

## Time and motion study in housekeeping operations

Extensive research in the form of time and motion studies to analyse work methods has helped the industry to find better and easier ways to carry out tasks and save time and energy. The time and motion studies for a task calculate how long it takes, on an average, to perform a certain task. This helps in calculating staffing levels. To do a time and motion study, several staff members perform the same task (say, bed-making), one by one, their movements are studied and clocked. The results are compared and an analysis is done as to how long it takes on an average to perform the task. The best practices derived from this study are then used by everyone, so that the resulting performance will be more standardized and more predictable. Any of the methods discussed below can be used by the executive housekeeper to do a time and motion study in her department.

### TEAMWORK & LEADERSHIP IN HOUSEKEEPING

**Housekeeping operations is to form teams to accomplish tasks rather than scheduling employees on an individual basis. The three important determinants of teamwork are leadership, the building of the right kind of groups or team for better productivity, and membership. A housekeeping team may consist of one supervisor, several (2-5) GRAs, and one houseman. This team under the supervisor becomes totally responsible for a particular section of guestrooms in the hotel.**

#### **ADVANTAGES OF TEAMWORK**

- Manager is being able to schedule a group of people as though they were one entity
- Cooperation and worker's morale will be higher when they are part of a small unit.
- Team spirit will cause the entire group to excel in operations. GRAs that excel in room cleaning help the poorer performers on the team to improve.
- Fewer tools are needed as people will share equipment.
- Some heavier cleaning tasks are accomplished more easily and faster with two people.

- Bringing new employees up to the required standards becomes easier since they have buddies to coach them along the way.
- There is saving on labour costs since team workers complete work faster, have better attendance, meet with fewer accidents.

## **LEADERSHIP**

For teamwork in housekeeping to be successful, the department leader i.e. the Executive Housekeeper needs to be an inspiring role model as a team player as well as an effective leader. The leader of any group can help to build its members into a well knit team by sharing visions, goals, and strategies with them. Leadership is the capacity to frame plans that will succeed and the faculty to persuade others to carry them out in the face of difficulties. An Executive Housekeeper who is a good leader will ensure the following activities:

- Vision.
- Communicate passionately.
- Inspire and pull employees towards goals
- Provide direction
- Learn from other leaders
- Make decisions in line with the vision.
- Get feedback.
- Command and not demand respect and loyalty