the most efficient reporting, although many projects do not use them. (See Exhibit 2 on Page 15 of this bulletin). One of the most satisfactory methods of determining and reporting vacancies is to

Par. A-3 (Cont'd)

supply each maid with two copies of the vacancy form when she goes on duty. She then inspects all rooms and fills out the number of vacancies on the form and returns both original and carbon copy to the housekeeper, who sends the original to the management office and retains the carbon. Losses of linen and other furnishings and damages should be reported for vacant rooms with the vacancy report. This form, and any other forms required to be filled in by maids, should be as simple as possible.

Some projects prefer that housekeepers compile the vacancy lists and submit one form only. In such instances, the maid requires one form only.

In some projects, housekeepers insist on inspecting all rooms with the maid for vacancies. This is not recommended, since maids can be trained for this operation. Housekeepers may wish to inspect the vacant rooms only, after the maid's report is submitted.

The management office should also report check-outs or expected check-outs immediately to housekeepers. The room can then be put in order at once for an incoming tenant. Advance information on check-outs often eliminates the extra work of putting a room in order when it is expected to be vacated.

4. Repair and Replacement Reporting. The most satisfactory method of reporting is on forms showing building number, room number, items lost and items damaged which the maids fill in at the time they make beds. (See Exhibit 3 on page 16). The housekeeper should re-check the maid's reports, then compile and submit the final form daily to the management office or, if repair is required, to the maintenance superintendent.
5. Supply Ordering. Cleaning supplies and the replacement of cleaning equipment should be ordered monthly. Irregular ordering is unsatisfactory. The reporting of needs by senior maids or supervisors of buildings to the housekeeper who then reports to the maintenance superintendent is satisfactory. The practice of housekeepers buying some of their own supplies is not advisable. Housekeepers, however, should specify their preferences in equipment and cleaning materials, since there is sometimes available two or three choices of articles.

Housekeepers should know the required amounts of cleaning supplies and the frequency of cleaning equipment replacement needs for their projects and check the monthly quantities submitted by maids against normal requirements. Maids should also be trained in the economical uses of materials and in the proper care and storage of cleaning equipment. In some projects, too little attention is given to equipment care and the quantities of materials used.

Par. A-5. (Cont'd)

The following is a guide to annual replacements for cleaning-supply quantities and equipment for a 100-bed dormitory:

Cleaning Supplies

<u>Item</u>	<u>Quantity</u>
Cleaning powder (detergent) (Soap and soap powder may be preferred).	1 barrel (300 lbs.)
Furniture polish	3 gal.
Saddle soap	3 - 1 lb. cans
Toilet tissue	26 cartons (100 rolls each)
Wax lobby only	12 lbs.
Scouring cleanser	60 cans (14 to 16 oz. each)
Disinfectant	24 gals.
Rags (scrubbing and dusting)	60 lbs.

Cleaning Equipment

Scrub pails	4
Mop bucket with wringer attached	1
Mop handles	5
Mop heads (32 oz.)	26
Mop heads (small)	42
Push brooms	4
Walls brushes	4
Scrub brushes	12
Dust pans	5
Dust brushes	12
Whisk brooms	4
Brooms (medium)	12
Toilet brushes	4
Dry mops	12
Squeegee (window cleaner)	2

6. The Interviewing and Hiring of Staff. Two methods of hiring the housekeeping staff can be used: (1) The housekeeper interviews and makes her recommendations to the manager who does the hiring; (2) the housekeeper interviews and hires. Both appear to be satisfactory; however, some housekeepers prefer to do the hiring. In a few instances, the manager does the hiring, but the housekeeper makes recommendations on dismissal.

The most desired qualifications are: Willingness, previous experiences, character and personal appearance.

7. The Planning and Scheduling of Staff Work. Careful planning of housekeeping operations is the most important contributing factor to

Par. A-7 (Cont'd)

successful housekeeping. "Emergencies" must always be planned for; also labor shortages, the keeping of the staff efficiently occupied when occupancy is low and the provision of an adequate staff when occupancy is high.

The two most important planning problems are: (a) Adjustment of work load during fluctuating occupancy periods; (b) constant planning for new techniques and methods for increasing efficiency and reducing operating costs. (See The Training of Workers in Par. 8 below).

By consulting the vacancy reports the housekeeper will know each maid's work load and the daily adjustments that must be made. The training of maids to cooperate in getting the job done and deciding to hire relief or part-time maids in case of emergencies, should be planned for before an emergency exists.

Work schedules are recommended where there are a number of maids. It is satisfactory either to present the work schedule to the maid or post it. Schedules should show the work to be done for each day in the week, such as days for routine work, bed changing, supply of towels, room cleaning, etc. Some housekeepers believe work schedules tend to make girls unwilling to accept new duties when work loads require it. However, such attitudes should be adjusted through proper training, since most dormitories have periods of changing occupancy requiring work load adjustment.

8. The Training of Workers. Worker training is one of the most neglected of all the housekeeping functions. Worker efficiency in doing a job, as well as careful planning of the work to be done, is necessary to reduce operating costs. Old workers as well as new require training, since new and better techniques can always be discovered for doing jobs. Observation of operations shows considerable waste motion in accomplishing results, partly due to the location of supplies and equipment, but due also to worker inefficiency.

Housekeepers should inform themselves of the techniques in use by workers and either instruct workers herself or delegate the most skilled operator to instruct workers on improved methods.

The trainer should work with the maid and demonstrate as well as give instructions. A check and recheck on the worker's operations is considered advisable until she is considered adequately trained. Staff meetings where group instruction is given and an exchange of opinions or better work efficiency are also recommended. Workers frequently have valuable ideas for improving techniques.

In one region a test room is being used to determine applicant ability in various operations. The housekeeper or other skilled operator

Par. A-8 (Cont'd)

performs and instructs on typical operations and the applicant performs the same operations, does other operations with instruction, does some operations without instruction; and reads and explains written instructions presented by the housekeeper. By such a method the following abilities can be determined:

- Ability to follow instructions
- Rapidity of learning prescribed methods
- Attitude toward work and general adaptability
- Skill in conducting operations without instructions

Housekeepers' conferences for the training of the housekeepers themselves; for instructions on the training of maids and the exchange of information on the best techniques and processes in use are recommended.

9. Keeping Staff Time Records. The time charts for employees to sign in and out kept near the housekeeper's office is the most satisfactory arrangement. The housekeeper then compiles a report and submits it to the management office on the semi-monthly payroll form.

Various methods are used by housekeepers. In a number of projects, time records of housekeeping employees are kept by the management office staff. The signing in and out system is not used by many housekeepers, but housekeepers note time and report to the management office. Also various periods of reporting are used - daily, weekly or semi-monthly.

10. Conferring with and Informing Tenants. A conference with tenants when entering the project on project regulations and particularly on the need for keeping rooms in order is recommended. Housekeepers report that from one-fourth to one-half of a maid's time is required for picking up clothing and personal belongings before beds can be made and rooms dusted. Considerable emphasis should be placed on this problem. Further conferences are usually necessary for some tenants. Many techniques have been used to obtain room order to conserve maids' time. The most drastic is instructing maids to omit the rooms in daily cleaning and bed-making. This is not recommended. Housekeepers should set aside office hours for tenant housekeeping complaints or requests to avoid the tenants having to hunt up the housekeeper.

A set of regulations should be posted in each room and also a set in the washroom on washroom upkeep. In some dormitories notices posted in corridors, washrooms and other places are unattractive and unsatisfactory.

B. The Work of Supervisors and Housekeeping Aides. The delegation of the various types of work to supervisors and housekeeping aides, with the exception of linen service, is not discussed in this bulletin. Since the number to be employed is dependent upon project size and number of buildings, and the work to be delegated determined somewhat by the particular arrangements of work in each project, the delegation of work should be individual project determinations.

C. Maid Services. The principal duties of maids are: (1) Bed-making; (2) daily room cleaning; (3) weekly room cleaning; and, (4) miscellaneous inspection and reporting.

Most of the linen work, in large projects, should preferably be done by supervisors or senior maids under the direction of the housekeeper, unless linen maids are employed. In small projects, maids' duties obviously must be more diversified, and some of the janitorial work must be done by the maids, since it is frequently impossible with fluctuating occupancy, to keep maids occupied with the above duties only.

1. Daily Bed-making and Daily Room Care. The standards of daily bed-making and daily room care vary greatly among projects. In a few projects, standards are much higher than required for war housing. The time consumed is far greater than necessary and costs are obviously too high. An acceptable standard for daily bed-making and one that requires little time is:

- a. Bottom sheet to be freed from dirt, if necessary; pulled tightly and tucked in on all four sides.
- b. Top sheet and blankets should be pulled free from wrinkles, tucked sufficiently under mattress at bottom to remain in place, and on one side.
- c. Top sheet should be folded back at least 4" over blanket, more if sheet length permits.
- d. Pillow should be fluffed and put into place.
- e. Blanket should be folded and placed at foot of bed.

It is unnecessary to turn mattresses daily, strip beds and wet mop floors daily as done in some projects. An acceptable standard for daily room cleaning is as follows:

- a. Floor dry mopped or swept.
- b. Ash tray wiped out with a damp cloth and waste basket emptied.
- c. Furniture and window sill dusted.
- d. Check of losses and repair needs.

Par. C-1 (Cont'd)

Tenants should be instructed, in all projects, to pick up their own clothing, keep personal belongings in order and furnish bags or other receptacles for soiled laundry.

Bed-making based on the above standards requires about 3 minutes, except for unusual cases. The time required for daily bed-making and room cleaning requires from 10 to 12 minutes. The time required is frequently doubled where tenants leave rooms disorderly. In some dormitories occupied by women, no dusting is done, but dust cloths are provided for women to do their own dusting. Where this arrangement is used, tenants like it.

In one or two large projects, one group of maids makes beds daily and a second group does the daily cleaning. This arrangement has no advantage in time, but some maids prefer the arrangement.

Sunday bed-making is considered unnecessary. Some maid service, however, must be maintained on Sundays for emergencies. In projects with no Sunday bed-making both men and women tenants prefer the arrangement, since they are not disturbed.

2. Weekly Room Cleaning, Bed Changing and Occasional Duties. Requirements for an acceptable standard of weekly room cleaning are:

- a. A complete change of bed linen.
- b. Beds stripped; springs inspected and dusted.
- c. Mattress turned, sides and ends to be reversed.
- d. Floor wet mopped or properly cleaned.
- e. Beds made with corners preferably mitered.
- f. Radiator and furniture thoroughly dusted.
- g. Woodwork dusted and spots washed.

The changing of beds two times weekly is considered unnecessary. Also, the practice of removing the top sheet to the bottom and supplying one clean sheet two times weekly is a time-consuming practice.

Occasional operations should be included as maids' and janitors' time permits. Furniture should be waxed and polished and woodwork and radiators washed monthly. Mattresses brushed and springs wiped off monthly. Walls brushed and windows washed when necessary. The sunning of mattresses and pillows three or four times yearly will greatly add to their comfort and durability.

Par. C (Cont'd)

3. Inspection and Reporting. Inspection for vacancies and reporting them to the housekeeper should be the maid's first job when she comes on duty. Loss, damage, and repair needs can be reported at the end of the day.
4. Miscellaneous Services. In addition to the above, there are a number of services that maids must perform, such as dusting vacant rooms; servicing rooms for transient guests, which requires more time than for regular tenants, since beds must be changed for each guest; and assisting other maids when work loads require it. Due to fluctuating occupancy, there is usually time for these additional duties.
5. Beds per Maid and Maid Shifts. An acceptable standard is for one maid to service from 30 to 32 tenants, providing the duties are no more than those indicated above.

One shift of maids can service two shifts of workers; three shifts of workers generally require two shifts of maids.

- D. Tenant Bed-Making. The making of beds by tenants is entirely satisfactory where this practice is in use. It is recommended for trial, particularly in areas with acute labor shortages. In some projects, both men and women make their own beds and it is as satisfactory in men's dormitories as in women's.

Three types of arrangements are in use: (1) Maids change beds and clean rooms weekly; (2) maids change beds, clean rooms weekly and also dust rooms daily, (Daily bed-making only is omitted); (3) maids supply bed linen, turn mattresses and clean rooms, but tenants strip beds and make them weekly as well as daily. In all arrangements, maids supply towels two times weekly.

Type (1) is considered the most satisfactory, since it is advisable that beds be made well and springs and beds be inspected and dusted at least weekly. There is considerable savings in tenant bed-making, since fewer maids are required. Also one shift of workers only is necessary. About 35 minutes is required for weekly cleaning and bed-making in this arrangement, since more cleaning is usually required when daily work is omitted. Practically 100 hours per 100 tenants per week can be saved by tenant bed-making where daily cleaning is omitted.

- E. Janitorial Services. These services require washroom, corridor and lobby cleaning. Upkeep of utilities and repair services are not included in housekeeping operations, in this bulletin, with the exception of reporting needs. Acceptable standards are as follows:

1. Washrooms should be scrubbed daily including the thorough cleaning of bath and laundry tubs, wash basins, toilet bowls, toilet seats,

Par. E-1 (Cont'd)

showers, mirrors and the emptying of waste baskets. Floors should be washed not dusted. In addition to the thorough cleaning, wash basins should also be wiped out a second time daily, particularly where there are two or three shifts of workers. Disinfectants should be used daily for washroom floors, showers, wash basins and toilets. Washroom upkeep has been reduced by providing cleaning materials easily accessible to tenants.

2. The necessary replacement of supplies should be made daily.
3. Corridors should be wet mopped daily and waxed as needed; at least sufficiently frequently to protect flooring.
4. Lobby floors should be wet mopped daily and waxed as needed. Walls should be brushed weekly and woodwork spots removed. Waste baskets emptied daily.

The number of janitors required for a given number of tenants is difficult to determine, since occupancy fluctuates and all buildings are rarely 100 per cent occupied. One cleaner can service two washrooms, two lobbies and two corridors.

Projects use both men and women for these services and both are satisfactory. However, where women are employed, outside window washing and some of the other occasional duties required must be done by men. Three types of arrangements are used:

1. Janitors and janitresses are employed and are under the supervision of the housekeeper.
2. Janitors from the maintenance staff are used for the purpose. In small projects, this use of maintenance staff janitors is quite satisfactory, since full-time janitorial services are not required.
3. Lavatory and cleaning maids do light cleaning and janitors do the heavy work.

- F. Staff Requirements. Staff requirements depend upon the number and location of buildings, the number of transient guests and the fluctuation of occupancy. During short periods of low occupancy, the staff cannot be reduced, particularly in areas with critical labor shortages. There is great variation in housekeeping staff requirements in some projects. Dormitories with 100 to 150 occupants vary in staff members from 6 to 23. Some of this variation may be accounted for through duties, other than housekeeping, required of the housekeeping staff. Based on experiences in efficient housekeeping practices, the following staff requirements should be adequate to accomplish housekeeping functions of a desirable standard:

Par. F (Cont'd)

- 100 tenants: 1 housekeeper, 3 maids, 1 housekeeping aide,
1 janitor or janitress for each 2 corridors,
lobbies and washrooms.
- 200 tenants: 1 housekeeper, 6 maids, 1 housekeeping aide,
1 relief maid, 1 janitor or janitress for each
2 corridors, lobbies and washrooms.
- 300 tenants: 1 housekeeper, 9 maids, 2 housekeeping aides,
2 relief maids, 1 janitor or janitress for
each 2 corridors, lobbies and washrooms.

In larger projects, work becomes more specialized and linen maids, inspectresses, housekeepers' assistants are usually desired, in addition to the staff of maids and janitors. Small projects may require only part-time janitorial service depending upon the number of buildings, with the housekeeper conducting the linen work.

III. THE REDUCTION OF OPERATING COSTS

There are a number of methods for reducing operating costs:

- A. The immediate reduction of staff in accordance with decreased occupancy when occupancy is not expected to increase.
- B. An evaluation of housekeepers' functions to determine jobs that can be successfully done by lower salaried employees and the delegation of such work to them.
- C. Training employees for greater efficiency, reduction in waste of supplies and care of equipment.
- D. Tenant bed-making.
- E. Requiring tenants to keep rooms in order which will reduce a large portion of the maid's time required for room care.

Function	Types of Services
1. Linen supervision.	Supervision of sending and receiving laundry. Reporting of laundry losses to management office. Recording and reporting of laundry bills to management office. Supervision of and participation in the taking of inventories. Supervision of and assisting in linen repair.
2. Room, corridor, lobby and washroom inspection.	Spot inspection of rooms and inspection of corridors, washrooms and lobbies.
3. Vacancy reporting.	Checking and immediate reporting of vacancies to management office.
4. Repair and replacement reporting.	Checking of repair and replacements and reporting to maintenance superintendent, the management office, or both.
5. Supply ordering	Control of supplies and supply ordering from management office or maintenance superintendent.
6. Interviewing and hiring of staff.	The interviewing and hiring of maids and other staff members.
7. The planning and scheduling of staff work.	Distribution of the work load, planning for better efficiency of workers, and schedule preparation for regular work and to meet emergencies.
8. Staff training.	Supervision of and participation in the training of the entire staff.
9. Keeping of staff time records.	The keeping of time records and reporting to management office.
10. Conferring with and instructing tenants.	Conferring with tenants on housekeeping needs and the instruction of tenants on dormitory regulations, upkeep of rooms, corridors and washrooms.

HOUSEKEEPERS DAILY REPORT
OF
DAMAGE & LOSSES

Date _____

Project _____

Bldg.	Room	Items Damaged

Bldg.	Room	Items Lost

REMARKS:

4. N.
1. 1. 1.
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1. ~~Housing projects~~ Dormitories. 2. Housing management
3. Housing projects - Care and maintenance. 4. Housing management - Services. I. Title.

Doc c.1 c.2 c.3