



**THAI HOTELS ASSOCIATION**  
**SERVICE STANDARDS**  
**FINANCE AND ACCOUNTING**

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# PREFACE

The Thai hotel industry has experienced rapid growth and expansion in response to government initiatives to develop Thailand as an important international center of tourism. Tourism is the biggest foreign exchange earner in the Thai economy. The diversity and rapid growth of this industry has a tremendous impact on the entire economy. Investment in the Thai hospitality industry exceeds two hundred billion baht.

Tourism involves the participation of residents, businesses, public agencies and educational institutions, all of whom play an integral part in providing services and products to visitors to ensure tourist satisfaction. In addition, tourism is an effective mechanism for expanding the distribution of income and stimulating development throughout the country as it creates a large demand for workers with a wide variety of skills.

The Thai Hotels Association is a non-regulatory body aimed at developing and maintaining the standards of accommodation and service in Thailand's hospitality industry. Acceptance as a member of the Thai Hotels Association means a hotel is a responsible organization interested in the development, not exploitation, of our country's natural resources and environment.

The Thai Hotels Association has outlined its 1994-1996 policy objectives as follows:

- **The Thai Hotels Association shall strive to be the principle organization in promoting the Hotel Industry in Thailand.**
- **To promote and support the high and modern standard of the Thai Hotel Industry.**
- **To promote and support hotel operations which sustain good environment.**
- **To emphasize marketing and public relation activities for the benefits of members and good image of Hotel and Tourism Industry of Thailand.**
- **To be a source of data, information and services related to Hotel Industry, serving both members and the public at large.**
- **To promote and build close cooperation with organizations, both within and without Tourism Industry, both public and private, both domestically and internationally.**

In order to realize the above, the Thai Hotels Association has developed the Thai Hotel Service Standards with the following objectives.

- **Provide a uniform service standard within the Thai hotels industry.**
- **Improve efficiency of the industry's human resources.**
- **Improve competitiveness internationally.**
- **Lay the foundation for the future growth of the industry.**
- **Integrate the uniqueness of the Thai identity into the standard of operations.**
- **Provide guidelines for educational institutions for their curriculum development.**

The Thai Hotels Association has seen the need to develop Service Standards for the country's hospitality industry which reflects international standards as well as the uniqueness of the Thai Culture. Topic areas have been selected according to the principal functions of hotel services including:

Executive Management	Engineering
Food and Beverage Service	Finance and Accounting
Food and Beverage Kitchen	Human Resources
Front Office	Sales and Marketing
Housekeeping	

In addition to Service Standards, the Thai Hotels Association has developed Organization Charts, Position Titles and Descriptions as a guide for managers in the hospitality industry to structure their operations and monitor the levels of service.

It is hoped that this manual can serve the industry and interested parties as intended.

The Thai Hotels Association would like to express its thanks and appreciation to all who gave their valuable contributions and support.

**Wichit Na Ranong**  
**President - Thai Hotels Association**

# CULTURAL VALUE IN THE THAI HOTELS ASSOCIATION SERVICE STANDARDS

Hotels and resorts provide an important opportunity for guests to experience Thai hospitality whether the visit is for business or holiday. The hotel provides the environment where the guest can rest and dine in comfort and safety and enjoy the many interesting aspects of Thai culture.

Most visitors come to Thailand to experience the country's culture and the generosity of Thai people. Thailand's dynamic tourism industry continues to develop and diversify as international visitors return to the special and unique attractions and customs that can only be found here. While the country's hotels must meet international standards in providing comfort to its guests, a distinctly Thai cultural atmosphere should be encouraged in all facilities and services. This can begin with a traditional Thai greeting at the entrance and the gift of a **Puang Malai** by Guest Relations.

Guests can be called **Khun** during their hotel stay. In the lobby, there could be placed explanations near designs, paintings and sculptures which explain the history and importance of the item in local culture. Guest rooms can have interior design which come from the local region and a brochure which explains what is polite behavior in Thailand could be placed on the bedcover with a selection of local fresh flowers.

Hotel building designs, additions or renovations could integrate traditional Thai architectural design. Hotel facilities could have Thai names with an English translation posted nearby. Restaurant menus may describe the names and ingredients of Thai dishes and on each guest table, there could be information about the origin of the Thai food, service or culture. All of these are examples of how Thai culture can be integrated into the daily operation of a hotel which will give the guests a better appreciation of their visit to Thailand.

Thailand has a long established heritage which derives from many sources. This can be well appreciated by foreign and local visitors who have come to the country to learn and appreciate the value of a different way of life. This will only contribute to the quality of tourism in Thailand.

The Thai Hotels Association realizes that the hotel industry must play a significant role in promoting the appreciation of the vitality of Thai culture in daily hospitality operations. These standards have been developed to assist the Thai hotel industry to better service guests and to better compete with other international tourist destinations. But just as important, these service standards seek to promote and showcase the most valuable asset a Thai hotel has to attract and retain customer loyalty . . . *the beauty of the Thai culture.*

# **POSITION TITLES & POSITION DESCRIPTIONS OVERVIEW**

## **POSITION TITLES USED IN THE THA SERVICE STANDARD MANUALS**

The Position Titles selected for the Thai Hotels Association Service Standard Manuals are representative of those used in the majority of medium-sized hotels. Position titles have been chosen which are more commonly used in international hotels which are careful in the use of gender and show respect to each position regardless of its position on the hotel's Organization Chart. It is up to the judgement of the General Manager or Head of each department to adjust the titles to suit the requirements of their hotel operation.

## **WHAT ARE POSITION DESCRIPTIONS?**

A Position Description describes the many tasks involved in a specific job. It also defines the role of a position within department of the hotel operation. The Position Description defines the position relationship to other positions and the formal reporting relationships.

## **WHY DEVELOP POSITION DESCRIPTIONS?**

Position Descriptions assist in clarifying the individual roles of positions within the hotel operation which assists all employees to understand the responsibilities of their position. Position Descriptions also create a path for promotion for both managers and their employees.

## **HOW ARE POSITION DESCRIPTIONS DEVELOPED?**

Position Descriptions may be developed by interviewing the job holder, by observation and by the use of a diary in which the job holder records daily activities. A draft Position Description can be developed, submitted for the input and approval of the position holder and the supervisor.

## **WHO BENEFITS FROM POSITION DESCRIPTIONS?**

Position Descriptions are primarily used in the recruitment, promotion, training and compensation of staff. In recruitment, the Position Description can be used to draft an advertisement, provide information to applicants. It can be used as a basis for selection and in considering candidates for promotion. In Training, a Position Description can be used as a basis for developing the task breakdown which is then used for skills development in training new staff and in re-training existing staff. Also the Position Description can be used as a basis for conducting a Training Needs Analysis since it represents an agreed description of the content of a position.



# POSITION TITLES

The Thai Hotels Association Service Standard Project consists of nine manuals covering the basic departments in a medium-sized hotel. The following are the nine titles available with the positions included in each.

## **Executive Management Group**

- General Manager
- Resident Manager
- Food and Beverage Manager
- Executive Chef
- Front Office Manager
- Executive Housekeeper
- Chief Engineer
- Financial Controller
- Director of Human Resources
- Director of Sales and Marketing

## **Food and Beverage - Service**

- Food and Beverage Manager
- Assistant Food and Beverage Manager
- Restaurant Manager
- Restaurant Captain
- Wine Steward
- Restaurant Host - Hostess
- Restaurant Waiter - Waitress
- Bus Attendant
- Cashier
- Lobby Bar - Lounge Manager
- Lobby Bar - Lounge Captain
- Lobby Bar - Lounge Hostess
- Lobby Bar - Lounge Waiter - Waitress
- Bartender
- Room Service Manager
- Room Service Captain
- Room Service Waiter - Waitress
- Room Service Order Taker
- Banquet Manager
- Banquet Supervisor

## **Sales and Marketing Department**

- Director of Sales and Marketing
- Tour and Travel Sales Manager
- Banquet and Convention Sales Manager
- Corporate Sales Manager
- Public Relations Manager

## **Housekeeping Department**

- Executive Housekeeper
- Assistant Executive Housekeeper
- Public Area Supervisor
- Public Area Attendant
- Floor Supervisor
- Room Attendant
- Linen Room Supervisor
- Linen Attendant
- Laundry Supervisor
- Laundry Attendant

## **Food and Beverage - Kitchen**

- Food and Beverage Manager
- Executive Chef
- Executive Sous Chef
- Sous Chef
- Banquet Chef
- Garde Manger
- Chef de Partie
- Night Cook
- Breakfast Cook
- Pantry Cook / Helper
- Commis
- Executive Butcher
- Butcher
- Pastry Chef
- Baker
- Baker Trainee
- Chef Steward
- Steward

## **Human Resources Management**

- Director of Human Resources
- Personnel Manager
- Personnel Officer
- Training Manager
- Training Officer
- Security Manager
- Security Supervisor

## **Front Office Operations**

Front Office Manager  
Assistant Front Office Manager  
Reception Manager  
Night Manager  
Receptionist  
Senior Front Office Cashier  
Front Office Cashier  
Telephone Operator  
Reservations Manager  
Reservations Clerk  
Guest Relations Manager  
Guest Relation Officer  
Porter Captain  
Porter  
Driver

## **Engineering Department**

Chief Engineer  
Assistant Chief Engineer  
Electrical and Sound Supervisor  
Electrical & Sound Technician  
Aircon & Refrigeration Technician  
Mechanical Supervisor  
General Mechanics  
Carpenter / Painter  
Plumbing and Sanitation Mechanic  
Boiler Attendant  
Storekeeper

## **Finance and Accounting**

Financial Controller  
Electronic Data Processing Director  
Chief Accountant  
Chief Cashier  
Senior Front Office Cashier  
Front Office Cashier  
Restaurant Cashier  
Income Auditor  
Night Auditor  
Purchasing Officer  
Paymaster  
Account Receivable Clerk  
Account Payable Clerk  
Cost Controller  
Head Storeman  
Storeman  
Head Cellarman  
Cellarman

# SERVICE STANDARDS OVERVIEW

## WHAT ARE SERVICE STANDARDS?

Service Standards define how a task should be performed both in terms of tasks, procedures and the standard of service. The Service Standard should be capable of being monitored on a regular basis in order to evaluate performance.

## WHY DEFINE SERVICE STANDARDS ?

Service Standards provide a “benchmark” against which the service delivery can be measured to determine performance levels on an individual basis. Defining standards is one way to help increase understanding of the broad range of skills required of those working within the industry. The improvement of performance is critical in a competitive hospitality environment where the delivery of service is frequently the determining factor in attracting a prospective guest to the hotel property.

## HOW ARE SERVICE STANDARDS DEVELOPED?

Service Standards in this publication are the result of reviewing local and international standards developed by educational institutions and hospitality operations and adapting those standards which are most appropriate in Thai hotel operations. In addition, guest expectation surveys and interviews with industry professionals with experience both in the Thai and international hotel industry have been important in forming the basis for standards developed in this project. This information has been prepared by a working committee comprised of staff of the Faculty of Hotel and Tourism Management, Prince of Songkla University Phuket and reviewed by the Training and Development Committee of the Thai Hotels Association and review committees comprised of senior managers from five star international hotel operations.

## IMPLEMENTING SERVICE STANDARDS

Service Standards alone will not help with the development of a hotel operation without training programs which will effectively teach staff how to perform to the required standards. **Training Notes** have been included at the back of these standards to assist hotel managers to better understand the requirements for implementing the Thai Hotels Association Service Standards.

## GROUPS WHO CAN BENEFIT FROM THESE STANDARDS:

- **Industry Professionals**
  - Helps identify career paths.
  - Provides a basis for self-improvement and advancement.
- **Employers and Owners**
  - Defines areas for staff development which has increased productivity
  - Provides highly trained work force who can provide guest satisfaction.
- **Educators**
  - Provides the basis for curriculum and program development.
- **Students**
  - Clarifies career development within the tourism industry.
  - Provides students with guidelines for a career in the hospitality industry.

# ORGANIZATION OF A HOTEL

## *“The Quality of a Hotel Depends Upon the Quality of Its Managers”*

The hotel staff structure can be best understood by an organization chart. The attached Management Organization Chart is based on a medium-sized operation and shows the operating departments and position titles of the Heads of each department. There is great variation among hotels as to how titles and working relationships are assigned; there is no standard organizational structure. For example, larger hotels will have a **Rooms Division Manager** who is responsible for both the Front Office and Housekeeping Departments while in smaller hotels these will have two Heads of Department who will report directly to the Executive Assistant Manager or Resident Manager.

## FUNCTIONS OF EXECUTIVE MANAGEMENT

The **General Manager** (GM) is in charge of the operation and responsible for the overall performance of the hotel and its staff. Representing the ownership interests, this person directs the activities of all departments. Many General Managers are active observing hotel operations by walking around the property while others remain behind the scenes, delegating daily supervision to middle managers and department heads. The criteria of selecting a General Managers has shifted from actual daily management to planning and managing through teamwork and leadership.

After the General Manager, the next manager in line may carry the title of **Executive Assistant Manager** or **Resident Manager**. This person is highly visible to staff and guests and takes an active role in the supervision of both Department Heads, staff and the function of all departments.

The **Front Office Manager** directly controls the activities of all front office staff including Reception, Guest Relations, and all positions which either greet or assist the guests when they arrive and leave the hotel. This department must work closely with both the Housekeeping and Marketing Departments to sell hotel services and to ensure guest satisfaction.

The **Food and Beverage (F&B) Manager** oversees the most labor-intensive part of the operation which handles the preparation and service of all food and beverages. Reporting to this manager may be an **Executive Chef, Banquet and Convention Manager, Assistant Food and Beverage Manager, Restaurant Manager** or **Bar Manager**.

The **Executive Chef** is in charge of all food handling and production and is assisted by an **Executive Sous Chef** or **Sous Chef** and a crew of specialist chefs (chef de partie) and their assistants. A **Chief Steward**, assisted by a staff of **stewards**, handles the sanitation and hygiene of the kitchen including the logistics of dish washing and the flow of cutlery, glasses and dishes. While the Executive Chef most often reports to the **Food and Beverage Manager**, in some hotel operations, the reporting relationship is directly to the Executive Assistant Manager.

The **Executive Housekeeper** is responsible for the maintenance of all hotel areas, including lobbies, offices, guestrooms, and hallways. Sub-departments such as the hotel laundry, lost and found, and maintenance functions may also fall under this person's supervision. An **Assistant Housekeeper, Floor and Public Area Supervisors**, and **Room Attendants** assist to manage the housekeeping staff. The Front Office works closely with the housekeeping staff since both departments are charged with the responsibility for guest room service.

The **Chief Engineer** looks after the maintenance and repair of the physical plant of the hotel, which may include air conditioning, heating, elevating devices, refrigerators, lights, fire-fighting equipment and all mechanical devices. Large hotel operations maintain their own painting, locksmith, furniture repair and carpentry departments. In smaller operations, the engineer has to be familiar with all these activities or may contract these services out.

The **Director of Sales and Marketing** is charged with generating new business for the hotel, representing the property in trade shows and promotions, public relations and publicity activities, and handling advertising, and the organization of special events. Assisting in the Marketing Department are the **Convention Sales Managers, Corporate Sales Managers**, and **Banquet Sales Representatives**.

The **Financial Controller** is responsible for all accounting functions including payroll, banking, internal auditing, and various control functions. The Front Office staff work with the Controller's staff to ensure that guest accounts are kept correctly, daily audit and management reports are prepared, and cashiering functions are completed. If the hotel uses computers extensively, a **System Supervisor** or **EDP** (Electronic Data Processing) **Supervisor** may be on the Financial Controller's staff.

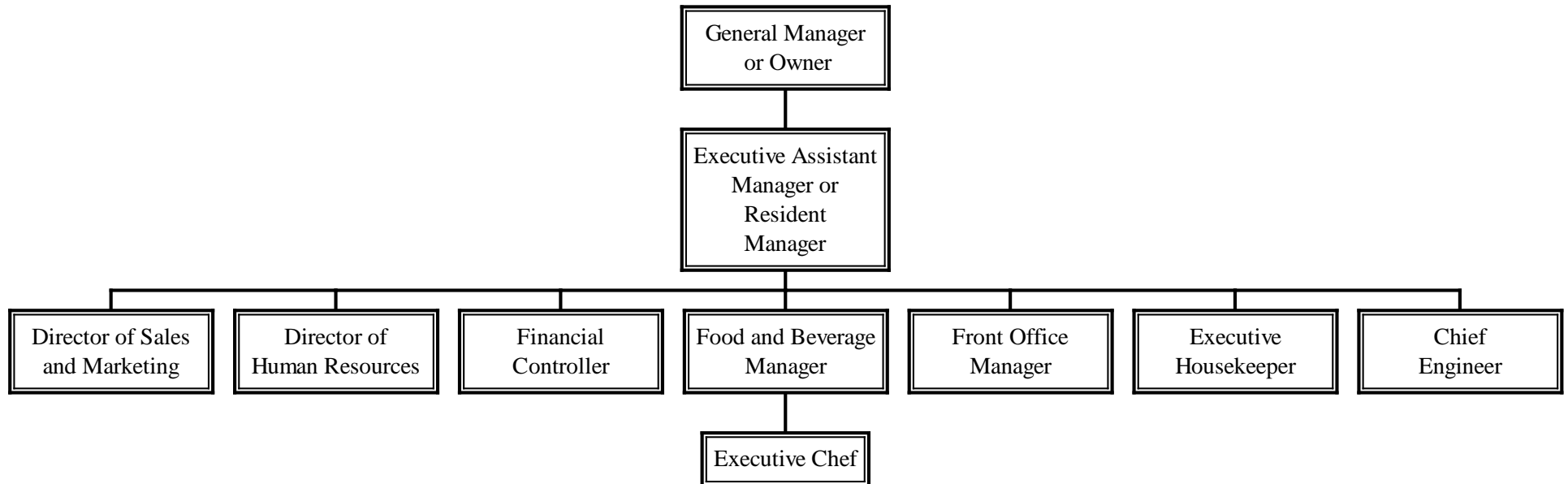
The **Director of Human Resources** is responsible for the staffing of the hotel which includes interviewing, recruiting, training, record keeping, and performance reviews. Labor relations, collective bargaining, grievance handling, and disciplinary concerns are also the responsibility of this department.

To ensure that there is a senior person available at all times, some hotels create the position of **Duty Manager** which is a responsibility given to all managers (daily or weekly) on a rotating schedule.

Hotel operations should make every effort to recruit motivated and well trained executives who can instruct all staff in the importance of how to deliver service to valued guests.



# EXECUTIVE MANAGEMENT ORGANIZATION CHART







# ACKNOWLEDGEMENTS

The Executive Board of Directors have initiated and approved these service standards as well as extended their support for the success of the project.

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Thavorn Palm Beach  
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Reception Manager  
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Training Manager  
Personnel Manager  
Personnel Manager  
Personnel Director  
Training Manager  
Human Resources Director  
Personnel Manager  
Assistant Manager

Holiday Inn Phuket  
Holiday Inn Phuket  
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The Boathouse Inn



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## THE TOURISM AUTHORITY OF THAILAND

The travel industry has experienced remarkable growth and development in the past decade. The steady annual increase in visitor arrivals to Thailand testifies to the appeal that the country sustains for the international visitor.

To assist this growth and development in the travel industry, the Thai Hotels Association has recognized the need to create training programs which improve performance in all sectors of the country's hotel industry. These programs will create further interest in Thailand as well as create positive impressions of the country to all

visitors whether they visit the country on holiday or on business.



Special attention must be given to the development of quality standards in the food and beverage and accommodation industry, handicrafts and souvenir shops. These services must meet international standards to create sustainable interest by the international visitor market.

Therefore, recognizing the importance of an international standard service system, the

Tourism Authority of Thailand is pleased to contribute towards the development of these international service standards for the country's hotel industry. This is done in coordination with other organizations who share the belief of supporting Thailand's growing service industry.

These standards have been designed to provide the essential information for a hotel to extend its service standards to meet international requirements. As well, these standards also provide a framework for training staff in the procedures and standards necessary for the hotel to remain competitive in a growing industry.

The Tourism Authority of Thailand sincerely hopes that hotels find these standards of assistance in upgrading and maintaining their operations which will appeal to both Thai and foreign visitors to their facilities and services.



# THAI AIRWAYS INTERNATIONAL



Established as a state owned enterprise on 1 May 1960, Thai Airways International has now developed into a public company. With a 40 million baht capital investment and three prop airplanes flying to ten cities in Asia 35 years ago, Thai Airways International has fully expanded its wings. Today, Thailand's national carrier flies its 69 airbuses to 72 cities in 37 countries on 4 continents. It is poised to take on new challenges and to grow from 678 overseas and 890 domestic flights weekly.

As a public company, the Thai Airways International takes pride in:

- being a profit-making airline flying 11,500,000 passengers to their destinations, making an 63,000 million baht which is considered unprecedented in the airline industry
- creating national pride as an example of a successful enterprise

by having more than 146,000 share holders and more than 20,300 skilled employees

- airline routes extend to major destinations all over the world giving passengers needed service
- domestic routes extending from the capital city of Bangkok to all parts of the country which helps increase business and tourism
- income generated from regional flights to 72 cities in 37 countries grew by more than 63% signifying continuous growth
- repair and maintenance fleet having developed to be fully self-sustaining and able to service and repair to the D-Check level. In the fiscal year 1993-1994, the Repair and Maintenance Department recorded major repairs of 64 giant aircraft and 28,693 minor repairs. These aircraft belong to the Thai Airways International and its associates
- Thai Airways International Cargo and Mail Department has recently serviced 500,000 tons of cargo of its own and other airlines
- Thai Airways International provided catering and kitchen services for 50,000 meals per day annually to Thai's and 54 other airlines stopping in Bangkok. This represents 75% of all meals catered to all domestic and international airlines departing Bangkok



Thai Airways International has supported



national economic development since its inception 35 years ago. This support will continue and cover wide areas of assistance both to government and private sectors. The airline has helped and continues to support the Thai Hotels Association and the Tourism Business Association of Thailand to transport visitors and tourists into and around the country.

In addition, the Thai Airways International has extended its support to environment and religious education projects. The airline plays an important role in UNESCO World Heritage Projects,

“Karnbinthaikhajakwarl (Key to the World Knowledge)” television program, the SEA Write Awards, and the Royal Agricultural Project. The Airline has been a major sponsor for a number of sports activities including the 18th SEA GAMES at Chiang Mai, THAI INTERNATIONAL THAILAND OPEN gold championship, and the Phuket Triathlon.

In conclusion, Thai Airways International continues to play a significant role in the support of national economic and social development. Throughout a 35-year history, the airline takes pride in its past successes and the strengths it has developed over the decades and looks forward to its future and that of Thailand with confidence.

# **BOON RAWD BREWERY CO. LTD.**

Boon Rawd Brewery Co. Ltd. would like to congratulate the Thai Hotels Association for the successful completion of creating Service Standards for the Thai hotel industry. These standards, which reflect the country's unique culture, will greatly assist to further enhance Thailand's position as a leader in the international hospitality industry.

Boon Rawd Brewery Co. Ltd. is firmly committed to the service of its customers providing quality products and services. In addition, it is company policy to participate in and support activities which will lead to the development of the country. Boon Rawd Brewery Co. Ltd. has been involved in supporting recreation facilities and events, traditional Thai festivals, and cultural events.

Boon Rawd Brewery Co. Ltd. has cooperated closely with numerous Thai hotels in sponsoring promotions and events. The association between our company and the Thai Hotels Association also works to assist the needs of the country's hotel industry to improve both services and operations.

Again, congratulations to the Thai Hotels Association for what will be an important contribution to elevating the reputation of Thai hotel operations to the highest possible level.

Santi Pirompakdi  
Executive Vice President  
Boon Rawd Brewery Co. Ltd.



# THE SIAM CEMENT GROUP

In December 1913, His Majesty King Vajiravudh (King Rama VI) issued a Royal



Decree providing for the establishment of The Siam Cement Company Limited. The King's intention was to eliminate Thailand's dependence on imported cement and to add value to domestic natural resources. Since that time, the company has faithfully accomplished the original mission and has greatly expanded its initial product and now provides many other products and services, both domestic and international.

Today, the original company has changed its status to a public company under the new name of Siam Cement Public Company Limited. It has become the parent company of others, known as the Siam Cement Group, a diversified

industrial conglomerate handling more than 20,000 different products and employing more than 27,000 people. In addition to cement, its businesses include construction materials, iron and steel, ceramics, metal and electrical products, machinery, tire and auto accessories, petrochemicals, paper and packaging, marketing and trading, and other businesses.

The Siam Cement Group turns out high quality products which have earned a place in today's highly competitive international marketplace. The Group has taken the lead in adopting the highest level of internationally available technology. The use of these innovations has improved the operations of the Siam Cement Group, reducing production costs and providing better customer service.

The Group's contributions to Thai society are not limited to its positive economic impact. Besides providing for Thai citizens and a positive return for its shareholders, the Siam Cement Group works directly to preserve and restore the environment, promotes action projects in neighbouring communities and provides moral, as well as financial support for education, public health, sports, art and culture.

We, at the Siam Cement Group, intend to continue to evolve and diversify in our operations. We will continue to invest in human resources. We will continue to pursue the best and most appropriate technologies so that we can take less and give more for the resources we use.





**THA PROJECT:**  
**HOTEL SERVICE STANDARDS**  
**FINANCE AND ACCOUNTING**



# INTRODUCTION

The Finance and Accounting Department of a hotel monitors the movement and payment of required stocks of all goods, supplies and services which are consumed on the property. As the Thai hotel industry becomes more international, the responsibilities of this department become more complex as a greater variety of equipment, furnishings, foods and all goods is required to meet guest satisfaction.

Financial management of the hotel is directed by the **Financial Controller**. Decisions about future expansion of facilities and services can only be made if financial information is provided and interpreted which clearly outlines the hotel's financial position. This requires **accuracy, timeliness** and **consistency**.

The **Thai Hotels Association Service Standards** manual includes the Accounting and Control functions required to operate a hotel which will meet international standards. While Finance Departments are organized with a variety of reporting relationships, these standards have recognized the following divisions:

**Administration** - liaises with the General Manager, management company and owner to provide and explain all financial budgets, projections and plans. In addition to monitoring all other financial functions in the hotel, Administration informs the hotel management if budgets are being following and if the hotel operation is in a healthy financial condition.

**Cashiers** - provide efficient and accurate service primarily at Food and Beverage outlets and assists guests when they leave the hotel with check-out procedures. These cashiers also provide currency exchange services. Cashiers must be well trained in handling all cash procedures, computerized accounting programs and must be able to explain all cashier functions to the Department staff where they are assigned to assist with providing guests with answers about all accounts.

**Auditors** - carefully check all hotel accounts to ensure that correct payments have been received, recorded and approved according to accounting procedures. The Auditor verifies credit card charges and completes the City Ledger, Daily Report and Income Journal to ensure that all moneys receive are accurately recorded.

**Collection and Payments** - handle receiving and paying all hotel accounts including staff payroll. The Accounts Receivable and Accounts Payable staff are careful to monitor the timely payment of all charges to ensure the hotel remains in a budgeted cash flow position.

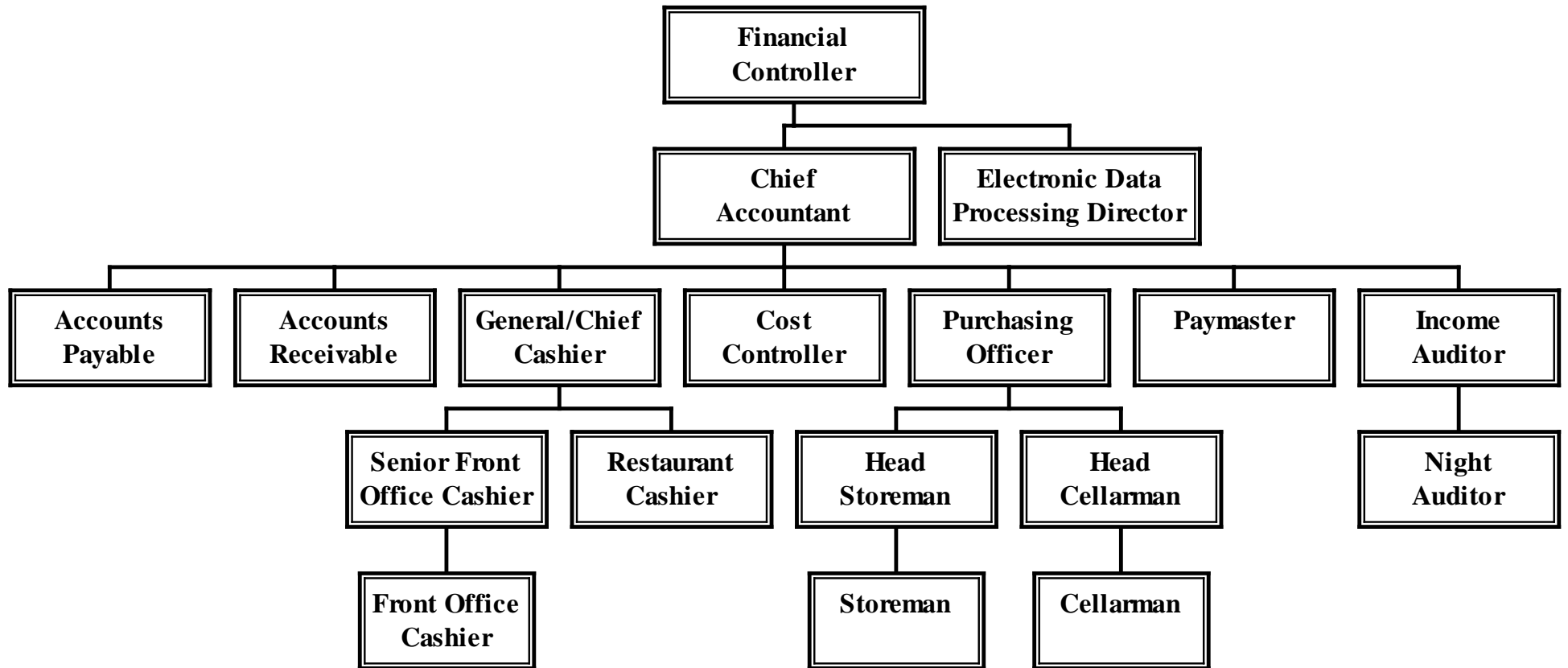
**Cost, Purchasing and Hotel Stores** - works to purchase and store all equipment and consumable goods used in operating an international hotel. As expenses can vary widely in the cost of all necessities, the Cost Controller must ensure careful investigation of the quality and price of all items purchased. The Storemen and Cellarmen ensure that these items are stored at correct temperatures in an efficient and accurate manner.

**Organization Charts, Position Titles and Descriptions, Tasks and Procedures** and **Service Standards** included in this publication are representative of the diverse range of hotels in Thailand and can be adapted to accommodate the Financial and Accounting Department requirements for individual hotel operations.





# FINANCE & ACCOUNTING ORGANIZATION CHART





# FINANCIAL CONTROLLER

<b>RESPONSIBLE TO:</b>	General Manager
<b>SCOPE OF POSITION:</b>	Responsible for the administration of all hotel accounting operations to ensure accurate and timely records and control functions of all departments
<b>EXPERIENCE:</b>	Five years experience as a Financial Controller in a facility with similar accounting functions
<b>QUALIFICATIONS:</b>	University degree or Certificate as a public or chartered accountant
<b>SPECIAL SKILLS:</b>	Excellent knowledge of accounting programs for computers and ability to organize and work well with accounting staff
<b>AGE:</b>	30 years +
<b>ENGLISH PROFICIENCY:</b>	Excellent

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## POSITION DESCRIPTION:

### ADMINISTRATIVE TASKS

- Ensures all Accounting staff perform duties in accordance with hotel policy.
- Prepares and interprets upon request all hotel financial statements and reports.
- Supervises the maintenance of all ledgers, journals, and other accounting records according to regulations.
- Ensures the regular audit of all hotel accounts, records and transactions.
- Compiles, in coordination with the hotel management team, all budgets and forecasts.
- Maintains all budgets and control procedures and systems covering hotel activities and services.
- Plans and coordinates improvements in the operation and management of Accounting procedures to improve profits in coordination with the General Manager.
- Maintains regular and effective communication with other hotel departments.
- Ensures that all government regulations regarding financial reports and payment of tax are current.
- Provides accurate records and financial information which reflect trends and statistics within designated deadlines to the General Manager and assists with interpretation as required.
- Ensures that correct procedures are observed in management contracts, the purchase of insurance policies and issuing of payroll.
- Submits all financial reports as required to owner or management company including any details which may be at variance to either the management contract or in the best interests of the owner or management company.

- Administers all banking functions including overdrafts, placement of funds, foreign exchange and payment of rents on hotel property.
- Administers all credit and collection procedures and ensures that an accurate monthly debtors ageing report is compiled and presented as required.
- Ensures the security of all contracts, leases, legal records, letters of appointment and records of fixed assets.
- Ensures that all hotel department cost of sales, wage percentages and regular budget figures are issued as required and maintained according to budget.
- Co-signs all checks with the General Manager as required.
- Confirms that daily receipts are deposited the following banking day.
- Reviews the monthly trial balances of city ledger and accounts receivable.
- Ensures that travel agent commissions are paid in a timely manner.
- Reviews that purchases are within budget according to cash flow projections.
- Maintains regular and effective communication with other hotel departments to ensure the smooth operation of all cash flow procedures.
- Ensures all financial transactions are recorded with accepted accounting principles and established accounting policies and procedures.
- Conducts performance appraisals of all senior staff and prepares guidelines and time frames for improvement.
- Identifies department training needs, compiles and approves training materials and programs in coordination with the Director of Human Resources.
- Participates in all staff and training meetings as directed by the General Manager.
- Maintains and provides all Accounting staff with current information on emergency procedures relating to fire, theft, accident, medical emergency and other threats to hotel and guest security.
- Ensures high standards of personal appearance and hygiene, clean and pressed uniforms and name badge as described in staff handbook for all department staff.
- Performs any other duties that may be required as requested by the General Manager.

# *ADMINISTRATION*

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## **Job Descriptions:**

CHIEF ACCOUNTANT

ELECTRONIC DATA PROCESSING DIRECTOR

## **Service Standards:**

CHIEF ACCOUNTANT TASKS

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# CHIEF ACCOUNTANT

<b>RESPONSIBLE TO:</b>	Financial Controller
<b>SCOPE OF POSITION:</b>	Responsible for the supervision of revenues received and dispersed in all hotel departments including the timely preparation of all required financial data. Assists Financial Controller with the preparation of financial reports and forecasts
<b>EXPERIENCE:</b>	Five years experience in hotel accounting as Cost Controller in an International hotel
<b>QUALIFICATIONS:</b>	Bachelor degree of Accounting
<b>SPECIAL SKILLS:</b>	Ability to interpret all financial data as requested by management. Ability to train and supervise accounting staff
<b>AGE:</b>	25 years +
<b>ENGLISH PROFICIENCY:</b>	Excellent

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## POSITION DESCRIPTION:

### ADMINISTRATIVE TASKS

- Ensures that Accounting staff perform duties in accordance with hotel policy.
- Assists with all Accounting functions when staff are absent.
- Issues keys to new staff and maintains control over all hotel secondary keys.
- Introduces all new staff to Accounting services and explains all policies, tasks, procedures and standards to ensure the highest standard of service.
- Maintains regular and effective communication with other hotel departments to ensure the smooth operation of all cash flow procedures.
- Assists the Department of Human Resources with the recruitment of Accounting staff setting both tasks and qualifications.
- Trains and motivates staff in coordination with the Training Department to achieve the highest standard of service and guest satisfaction.
- Plans and coordinates improvements in the operation and management of Accounting Department to improve service and profits in coordination with the Financial Controller.
- Ensures all financial transactions are recorded with accepted accounting principles and established accounting policies and procedures.
- Maintains regular and effective communication with other hotel departments to ensure the smooth operation of Accounting procedures.
- Conducts performance appraisals of Accounting staff and prepares guidelines and time frames for improvement.
- Identifies restaurant training needs, compiles and approves training materials and programs in coordination with the Financial Controller.
- Attends all staff and training meetings as requested by the Financial Controller.

## **OPERATIONAL TASKS**

- Conducts weekly cash counts of all cash funds.
- Monitors inventory counts to ensure for accuracy and balance with accounting records.
- Reconciles all bank accounts monthly.
- Coordinates the collection and preparation of all statistical data required by the Financial Controller.
- Maintains a suitable set of audit work papers for the review of the Financial Controller and independent auditor.
- Supervises control of office equipment used in Financial Controller office.
- Reviews all audits, vouchers, and tax returns submitted to the Financial Controller.
- Ensures paid invoices and vouchers are cancelled to prevent re-use.
- Monitors checks in the daily deposit from copies received directly from other outlets.
- Maintains record of insurance expenses that are bad debts.
- Analyzes general ledger account on a monthly basis.
- Handles all Accounts Receivable correspondence.
- Ensures all hotel checks have at least two signatures and all supporting documents relating to the check are attached.
- Maintains small but sufficient petty cash.
- Ensures bank statements are received weekly and balanced with a list of unpresented checks which are kept and marked off when presented to ensure correct cash flow and Profit and Loss statements.
- Maintains and provides all Accounting staff with current information on emergency procedures relating to fire, theft, accident, medical emergency and other threats to hotel and guest security.
- Provides assistance to guests in all hotel emergency evacuation and medical procedures.
- Maintains a high standard of hygiene and sanitation throughout all service areas.
- Reports any health or safety hazards to the Financial Controller.
- Performs other duties as requested by the Financial Controller.



# ELECTRONIC DATA PROCESSING DIRECTOR

<b>RESPONSIBLE TO:</b>	Financial Controller
<b>SCOPE OF POSITION:</b>	Responsible for the supervision, programming and control of all computers. Trains staff and interprets financial data programs for Financial Controller as required
<b>EXPERIENCE:</b>	Three years experience with programming and setting computing systems
<b>QUALIFICATIONS:</b>	Bachelor degree in Computer Science or Information Systems
<b>SPECIAL SKILLS:</b>	Ability to design hotel computer programs and solve computer operational problems
<b>AGE:</b>	25 years +
<b>ENGLISH PROFICIENCY:</b>	Moderate

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## POSITION DESCRIPTION:

### ADMINISTRATIVE TASKS

- Ensures that all Computing staff perform duties in accordance with hotel policy.
- Advises on the purchase and maintenance of hotel computers, equipment and operating programs.
- Coordinates the operational set up of all computer systems in coordination with hotel management policy.
- Advises management on the efficient use of existing computing systems and recommends improvements.
- Recommends and orders all hardware and software needs of the hotel operation.
- Develops and interprets financial data programs in coordination with the Financial Controller.
- Provides plans and budgets for required hotel computing systems.
- liaizes with computer department at Head Office of hotel operation.
- Maintains current information with developments and innovations in new programs and services in the computer industry.
- Liaisons with computer dealers and representatives to determine quality products and services for the hotel operation.
- Conducts performance appraisals of all computing staff and prepares guidelines and time frames for improvement.
- Identifies department training needs, compiles and approves training materials and programs in coordination with the Director of Human Resources.
- Conducts on going training of staff in the effective use of computer systems.
- Participates in all staff and training meetings as directed by the Financial Controller.
- Performs any other duties that may be required as requested by the Financial Controller.



# SERVICE STANDARDS

## - CHIEF ACCOUNTANT TASKS

**Task: Training of Financial Staff**

- Procedure:
1. Assists in the recruitment of accounting staff.
  2. Introduces and instructs accounting staff to hotel accounting policies and procedures.
  3. Monitors and supervises that all accounting procedures are followed according to hotel policy under the direction of the Financial Controller.

Standard: Chief accountant can recruit and train staff as required.

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**Task: Key Control into all Hotel Areas**

- Procedure
1. Access into locked areas will be controlled by Heads or Assistant Heads of Department as follows:
    - \* General Manager: Grand Master Key will be kept with GM.
    - \* Executive Housekeeper: Guestrooms, Housekeeping, Room Attendant Rooms, Laundry Rooms and Linen Room.
    - \* Food and Beverage Manager: All Food and Beverage Outlets, Bars and Function Rooms.
    - \* Executive Chef: Kitchen, Cold Kitchens, Fridges, Food Store Room and Staff Canteen.
    - \* Financial Controller: General Stores, Accounting Areas and Computer Room
    - \* Front Office Manager: Front Office Reception, Reservations, Guest Relations and Telephone Room
    - \* Chief Engineer: Engineering Stores and other areas required for the maintenance of the hotel property.
    - \* Sales & Marketing and Human Resources: entry into offices
  2. When hotel staff require a key for another hotel department, they must sign for the key in a logbook which is kept in the office of the Head of the Department.
  3. When key is issued, sign in appropriate Log Book, recording date, time and name. Perform duties quickly and efficiently, never leaving the area unless door is locked. Return the key and record the time handed back with signature.
  4. If area was unlocked for you to carry out your duties, inform the appropriate person that you have completed your work and wait until they returned to lock the area.
  5. Any key permanently issued will be returned to the office of the Head of Department upon completion of shift.

Standard: Maintain maximum security on key issue and area access. Under no circumstances are keys to be taken off the property.

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**Task:           Reviewing and Preparing Financial Reports**

Procedure: 1.   Review all financial information for Financial Controller.  
              2.   Prepare practical budgets as required.

Standard.   Competent knowledge of hotel accounting will be required in order to handle tasks in a skilful, prompt and efficient manner at all times.

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# *CASHIERS*

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## **Job Descriptions:**

GENERAL / CHIEF CASHIER  
SENIOR FRONT OFFICE CASHIER  
FRONT OFFICE CASHIER  
RESTAURANT CASHIER

## **Service Standards:**

CHIEF CASHIER TASKS  
FRONT OFFICE CASHIER TASKS  
RESTAURANT CASHIER TASKS

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# GENERAL CASHIER / CHIEF CASHIER

<b>RESPONSIBLE TO:</b>	Chief Accountant
<b>SCOPE OF POSITION:</b>	Responsible for the collection of daily hotel receipts, providing change for all cashiers, making daily bank deposits and preparing a daily Chief Cashier cash report and a statement of funds
<b>EXPERIENCE:</b>	Three years experience as a cashier in an International hotel
<b>QUALIFICATIONS:</b>	Basic knowledge of cash handling, book keeping, hotel accounting and credit card purchases and experience of F & B and Front Office operations
<b>SPECIAL SKILLS:</b>	Ability to train and supervise staff
<b>AGE:</b>	25 years +
<b>ENGLISH PROFICIENCY:</b>	Excellent

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## POSITION DESCRIPTION:

### ADMINISTRATIVE TASKS

- Ensures that all Cashiers staff perform duties in accordance with hotel policy.
- Ensures all financial transactions are recorded with accepted accounting principles and established accounting policies and procedures.
- Trains outlet cashiers in cash handling requirements and procedures.
- Attends staff and training sessions as required by the Chief Accountant.

### OPERATIONAL TASKS

- Provide all cashiers with daily change as required for long weekends and special occasions.
- Reports financial irregularities to Chief Accountant.
- Supervises hotel house banks and counts of daily bulk float, denomination exchanges, cash receipts and credit card vouchers.
- Confirms daily cash receipts match Cashier reports investigating any variances.
- Maintains minimal but sufficient petty cash.
- Prepares Chief Cashier Daily Report.
- Prepares and makes the daily bank deposit.
- Prepares Petty Cash Report.
- Receives and deposits all cash and checks received in the mail.
- Maintains current information regarding currency exchange rates and advises the Front Office daily current rates.

- Conducts surprise float reviews and investigates any variances.
- Provides assistance to guests in all hotel emergency evacuation and medical procedures.
- Ensures high standards of personal appearance and hygiene with clean and pressed uniforms and name badge as described in the staff handbook for all Accounting staff.
- Maintains a high standard of hygiene and sanitation throughout all service areas.
- Reports any health or safety hazards to the Chief Accountant.
- Performs other duties that maybe required by the Chief Accountant.



# SENIOR FRONT OFFICE CASHIER

<b>RESPONSIBLE TO:</b>	General Cashier or Assistant Front Office Manager
<b>SCOPE OF POSITION:</b>	Responsible for the supervision of all Front Office Cashiers ensuring all transactions are accurately provided and recorded in a courteous and efficient manner
<b>EXPERIENCE:</b>	Three years experience as a Cashier in an international hotel
<b>QUALIFICATIONS:</b>	Trained cashier and completed test for the balancing of takings and correct revenue in the various areas of responsibility
<b>SPECIAL SKILLS:</b>	Able to manage staff and provide information to guests on all cashier procedures as requested
<b>AGE:</b>	25 years +
<b>ENGLISH PROFICIENCY:</b>	Excellent

---

## POSITION DESCRIPTION:

### ADMINISTRATIVE TASKS

- Ensures that all Front Office Cashiers perform duties in accordance with hotel policy.
- Ensures all financial transactions are recorded with accepted accounting principles and established accounting policies and procedures.
- Supervises the proper accounting of all cashier cash floats and checking of the bulk float daily, denomination exchanges, daily cash taking and credit card vouchers.
- Prepares weekly staff rosters ensuring that sufficient staff are available to handle expected busy periods and to minimize overtime payment.
- Trains and motivates staff in coordination with the Training Department to achieve the highest standard of service and guest satisfaction.
- Ensures high standards of personal appearance and hygiene, correct uniforms and name badge as outlined in the staff handbook for all Front Office Cashiers.
- Attends all staff and training meetings when directed by the Front Office Manager or Financial Controller.

### OPERATIONAL TASKS

- Plans and coordinates improvements in the operation and management of the Front Office Cashier department to improve service and profits in coordination with the General Cashier.
- Prepares Daily Cash Summary and arranges for prompt banking of proceeds.
- Prepares Change Summary and credit card commission reconciliation's from credit card companies.

- Conducts regular counts of cashier's float, reconciles cash count to Cashiers Report and reports discrepancies.
- Coordinates and assists with computer input and computer handling.
- Maintains current information on exchange rates and informs Cashiers and Front Office Manager of the changes.
- Supervises Front Office Cashiers to ensure a professional standard of communication with guests.
- Ensures Front Office Cashiers handle guest requests and complaints promptly and courteously.
- Assists with providing a security system for all documents relating to guest accommodation.
- Maintains effective security procedures for control of all assets including guest safe deposit facilities.
- Prepares management reports, budgets and monthly statistical reports as required.
- Provides current information about hotel facilities, services and special events to Front Office Cashiers and ensures staff can provide this information to guests as required.
- Provides current information about tourist attractions, restaurants, entertainment facilities and current events in the local area to the Front Office Cashiers as required.
- Maintains and provides Front Office Cashiers with current information on emergency procedures relating to fire, theft, accident, medical emergency, and other threats to hotel and guest security.
- Provides assistance to guests in all hotel emergency evacuation and medical procedures.
- Maintains a high standard of hygiene and sanitation throughout all service areas.
- Reports any potential health or safety problems promptly to the Front Office Manager.
- Performs other duties that maybe required by the General Cashier.

# FRONT OFFICE CASHIER

<b>RESPONSIBLE TO:</b>	Senior Cashier Front Office Cashier
<b>SCOPE OF POSITION:</b>	Responsible for maintaining accurate and current guest ledger accounts and provides efficient and courteous service to guests during check out
<b>EXPERIENCE:</b>	One year as cashier in hotel of similar rating
<b>QUALIFICATIONS:</b>	Trained in balancing and providing accurate accounting procedure
<b>SPECIAL SKILLS:</b>	Good knowledge of balancing of dockets and receipts
<b>AGE:</b>	18 years +
<b>ENGLISH PROFICIENCY:</b>	Excellent

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## POSITION DESCRIPTION:

### ADMINISTRATIVE TASKS

- Reports to work station according to schedule with a high standard of personal appearance and hygiene with clean and pressed uniform and name badge as described in staff handbook.
- Ensures all financial transactions are recorded with accepted accounting principles and established accounting policies and procedures.
- Attends all staff and training meetings when directed by the Senior Front Office Cashier.

### OPERATIONAL TASKS

- Prepares guest accounts ensuring accuracy and efficiency.
- Records the accurate accounting of all cash floats, takings, credit card vouchers and guest ledger accounts.
- Prepares takings summary, statistics and other accounting forms as directed by Senior Front Office Cashier.
- Maintains current information with all room rates, mini bar items and communications charges and pricing.
- Ensures required supply of stationery items associated with the efficient operation of Cashier department.
- Issues safety deposit box keys to guests on request and ensures that accurate safety deposit records are maintained.
- Provides exchange service for cash, traveller's checks and foreign currency notes for guests and maintains accurate records of all transactions.
- Ensures all guests are assisted as quickly and efficiently as possible.
- Liaises with Credit Officer about credit transaction problems.

- Maintains correct controls and security procedures as directed by Senior Front Office Cashier.
- Provides current information about hotel facilities, services and special events to guests.
- Maintains knowledge of tourist attractions, restaurants, entertainment facilities and current events in the local area and can make recommendations to guests.
- Handles guest requests and immediately refers problems and complaints to the Senior Front Office Cashier.
- Provides assistance to guests in all hotel emergency evacuation and medical procedures.
- Maintains a high standard of hygiene and sanitation throughout all service areas.
- Reports any potential health or safety hazards promptly to the Reception Manager.
- Performs other duties that maybe required by the Senior Front Office Cashier.

*Check phone and fax expenses are charged  
against the correct department accounts !*

# RESTAURANT CASHIER

<b>RESPONSIBLE TO:</b>	Restaurant Manager or General Cashier
<b>SCOPE OF POSITION:</b>	Responsible for the collection, recording and security of all cash, credit card and room charge payments for restaurant transactions
<b>EXPERIENCE:</b>	Cashier in a similar size outlet in an international hotel
<b>QUALIFICATIONS:</b>	Knowledge of cash and credit card handling, basic accounting and experience in F & B operations
<b>SPECIAL SKILLS:</b>	Capable of accurate recording and reconciliation of cash and credit card transactions
<b>AGE:</b>	20 years +
<b>ENGLISH PROFICIENCY:</b>	Good

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## POSITION DESCRIPTION:

### ADMINISTRATIVE TASKS

- Reports to work station according to schedule with a high standard of personal appearance and hygiene with clean and pressed uniform and name badge as described in staff handbook.
- Ensures all financial transactions are recorded with accepted accounting principles and established accounting policies and procedures.
- Attends all staff and training meeting when directed by the Restaurant Manager or General Cashier.

### OPERATIONAL TASKS

- Prepares accurate guest accounts and bills by ensuring that all charges are recorded and easily understood by guests.
- Supervises cash float, cash revenue, credit card vouchers, guest accounts, and balance of daily restaurant shift account.
- Prepares cash revenue summary, statistics of business volume and menu items ordered.
- Maintains current knowledge of all menu and wine list items and prices.
- Assists handling of guest complaints to the satisfaction of all parties. Notifies the Restaurant Manager if assistance is required.
- Ensures guest accounts are handled quickly and accurately.
- Ensures sufficient supply of all stationery items required for efficient operation.
- Ensures work area is clean, organized and set for next shift.

- Provides assistance to guests in all hotel emergency evacuation and medical procedures.
- Maintains correct security procedures according to hotel policy.
- Reports any health or safety hazards to the Restaurant Manager.
- Performs other duties when directed by Restaurant Manager or General Cashier.

# SERVICE STANDARDS - CHIEF CASHIER TASKS

## **Task: Preparing Reports**

- Procedure:
1. Complete outlet cashier name and actual money deposit.
  2. Put all checklist received amount on the report.
  3. Foreign currency losses or gains put on report.
  4. Attach with supporting documents.
  5. Check all returning pay-in slips.
  6. Ensure the validation of the machine mark the correct amount and the correct bank account.
  7. Match them day by day.
  8. Calculate and staple together.
  9. The bank-in figure should be equal to the figure of Chief Cashier report.
  10. Pass the report to the Chief Accountant for checking.
  11. All supported documents must be attached.
  12. The prepared pay-in slip should pass to the Controller as soon as possible.

Standard: Report will be prepared and completed in an accurate, legible, prompt and efficient manner with all supporting documents attached.

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## **Task: Handling Petty Cash**

- Procedure:
1. Official petty cash voucher must be used.
  2. Receipt must be attached.
  3. All petty cash vouchers must be approved by Financial Controller, General Manager or Duty Manager.
  4. Staff need provide staff ID number and signature to receive petty cash.

Standard: Handled using proper completed forms with authorized signatures obtained in an accurate manner.

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## **Task: Handling I.O.U.'s**

- Procedure:
1. I.O.U.'s can only be cashed at the Accounting Office
  2. For urgent needs outside office hours, pay out voucher must be signed with the proper approval signature. The money is taken from Front Office Cashier counter.
  3. Forms must be clearly filled in with the approval of Manager in department.
  4. Financial Controller approval signature must be on the I.O.U. voucher.
  5. I.O.U.'s must be redeemed within 2 weeks.

Standard: Require authorized signatures must be secured before I.O.U.'s can be approved

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**Task: Stamping Payment Vouchers**

- Procedure:
1. Receive payable checks from Accounts Payable section.
  2. Mark paid with the exact check issuance date onto the copy of payable check and supporting documents.
  3. Ensure date printed is issuing date of payable check.
  4. Return payment vouchers to Accounts Payable section.

Standard: Payment vouchers will be stamped in an efficient and accurate manner.

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**Task: Maintaining Cash Float**

- Procedure:
1. Check safe daily to ensure all moneys are properly under custody.
  2. When money counting is finished, the pay-in slip is prepared and all money amounts are balanced.
  3. Maintain adequate small coins and notes for money exchanging.
  4. Collect data to forecast amount of money and coins needed.
  5. Maintain sufficient money for Front Office Counter in case large amounts of foreign currencies are received through Front Office Cashier.
  6. For long holidays, maintain adequate cash float and moneys for hotel operation.
  7. If the cash float does not meet hotel requirements, inform Chief Accountant of need to increase the cash floats.

Standard: Sufficient levels of cash floats will be maintained in an efficient and accurate manner.

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# SERVICE STANDARDS

## - FRONT OFFICE CASHIER TASKS

**Task: Opening Bank**

- Procedure:
1. Beginning of shift, retrieve "float" from safe.
  2. Count moneys ensuring nominated sum of float is accurate.
  3. Advise supervisor of discrepancies and enter in log.
  4. Ensure there is sufficient change in the float.
  5. Sign "out" float; note date, time.

Standard: Cashiers to sign floats out at beginning of shifts. Floats are to balance with allocated amount.

---

**Task: Preparing Departing Guest Folio**

- Procedure:
1. Check departing guest folios by referring to guest departures file with registration cards.
  2. In instance of "voucher" payment, check original vouchers.
  3. Check accurate postal addresses noted on charge folios.
  4. Check "main" accounts are charged services stipulated on agents voucher only.
  5. Adjust inaccurate charges.
  6. Check "credit" authorization is obtained for credit card payments.

Standard: Guest folio to be checked for accuracy from registration form.

---

**Task: Presenting Guest Folio and Departure Tasks**

- Procedure:
1. Upon guest departure, request mini bar usage information.
  2. Guest asked if mini bar used from previous day, folios presented to guest for checking prior to guest settlement of account.
  3. Charge to guest account.
  4. Present guest with updated folio.
  5. Request guest to check charges on folio.
  6. Check or amend any discrepancies when asked by guest.
  7. Present guest with updated folio after correction (if applicable).
  8. Ask guest to return all room keys.
  9. Offer to provide assistance to arrange for transportation and luggage,
  10. Enquire as satisfaction of guest stay and wish guest a pleasant journey and the wish that they will return.

Standard: Resolve any discrepancies in a prompt and courteous manner.

---

**Task: Settling Account - Credit Card**

- Procedure:
1. Upon guest approval of accurate folio charges, confirm mode of payment with guests.
  2. Credit card imprinted vouchers are obtained at time of check-in.
  3. Ensure credit authority has been obtained from credit card company - note approval code on voucher.
  4. Request guest to sign credit card voucher upon completion.
  5. Attach cardmembers copy of voucher to guest folio and hand to guest.
  6. Attach establishment and credit card companies copy of voucher to guest folio and place in appropriate file for shift end balance.

Standard: Expiry date on voucher to be checked. Credit card payments to be properly authorized.

---

**Task: Settling Account - Cash**

- Procedure:
1. Follow same procedures as credit card transactions.
  2. Place cash in cash drawer.
  3. Place cashed off folio in "dead" folio file for shift end balance.

Standard: Double count cash. Ensure safe custody of cash

---

**Task: Settling Account - Traveller's Checks**

- Procedure:
1. Following same procedures as cash transactions.
  2. Note types and numbers of identification on back of travellers checks.
  3. Check signature against ID document.
  4. Convert foreign currency to local currency.
  5. Follow procedures of currency exchange.
  6. Confirm with guest amount of foreign currency required for account settlement.
  7. Cash off guest folio, place foreign currency in cash drawer.
  8. Place cashed off folio in "dead" folio file for shift end balance.

.Standard Correct signatures are checked and correct payment received

---

**Task: Settling Account - Another Guest**

- Procedure:
1. Ask departing to sign folio and confirm payment by another guest.
  2. Transfer folio and placed signed folio to the guest account who will settle the account.

Standard: Signature and payment of account by another guest is confirmed before guest departs.

---

**Task: Settling Account- Travel Agent / Airline / Company Charge**

- Procedure:
1. Follow same steps as credit card companies with the exception of the following:
    - \* Check travel agent/airline voucher and letter of credit from company for "service" entitlements.
    - \* Guest main folio charges to correspond with service entitlements.
    - \* Guest not permitted to view or sign these folios due to confidential rates with the exception of signing of Corporate folios by guests charged common corporate rate.
    - \* Attach vouchers/letter of credit to main folio and place to charge file for shift end balance.
    - \* Extras folios settled by guest upon departure.
  2. Copy of extras folio to be given to guest for settlement.
  3. Copy retained for shift end balance.

Standard: Validity of documents checked and all charges cleared.

---



# SERVICE STANDARDS

## - RESTAURANT CASHIER TASKS

**Task: Handling Dockets for Restaurant Cashiers**

- Procedure:
1. All orders should be time-stamped.
  2. Guest bill number must be marked.
  3. If writing on the order is illegible, ask until you understand completely the order docket.
  4. Put all data from order into auditor machine.
  5. Check all items through the screen of the auditor machine.
  6. Avoid using open key.
  7. Insert the guest bill and print.
  8. Put the guest bill into hole and wait for bill settlement.

Standard: Orders are recorded accurately

---

**Task: Investigating and Following-Up Missing Checks and Vouchers**

- Procedure: 1. Ensure guest checks and debit vouchers are all accounted for.

Standard: All missing checks and vouchers investigated thoroughly and accurately.

---

**Task: Handling Cash Payment**

- Procedure:
1. Check the high denomination notes to avoid receiving counterfeit money.
  2. Personal checks are accepted only with approval by Financial Controller, General Manager, or Duty Manager.
  3. Foreign currency is not accepted. Outlet staff converts money at Front Office Cashier before settlement of bill.
  4. Secures all cash received and deposits into drop-safe at shift end.

Standard: Staff verify the currency to be genuine or changed into Thai baht before accepting payment.

---

**Task: Handling Credit Card Payment**

- Procedure:
1. All credit cards must be checked for validity.
  2. Imprint the credit card data on designated charge form.
  3. Register the transaction date, amount, guest check number and obtained authorization code number.
  4. Pass to outlet staff for guest signature.
  5. Return the guest copy and bill settlement.

Standard: Verify signature and valid credit card validity.

---

**Task: Handling In-House Guest Checks**

- Procedure:
1. Complete the in-house guest checks with guest name in block letters, room number and signature.
  2. If in-house guest list shows “cash only” inform Front Office immediately and get instructions.
  3. If the guest has already checked out, post “offline” to Front Office for late charge action.
  4. If the name screen on guest check is incorrect with the room number signed. Check with Front Office to ensure the guest is staying in Hotel or not.

Standard: All in-house guest checks have accurate billing.

---

**Task: Handling Complimentary Checks**

- Procedure:
1. Staff who are providing complimentary service must indicate clearly on the bill name, name of client and company and reason for entertainment.
  2. Insufficient information bill will be charged to the entertaining staff City Ledger account.

Standard: All complimentary checks are accurately charged.

---

**Task: Handling Staff Charges**

- Procedure:
1. Staff charges must be marked on the bill together with staff signature.

Standard: Staff charges are accurate and signatures are legible.

---

**Task: Handling Gift Certificates**

- Procedure:
1. Redemption of the gift certificates has to be posted to City Ledger and attached with the settlement bill. No money is refunded even if amount is less than the voucher value.

Standard: Gift certificates are accurately charged to City Ledger.

---

**Task: Preparing Cashier / Terminal Report**

- Procedure:
1. Print out the Cashier / Terminal report by meal period through the auditor machine.
  2. If error made during transaction, try to use error correct or void key to cancel.
  3. Any void checks / cancelled items must be signed by Chief Cashier.
  4. If error cannot be done through system, mark down on adjustment form clearly.

Standard: Prepared report accurate and prompt for every shift.

---

**Task: Preparing Cashier Statement**

- Procedure:
1. Summed up Cashier Statement is based on all data captured through cash register and adjustment forms.
  2. Write down the outlet name, meal period, date and responsible cashier name and signature.
  3. Wrap all documents and checks which are settled by various payment forms.
  4. Put in envelope on which is marked location and time.
  5. Pass to the Cashier Supervisor for checking.
  6. At night, pass to Night Audit for checking.
  7. If the equipment fails, manual summary should be made by numbering of checks. List clearly the amount of food, beverage, tips, cigarettes, and miscellaneous. Add all checks to finalize the cashier statement.

Standard: Completed Cashier statement is accurate and prompt.

---

**Task: Depositing Cash Takings**

- Procedure:
1. Secure all cash received till shift end.
  2. Complete all relevant details on remittance envelope.
  3. Verify amount remitted.
  4. Write down the denominations on envelope.
  5. Seal the money inside.
  6. Arrange the presence of a witness ( either a security guard or colleague staff )
  7. Complete details on Daily Remittance form.
  8. Place money in safe. Request witness to acknowledge by signing register.

Standard: Cash takings are handled in a careful and accurate manner.

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# *AUDITORS*

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## **Job Descriptions:**

INCOME AUDITOR

NIGHT AUDITOR

## **Service Standards:**

INCOME AUDIT

NIGHT AUDIT

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# INCOME AUDITOR

<b>RESPONSIBLE TO:</b>	Chief Accountant
<b>SCOPE OF POSITION:</b>	Responsible for accounting of daily revenues and prepares relevant reports. Checks the reports from the Night Auditor and other hotel cashiers
<b>EXPERIENCE:</b>	Two years experience with similar responsibilities
<b>QUALIFICATIONS:</b>	Full knowledge of front office accounting
<b>SPECIAL SKILLS:</b>	Trained in computer accounting
<b>AGE:</b>	25 years +
<b>ENGLISH PROFICIENCY:</b>	Good

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## POSITION DESCRIPTION:

### ADMINISTRATIVE TASKS

- Reports to work station according to schedule with a high standard of personal appearance and hygiene with clean and pressed uniform and name badge as described in staff handbook.
- Ensures all financial transactions are recorded with accepted accounting principles and established accounting policies and procedures.
- Attends all staff and training meeting when directed by the Chief Accountant.

### OPERATIONAL TASKS

- Plans improvements in the operation and management of auditing procedures to improve service and profits in coordination with the Chief Accountant.
- Supervises the procedures and reports of Front Desk Cashiers and Night Auditors.
- Audits daily revenue figures and supporting folios and vouchers submitted by Night Auditor.
- Audits the charges to city ledger and credit card companies to ensure all charges are properly approved, legible signatures are obtained, proper vouchers have been used and that totals of the charges balance to the total of the general ledger.
- Sends the folios, vouchers and guest checks immediately to the Accounts Receivable Clerk for posting and billing.
- Informs Chief Cashier of irregularities in the audit for restaurant charges.
- Informs Financial Controller of problems in the Front Office for obtaining proper credit approvals.
- Audits Daily Cash Summary prepared by the Chief Cashier.
- Completes the Daily Report and Daily Income Journal.

- Completes amounts of readings of all hotel cashiers and calculates surplus and deficits for the attention of the Chief Cashier.
- Checks the additions and verifies deposit totals to the duplicate deposit slip.
- Reviews all rebates and allowance vouchers from the previous day for proper approval and completion by the Financial Controller and General Manager.
- Prepares rebate summary and rebate journal.
- Prepares the bank report of summary of daily bank balances.
- Completes posting to the Income Journal from the Auditor Report, Food and Beverage Report and Chief Cashier Daily Report balances at month end.
- Prepares the Daily Report for Financial Controller signature.
- Ensures sufficient supply of all stationery items required for efficient operation.
- Ensures work area is clean and well organized.
- Provides assistance to guests in all hotel emergency evacuation and medical procedures.
- Maintains correct security procedures according to hotel policy.
- Reports any health or safety hazards to the Chief Accountant.
- Performs other duties that may be required by the Chief Accountant.

# NIGHT AUDITOR

<b>RESPONSIBLE TO:</b>	Income Auditor
<b>SCOPE OF POSITION:</b>	Responsible for the balances and audits of the guest ledger, the daily Food and Beverage Revenue Report as well as monitors the work of all hotel cashiers. May also serve as night shift Front Office Cashier
<b>EXPERIENCE:</b>	Two years experience in similar position
<b>QUALIFICATIONS:</b>	Full knowledge of Front Office accounting procedures
<b>SPECIAL SKILLS:</b>	Trained in computer accounting
<b>AGE:</b>	25 years +
<b>ENGLISH PROFICIENCY:</b>	Good

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## POSITION DESCRIPTION:

### ADMINISTRATIVE TASKS

- Reports to work station according to schedule with a high standard of personal appearance and hygiene with clean and pressed uniform and name badge as described in staff handbook.
- Ensures all financial transactions are recorded with accepted accounting principles and established accounting policies and procedures.
- Attends all staff and training meeting when directed by the Chief Accountant.

### OPERATIONAL TASKS

- Administers the posting and balancing of all departments shift reports.
- Liaise closely with Front Office Supervisors and Food and Beverage outlet cashiers regarding the accurate submission of financial reports.
- Prints and files all hotel financial reports in coordination with the Chief Accountant.
- Checks credit reports and advises Front Office Manager daily of credit limits.
- Prints back-up reports and places in back-up file.
- Ensures accuracy in Night Audit Balance and in distribution of audit reports.
- Checks all charges have been debited for departing guests.
- Ensures proper auditing procedures for all revenue are performed in the closing of the accounting day.
- Reading and responding to switchboard/ reception/ log/ diary providing a continuity between shifts.
- Performs systems maintenance according to procedures.

- Registers relevant information regarding problems, questions and procedures in Front Office Log Book for day shift action.
- Attends to switchboard during night shift if required.
- Ensures sufficient supply of all stationery items required for efficient operation.
- Ensures work area is clean and well organized.
- Provides assistance to guests in all hotel emergency evacuation and medical procedures.
- Maintains correct security procedures according to hotel policy.
- Reports any health or safety hazards to the Chief Accountant.
- Performs other duties that may be required by the Chief Accountant.

*Regular close off dates must be the same  
for Revenue, Wages, Stock.....!*

# SERVICE STANDARDS - INCOME AUDIT

**Task: Reporting Daily Revenue**

- Procedure:
1. Collect total sales reports and total covers of all outlets.
  2. Analyze all house accounts transactions and charge them onto the departments.
  3. Analyze all rebate transactions.
  4. Input the revenues of all minor operating departments.

Standard: Completed in an efficient and accurate manner.

---

**Task: Checking General Cashier Summary**

- Procedure:
1. Check Deposit card report and F & B sales report against General Cashier Summary to ensure that cash received is correct amount.
  2. Examine monetary exchange memo from Front Office Cashier.

Standard: Checked and verified thoroughly in an accurate manner.

---

**Task: Examining Minor Operation Departments**

- Procedure:
1. Check the sales revenue of individual minor operating departments against its voucher total to ensure the figures on the Deposit card report are correct.

Standard: Checked and verified thoroughly in an accurate manner.

---

**Task: Changing Rate for Foreign Currency**

- Procedure:
1. Received exchange rate report from bank, after posted into computer for calculation of house rate with approval by Financial Controller.
  2. Change rate for foreign currency from Front Office Cashier counter on daily basis with approval by Financial Controller.

Standard: Ensures correct exchange rate is accurate on a daily basis.

---

**Task: Checking Month End Journals**

- Procedure:
1. Discrepancies found in journal during the month will be adjusted before the closing of the month.

Standard: All necessary adjustments will be checked, verified and completed accurately before month end closing.

---

**Task: Checking Room Sales**

- Procedure:
1. Check the room rate on arrival lists against arrival registration cards to ensure all room charges are correct.
  2. Check Room Discrepancy Report against Room Status Report to verify hotel occupancy.

Standard: Spot checked on a daily basis to ensure accuracy.

---

**Task: Investigating and Following-Up Missing Checks and Vouchers**

Procedure: 1. Ensure guest checks and debit vouchers are all accounted for.

Standard: All missing checks and vouchers investigated thoroughly and accurately.

---

**Task: Verifying Food and Beverage Sales**

Procedure: 1. Use cash register report to check the restaurant cashier statement to verify that all restaurant cashier statements are correctly prepared.

2. Verify that the total revenue of each outlet agrees with the cash register report of that particular outlet.

Standard: Checked and verified thoroughly in an accurate manner.

---

**Task: Checking Paid-Out and Miscellaneous Credit Vouchers**

Procedure: 1. Check that credit transactions are properly authorized.

Standard: Checked and verified thoroughly in an accurate manner.

---

**Task: Checking Miscellaneous Charge Verification**

Procedure: 1. Review all miscellaneous debit vouchers and post them to respective accounts.

Standard: Checked and verified thoroughly in an accurate manner.

---

**Task: Spot Checking Floats**

Procedure: 1. Monitor all hotel cash floats in various departments.

Standard: Checked in an efficient and accurate manner.

---



# SERVICE STANDARDS - NIGHT AUDIT

**Task: Verifying Daily Revenue**

- Procedure:
1. Prepare the summary by calculating the total of daily sales by outlet.
  2. Analyze and summarize all entertainment checks with approved signature and department.
  3. Analyze and summarize all Food and Beverage checks with approved signature and department.
  4. Analyze and summarize all Front Office checks with approved signatures and departments.

Standard: Daily revenue is posted accurately to correct ledger.

---

**Task: Daily Tasks for Front Office Computer Program**

- Procedure:
1. Ensures all room rates posted agree with the rate discrepancy report.
  2. Post room rates and tax after received rate discrepancy report from Front Office Department.
  3. Cut off daily dates when night auditor begins checking all food and beverage and front office revenue.
  4. Close day procedures must be completed on a nightly basis to process information for each day's activities and prepares the hotel system for the following day.

Standard: Competent knowledge of room and rate configuration will be required in order to handle daily tasks for Front Office hotel information computer program in an efficient and accurate manner.

---

**Task: Capturing Revenue and Controlling Check Lists**

- Procedure:
1. Analyze and summarize all house account charges.
  2. Check and summarize all rebate transactions with approved signatures.
  3. Analyze and summarize all debit vouchers.
  4. Summarize all chit consumption from F & B outlets on daily basis.

Standard: All revenues analyzed and summarized in order to capture and control all incoming revenue in an efficient and accurate manner.

---

**Task: Handling Front Office Cashier Service Maintenance**

- Procedure:
1. Handle money exchange and safe deposit boxes and maintain overnight front office cashier service.
  2. Print out the departure folios for the following day..

Standard: Handled in a helpful and courteous manner and all charges are posted to guest accounts prior to departure.

---

**Task: Analyzing Mini-bar Sales**

Procedure: 1. Review and check all mini-bar receipts and follow up late charges.

Standard: Handled in an efficient and accurate manner.

---

**Task: Checking Billing Guest Folio**

Procedure: 1. Ensure that all guest folios for billing are attached with relevant vouchers or documents.

2. Check with reference to “check out with balance” report.

3. Ensure that guest folio billings are complete.

4. Pass guest folios with supporting documents to Accounts Receivable on daily basis.

Standard: All billing pertaining to guest folio will be checked and verified thoroughly with supporting documents in an accurate manner.

---

**Task: Handling Late Receipts Posting**

Procedure: 1. Ensure that all receipts for late charge should be posted through Front Office system before audit cut off processing.

Standard: Posted accurately to guest folios before audit cut-off on a daily basis.

---

**Task: Handling Rebate and Paid-Out Vouchers**

Procedure: 1. Ensure all miscellaneous credit and paid out vouchers are properly authorized.

2. Review all miscellaneous and paid out vouchers which have the guest signature or the approval of management.

Standard: Verified thoroughly to ensure that they are according to hotel policy and amount is posted accurately and with authorized signatures.

---

**Task: Checking Room Rate Report Discrepancy**

Procedure: 1. Reviews room rate report for every room and ensures rate discrepancy against rack rate and passes report to Front Office for approval signature.

Standard: Verified and reported in an accurate manner

---

**Task: Preparing Duty Roster**

Procedure: 1. Prepares duty roster for Accounting staff.

Standard: Completed in an efficient and prompt manner and special requests will be accommodated if possible

---

# ***COLLECTION AND PAYMENTS***

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## **Job Descriptions:**

PAYMASTER  
ACCOUNTS RECEIVABLE  
ACCOUNTS PAYABLE

## **Service Standards:**

PAYMENTS  
ACCOUNTS RECEIVABLE  
ACCOUNTS PAYABLE

---



# PAYMASTER

<b>RESPONSIBLE TO:</b>	Chief Accountant
<b>SCOPE OF POSITION:</b>	Responsible for maintaining all payroll records, including individual staff compensation records. Responsible for all payrolls to be properly prepared and paid including government and third party reports
<b>EXPERIENCE:</b>	Two years in Accounts department with similar duties
<b>QUALIFICATIONS:</b>	Full knowledge of awards and payroll accounting
<b>SPECIAL SKILLS:</b>	Trained in computer usage
<b>AGE:</b>	25 years +
<b>ENGLISH PROFICIENCY:</b>	Good

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## POSITION DESCRIPTION:

### ADMINISTRATIVE TASKS

- Reports to work station according to schedule with a high standard of personal appearance and hygiene with clean and pressed uniform and name badge as described in staff handbook.
- Ensures all financial transactions are recorded with accepted accounting principles and established accounting policies and procedures.
- Attends all staff and training meeting when directed by the Chief Accountant.

### OPERATIONAL TASKS

- Administers hotel staff payroll and other related accounting records.
- Administers payment of service charges and other staff benefits.
- Maintains close communication with Personnel Department regarding the payment of all staff salaries and benefits.
- Ensures withholding taxes and other payroll taxes are remitted to relevant authorities in a timely manner.
- Ensures security and confidentiality of all payroll records.
- Ensures time cards or reporting procedures are approved by Department Heads.
- Records all hotel staff leaves and provides to Department of Human Resources.
- Prepares monthly payroll journal for input into the General Ledger.
- Ensures sufficient supply of all stationery items required for efficient operation.
- Ensures work area is clean and well organized.
- Provides assistance to guests in all hotel emergency evacuation and medical procedures.

- Maintains correct security procedures according to hotel policy.
- Reports any health or safety hazards to the Chief Accountant.
- Performs other duties that may be required by the Chief Accountant.

# ACCOUNTS RECEIVABLE

<b>RESPONSIBLE TO:</b>	Chief Accountant
<b>SCOPE OF POSITION:</b>	Responsible for keeping a proper record of all amounts due to the hotel from guests, concessions and tenants and sundry accounts
<b>EXPERIENCE:</b>	Two years in the accounts department of a hotel
<b>QUALIFICATIONS:</b>	Good knowledge of account handling and filing
<b>SPECIAL SKILLS:</b>	Trained in computing
<b>AGE:</b>	20 years +
<b>ENGLISH PROFICIENCY:</b>	Good

---

## POSITION DESCRIPTION:

### ADMINISTRATIVE TASKS

- Reports to work station according to schedule with a high standard of personal appearance and hygiene with clean and pressed uniform and name badge as described in staff handbook.
- Ensures all financial transactions are recorded with accepted accounting principles and established accounting policies and procedures.
- Attends staff and training sessions as directed by the Chief Accountant.

### OPERATIONAL TASKS

- Administers and maintains Accounts Receivable and related accounting records.
- Assists in preparation of monthly and annual financial reports.
- Ensures all financial transactions including the collection of debt follow hotel policy and procedures.
- Audits and prepares credit card charges for transmittal and reconciles credit card accounts as required.
- Reconciles and balances all advance deposits.
- Prepares City Ledger for posting, bills after completion of postings, reconciles to control figures at least every ten days in addition to the last day of the month.
- Reconciles Control Ledger to the General Ledger at financial closing at end of each month.
- Prepares and monitors debtor statements, debit notes and credit notes.
- Maintains documentation of communication on billings and debt collections.
- Ensures proper amount of travel agent commissions are paid daily or weekly to authorized travel agents.

- Balances all subsidiary account receivable ledgers to the appropriate control accounts monthly and prepare “aged trial” balances of all accounts receivable ledgers including staff’ account receivable.
- Prepares all Accounts Receivable reports as required.
- Liaises with Purchasing Officer and suppliers when necessary to assist with Accounts Receivable.
- Ensures sufficient supply of all stationery items required for efficient operation.
- Ensures work area is clean and well organized.
- Maintains correct security procedures according to hotel policy.
- Provides assistance to guests in all hotel emergency evacuation and medical procedures.
- Reports any health or safety hazards to the Chief Accountant.
- Performs other duties that may be required by the Chief Accountant.

*Make sure agent commissions are allocated  
to the correct hotel departments !*



# ACCOUNTS PAYABLE

<b>RESPONSIBLE TO:</b>	Chief Accountant
<b>SCOPE OF POSITION:</b>	Responsible for the auditing, processing and timely payment of all hotel disbursements. Responsible for the preparation of expense analysis and for other financial reports as requested. Maintains files for accounts payable records
<b>EXPERIENCE:</b>	Two years experience in hotel accountant functions
<b>QUALIFICATIONS:</b>	Good knowledge of accounting
<b>SPECIAL SKILLS:</b>	Trained in computer operations
<b>AGE:</b>	20 years +
<b>ENGLISH PROFICIENCY:</b>	Good

---

## POSITION DESCRIPTION:

### ADMINISTRATIVE TASKS

- Reports to work station according to schedule with a high standard of personal appearance and hygiene with clean and pressed uniform and name badge as described in staff handbook.
- Ensures all financial transactions are recorded with accepted accounting principles and established accounting policies and procedures.
- Attends staff and training sessions as directed by the Chief Accountant.

### OPERATIONAL TASKS

- Audits and processes payment for all hotel disbursements.
- Prepares expense analysis as requested by Chief Accountant.
- Administers and maintains Accounts Payable and related accounting records.
- Assists in preparation of monthly and annual financial reports.
- Prepares and reviews creditor reconciliation statements.
- Liaises with Purchasing Officer and suppliers when necessary to assist with Accounts Payable.
- Ensures sufficient supply of all stationery items required for efficient operation.
- Ensures work area is clean and well organized.
- Provides assistance to guests in all hotel emergency evacuation and medical procedures.
- Maintains correct security procedures according to hotel policy.
- Reports any health or safety hazards to the Chief Accountant.
- Performs other duties that may be required by the Chief Accountant.



# SERVICE STANDARDS - PAYMENTS

## **Task: Handling Payment Vouchers:**

- Procedure:
1. Verify data from source documents:
    - \* Employment notification form
    - \* Personnel movement form
    - \* Overtime claim form
    - \* Casual labor claim form
    - \* Transportation allowance claim form
    - \* Tip on bills gratuity distribution list
    - \* Incentive allowance, commission.
  2. Ensure all payments are properly authorized before making the disbursement vouchers.
  3. Compute the actual amount to be paid and list the nature of payment by items on the disbursement voucher.
  4. Assign the voucher number on the disbursement voucher in sequential order.
  5. Record the name of payee, hotel I.D. number, department and details of payment in the payment register for posting media to computerized payroll system.
  6. Mark down the check number, check date, name of payee and amount in the check register for Accounts Payable.
  7. Complete the check to payee and ensure payee name and amount in figures and words are correct.
  8. Any cancelled check must be recorded in the check register.

Standard: Handled in an efficient and accurate manner.

---

## **Task: Handling Checks**

- Procedure:
1. Check and disbursement voucher together with source documents will be checked and then passed to Chief Accountant / Financial Controller for approval and signature and further passed onto General Manager for signature.
  2. Ensure two valid signatures on the check are completed before releasing to the payee.

Standard: Handled in an efficient and accurate manner.

---

## **Task: Releasing Checks**

- Procedure:
1. Payee is required to produce employment record form (for leavers) or Hotel I.D. card (for new hire) to identify themselves before acknowledging receipt of the check by signing on the disbursement voucher.

Standard: Handled in an efficient and accurate manner.

---

**Task: Handling Payroll Data: Receive, Check and Verify Documents**

- Procedure:
1. Stamp date and time on the incoming source documents.
  2. Documents include the following:
    - \* Employment notification form
    - \* Personnel movement form
    - \* Overtime claim form
    - \* Casual labor
  3. Verify necessary information from source documents against computer record before making alteration to staff master file.
  4. Make amendment to individual staff master file:
    - \* Change of Department, division and job code
    - \* Change of salary, standard pay and deduction
    - \* Change of Bank account number
    - \* Change of personal particulars
    - \* Termination of employment
  5. Check edit report for amendments made according to source documents.
  6. Check-marks and initials should be indicated on the documents and edit reports as evidence of checking.

Standard: Input and edit data recorded in an efficient and accurate manner.

---

**Task: Preparing Monthly Payroll**

- Procedure:
1. Gather relevant documents from Personnel and other departments.
  2. Register new staff from Personnel system to Payroll system according to the employment notification forms received.
  3. Deactivate the master file of those staff who have resigned during the month.
  4. Compute the amount of payment for those staff who have joined and been promoted during the month.
  5. Compute the amount of payment in regard to overtime allowance and other related payments.
  6. Compute the amount of deductions in regard to unpaid leave, retirements fund contribution and other deductions.
  7. Create time sheet and input amount for individual staff.
  8. Check that input figures are correct.
  9. Print the payroll register report.

Standard: Documents for preparing the monthly payroll will be developed and deleted in an efficient and accurate manner and confidentiality will be observed.

---

**Task: Preparing Payroll Reconciliation**

- Procedure:
1. Reconciliation of current month payment from last month statement.
  2. To reconcile the variance between previous month and current month payment by adding the new recruits, deleting those who have resigned and showing the adjustments on salaries, allowances or deductions.

Standard: Payroll reconciliation will be prepared in a balanced, accurate, prompt and efficient manner

---

**Task: Preparing Auto-Pay Transfer**

- Procedure:
1. Create, print and copy the monthly payroll bank listing to computer disks after the accurate amount of payment has been calculated.
  2. The monthly payroll bank listing will be checked and then passed to Chief Accountant / Financial Controller for approval and signature and further passed on to the General Manager for signature.
  3. Computer disk and payroll bank listing will be sent to bank one working day before the due date for processing payment to individual staff.
  4. Inform Finance Department the total amount of salaries to be paid to staff in order for them to arrange sufficient funds available in bank account.

Standard: Auto-pay transfer will be prepared in an accurate, efficient and prompt manner with authorized signatures.

---

**Task: Preparing Payroll Summary**

- Procedure:
1. Having calculated the pay due to each staff, it is then necessary to summarize the payroll by department. This summarized payroll forms part of hotel financial package.
  2. Remove information from the report register and list out different nature of payments by department according to the chart of account.

Standard: Payroll summary will be allocated in correct departments and prepared in an accurate efficient and accurate manner.

---

**Task: Preparing Manpower Report**

- Procedure:
1. Collect monthly staff attendance records from all departments.
  2. Check and verify the number of staff numbers for each department and daily attendance against the actual salary payment to staff.
  3. Check total normal working hours, overtime hours, casual labor hours for each department.
  4. Check number of days not worked regarding paid leave and unpaid leave.
  5. Sum up the total normal working hours and casual labor hours for each department.
  6. Input number of total hours and secure approval.
  7. A copy of report should be given to Finance Controller each month.

Standard: Data will be collected, checked, verified and prepared in an efficient and accurate manner.

---

**Task: Updating Retirement Fund Contribution**

- Procedure:
1. Extract data from the payroll system for those staff who are eligible to join the Hotel Retirement Plan.
  2. Create a master file for each new member, the required data which include the sex, date joined hotel, date joined plan, date of birth, basic salary and staff contribution.
  3. Delete those outgoing members from the file and mark down the reason of leaving, such as resignation, termination, retirement, dismissal and the amount of benefit entitlement.
  4. Any salary change would affect the staff contribution, which will be deducted from the monthly payroll and amendment to the hotel plan file should be properly updated.

Standard: The Retirement Fund Contribution will be updated in an efficient and accurate manner.

---

**Task: Preparing Checks (other than payroll)**

- Procedure:
1. Prepare checks for invoices and other checks requests (other than payroll) and forward the checks, vouchers and all supporting documents to the Controller for approval and signature.

Standard: Prepare in an accurate, efficient and prompt manner

---

**Task: Preparing Tax Returns**

- Procedure:
1. Collect total earnings from the payroll system and list out the nature of income on a form for staff's cessation of employment.
  2. Input on the appropriate Thai tax return form.
  3. Check the personal particulars are duly completed and total earnings for the tax assessment year for staff are correct.

4. Generate the tax file once a year from the payroll system and print the required data onto the pre-printed form.
5. Duplicate copies should be filed with Controller signature and Company stamp. One copy to the staff concerned and one copy retained for payroll record.

Standard: Tax returns will be prepared in an efficient and accurate manner.

---

**Task: Posting Inter-Kitchen / Bar Transfer**

- Procedure:
1. Collect Inter-kitchen transfers from Chef's Office and bakery; Inter-kitchen Transfers from the Main Service Bar.
  2. Calculate the cost of items as stated on the transfers according to receipt cost or current market price.
  3. Mark the transfers with relevant location codes and stock numbers according to names as stated. If stock numbers are written by the bartenders on the inter-kitchen transfers, check if they are written correctly.

Standard: Inter-kitchen / bar transfer will be posted in an efficient and accurate manner and completed promptly.

---

**Task: Checking Transaction Edit Report / Purchase Edit Report**

- Procedure:
1. Print out a copy of Purchase Edit Report / Transaction Report from the system.
  2. Check the Purchase Edit Report against supplier invoice item description, unit price, quantity, total amount and the location codes to be charged.
  3. Check the Transaction Edit Report against requisitions and Inter-kitchen / Bar Transfers for the correctness of location codes, stock numbers and total amount.

Standard: The Transaction Edit Report / Purchase Edit Report will be printed promptly upon the completion of the reports and checked thoroughly to ensure accurate information.

---

**Task: Performing Daily Update**

- Procedure:
1. Perform daily update when all transactions are edited.
  2. File reports that are printed after the daily update, for auditing

Standard: The daily update will be completed only after office hours and the reports will be filed in an organized and systematic manner to ensure that they are easily accessible.

---

**Task: Handle Month-End Stock Taking**

- Procedure:
1. Print Physical Worksheet for stock taking.

2. Check and verify all stocks in the Dry Store and Beverage Store for closing inventory with the Storemen and Cellarmen who will do the counting for each outlet.
3. Perform stock taking in bars with assistance from bartenders.

Standard: The physical worksheet prepared in advance prior to the physical stock take in order to perform the month-end stock take in an efficient and accurate manner.

---

**Task: Preparing Closing Stock Lists**

- Procedure:
1. Collect all stock taking lists of areas where stock taking is handled.
  2. Post closing quantities.

Standard: Stock lists will be completed and compiled in an efficient and accurate manner.

---

**Task: Payment of Service Charges**

- Procedure:
1. Receive monthly report of all service charges collected from hotel services.
  2. Calculate staff service charges by dividing number of staff into amount of service charges.
  3. Staff are paid service charges each month with separate notice of service charge amount.
  4. Management do not receive service charge payment.

Standard: Services charges are paid to hotel staff monthly and all charges are calculated in an efficient and accurate manner.

---



# SERVICE STANDARDS

## - ACCOUNTS RECEIVABLE

**Task: Obtaining Documents from Income Auditor**

Procedure: 1. Obtain all F&B city ledger and credit card settlement chits.

Standard: Handled in an efficient and accurate manner.

---

**Task: Supporting (folio) Verify Edit Report**

Procedure: 1. Check individual billings are clearly stated and inputted correctly. Otherwise, check with department concerned.

2. Cross check the batch total to ensure it agrees with the Edit Report total.

3. Update Edit Report.

4. Run Edit Report through system.

5. Check individual transaction against supporting documents to ensure amounts and Accounts Receivable numbers are inputted correctly.

6. After Final Edit Report, Transfer Report and Balancing Reports have been completed, check to ensure reports balances agree with each other.

Standard: All accounts allocations will be updated in an efficient and accurate manner.

---

**Task: Handling Final Edit Report / Transfer Report**

Procedure: 1. System will automatically execute the program and a Transfer Report will be generated and printed out immediately.

2. Ensure total agrees with the Final Edit report.

Standard: Conducted efficiently and accurately to ensure all totals agree with the Final Edit report.

---

**Task: Balancing Report**

Procedure: 1. Report will automatically be generated and printed, verify the total with Transfer Report.

Standard: All totals for the Transfer Report will be balanced in an efficient and accurate manner.

---

**Task: Handling Invoice Summary**

Procedure: 1. Summarize all charges incurred by a group into a pre-printed invoice summary for billing to travel agents.

2. All folios will be separated by type in a batch and filed to cabinet in transaction date.

Standard: Invoice summaries are handled efficiently and accurately.

---

**Task: Handling Billing**

- Procedure:
1. Prepare billing statement, then attached with supporting folio / signed chits.
  2. According to daily check register list, update record control book by individual deposit.
  3. According to daily check register list, prepare Deposit Advice with supplied details and pass to Reservation for posting into the individual reservation or posted by Accounts Receivable.
  4. To ensure all deposit advice has been posted, check daily 'deposit received' report balance. By month end, balance of record book and guest details balance report must be reconciled.

Standard: All deposit advises will be handled in an efficient and accurate manner.

---

**Task: Making a Balance Report**

- Procedure:
1. Report will automatically be generated and printed, verify the total with Transfer Report.
  2. Summarize all charges incurred by a group into a pre-printed invoice summary for billing to travel agents.
  3. All folios will be separated by type in a batch and filed by transaction date.
  4. Prepare billing statement, then attach with supporting folio / signed chits.

Standard: Filing of all folios to be handled in an efficient and accurate manner.

---

**Task: Handling Control Summary**

- Procedure:
1. Enter Accounts Receivable daily balancing reports details into the Control Summary to provide a transaction total. Overview by types for reference and accounts reconciliation.
  2. Ensure sections operations is running smoothly.

Standard: Control summary is handled in an efficient and accurate manner.

---

**Task: Handling Deposit Advance**

- Procedure:
1. According to daily check register list, update record control book by individual deposit.
  2. According to daily check register list, prepare Deposit Advance with supplied details and pass to Reservation for posting into the individual reservation or posted by accounts receivable.
  3. To ensure all deposit advance has been posted, check daily 'deposit received' report balance. By the end of the month, balance of record book and guest details balance report must be reconciled.

Standard: All deposit advances handled in an efficient and accurate manner.

---

**Task: Handling Journal Voucher**

- Procedure:
1. Collect final edit transfer report and Balancing Report for final reading and ensure these totals agree with each other before processing.
  2. Raise journal voucher for transaction which affects general control, accounts ( e.g. bank remittance, sales adjustment, commission and payroll ) Post to relevant debtors account..
  3. Perform a reconciliation of accounts ( Accounts Receivable / Room deposit ) between sub-ledger and control account by the end of each month, after the monthly accounts close, to ensure these account balances agree with each other.

Standard: All accounts pertaining to Accounts Receivable and room deposits will be reconciled in an efficient and accurate manner by month end to ensure these account balances agree with each other.

---

**Task: Handling Department Coordination**

- Procedure:
1. Work closely with various departments to sort out billing problems encountered during daily operation.
  2. Obtain daily check register summary. According to the supplied details, individual total will be posted to relevant debtors accounts.
  3. Advise Supervisor log.
  4. Ensure float.
  5. Sign time.

Standard: Coordination with various departments will be handled with co-operation in a professional and accurate manner

---



# SERVICE STANDARDS

## - ACCOUNTS PAYABLE

**Task: Handling all Invoices**

- Procedure:
1. Receive all invoices.
  2. Matches invoices with purchase orders and receiving slip or obtain department head's signature in lieu of purchase order and receiving slip..
  3. Verifies pricing extensions and additions on all invoices.
  4. Update Edit Report.
  5. Run edit report through system.

Standard: All invoices will be handled and verified accurately, efficiently and promptly with authorized signatures

---

**Task: Handling Final Edit Report / Transfer Report**

- Procedure:
1. Check individual transaction against supporting documents to ensure amount and Accounts Payable number are correctly input, otherwise update accordingly.
  2. After Final Edit Report, transfer report and balancing reports had been completed, check to ensure the balance of the reports agrees with each other.
  3. After the final reading on the edit report balance,
  4. After the final reading on the edit report balance,' System will automatically be executed the program and a Transfer Report will be generated and print out immediately.
  5. Ensure total agree with the final edit report.

Standard: Conducted accurately, efficiently and promptly to ensure that all totals will agree with the final edit report

---

**Task: Handling Vouchers**

- Procedure:
1. Prepare vouchers, including cost distributions for all supplier's invoices and credit memos.
  2. Prepare and balance voucher register monthly.
  3. The vouchers will be entered in the Voucher Register in the order in which they occur or in alphabetical order.
  4. At the end of the month, the total of the regular monthly payment should agree with the balance in the general ledger account of Accounts Payable-Trade.
  5. As suppliers monthly statements are received, they should be balanced to the applicable vouchers and attached thereto.
  6. Any difference should be investigated and reconciled immediately.
  7. Maintains files for paid and unpaid invoices. Submits figures for estimated weekly receipts and disbursements to the Chief Accountant daily.

Standard: Handle vouchers in an accurate and efficient manner

---

**Task: Preparing Checks (other than payroll)**

- Procedure:
1. Prepare checks for invoices and other checks requests (other than payroll) and forward the checks, vouchers and all supporting documents to the Controller for approval and signature.

Standard: Prepare in an accurate, efficient and prompt manner

---

*Promptly pay all commissions  
due to travel agents !*

# ***COST, PURCHASING AND HOTEL STORES***

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## **Job Descriptions:**

COST CONTROLLER  
PURCHASING OFFICER  
HEAD STOREMAN  
STOREMAN  
HEAD CELLARMAN  
CELLERMAN

## **Service Standards:**

COST CONTROL  
PURCHASING  
STORE - CELLAR SUPERVISION  
STORE - CELLAR TASKS

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# COST CONTROLLER

<b>RESPONSIBLE TO:</b>	Chief Accountant
<b>SCOPE OF POSITION:</b>	Responsible for implementing and maintaining control systems for sales and costs. Supervises Receiving and Storage Department accounts. Assists Food and Beverage Manager with pricing, testing and menu planning
<b>EXPERIENCE:</b>	Three years experience in similar position in an international hotel
<b>QUALIFICATIONS:</b>	Good knowledge of cost accounting
<b>SPECIAL SKILLS:</b>	Trained in computer accounting
<b>AGE:</b>	25 years +
<b>ENGLISH PROFICIENCY:</b>	Good

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## POSITION DESCRIPTION:

### ADMINISTRATIVE TASKS

- Reports to work station according to schedule with a high standard of personal appearance and hygiene with clean and pressed uniform and name badge as described in staff handbook.
- Ensures all financial transactions are recorded with accepted accounting principles and established accounting policies and procedures.
- Attends staff and training sessions as directed by the Chief Accountant.

### OPERATIONAL TASKS

- Provides correct expense figures as requested to be given to Heads of Department.
- Ensures administrative and operation cost figures are correctly recorded and relevant expenses accounted.
- Ensures the accurate recording of all sundry and consumable goods purchased.
- Provides daily cost of all sundry and consumable goods issued to various hotel departments.
- Monitors daily input of stock movement (purchasing, receiving, issuing, transfers) into computer system on a cost basis.
- Analyzes food and beverage costs weekly.
- Prepares timetable and stock sheets for regular stocktakes and coordinates timely counting and valuation.
- Approves invoices and statements for purchase prices as detailed by Purchasing Manager.

- Researches costs for printing menus, sales kits, stationary, brochures, fax paper, etc.
- Ensures sufficient supply of all stationery items required for efficient operation.
- Ensures work area is clean and well organized.
- Maintains correct security procedures according to hotel policy.
- Provides assistance to guests in all hotel emergency evacuation and medical procedures.
- Reports any health or safety hazards to the Chief Accountant.
- Performs other duties that may be required by the Chief Accountant.

# PURCHASING OFFICER

<b>RESPONSIBLE TO:</b>	Chief Accountant
<b>SCOPE OF POSITION:</b>	Responsible for the purchase of all materials, merchandise and services required for hotel operation with the maximum efficiency, economy and accuracy with the exception of capital expenditures
<b>EXPERIENCE:</b>	Two years experience in similar position
<b>QUALIFICATIONS:</b>	Full knowledge of food and liquor purchasing
<b>SPECIAL SKILLS:</b>	Trained in computer use
<b>AGE:</b>	25 years +
<b>ENGLISH PROFICIENCY:</b>	Good

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## POSITION DESCRIPTION:

### ADMINISTRATIVE TASKS

- Reports to work station according to schedule with a high standard of personal appearance and hygiene with clean and pressed uniform and name badge as described in staff handbook.
- Ensures all financial transactions are recorded with accepted accounting principles and established accounting policies and procedures.
- Attends all staff and training meeting when directed by the Chief Accountant.

### OPERATIONAL TASKS

- Researches and negotiates for all consumable goods for hotel operation based on quality and competitive cost basis.
- Ensures all conditions of sale from suppliers are acceptable with hotel policy before initial purchase.
- Administers and monitors purchase requisition forms used by all hotel departments to ensure efficiency and security of all purchase requests.
- Establishes and monitors par level stocks of all consumable goods used in hotel operation.
- Assists with monthly and annual financial reporting for stock on hand.
- Assists Cost Controller and Chief Accountant with budgets as required.
- Ensures authorized documentation is completed before ordering consumable goods from supplier.
- Ensures sufficient supply of all stationery items required for efficient operation.
- Ensures work area is clean and well organized.
- Maintains correct security procedures according to hotel policy.

- Provides assistance to guests in all hotel emergency evacuation and medical procedures.
- Reports any health or safety hazards to the Chief Accountant.
- Performs other duties as required by the Chief Accountant.

# HEAD STOREMAN

<b>RESPONSIBLE TO:</b>	Purchasing Officer
<b>SCOPE OF POSITION:</b>	Responsible for the accurate and organized receiving and storage of all products maintained in the hotel Store. Maintains inventory stock takes and ensures that par stock levels are maintained
<b>EXPERIENCE:</b>	Three years as Cellarman in an international hotel
<b>QUALIFICATIONS:</b>	Full knowledge of store and storing goods
<b>SPECIAL SKILLS:</b>	Trained in this area
<b>AGE:</b>	25 years +
<b>ENGLISH PROFICIENCY:</b>	Good

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## POSITION DESCRIPTION:

### ADMINISTRATIVE TASKS

- Reports to work station according to schedule with a high standard of personal appearance and hygiene with clean and pressed uniform and name badge as described in staff handbook.
- Attends staff and training sessions as directed by the Chief Accountant.

### OPERATIONAL TASKS

- Liaises with Cost Controller and Purchasing Officer regarding delivery time of incoming goods.
- Assists with monthly stock takes.
- Supervises Storeroom staff to ensure all tasks, procedures and standards are followed in a professional and efficient manner.
- Advises Cost Controller of obsolete and slow moving items.
- Checks incoming goods against delivery dockets ensuring quality and quantities are the same as the purchase orders.
- Records all incoming goods on the daily Goods Received Record.
- Ensures stocks are easily identified, arranged in an orderly manner that enable stock rotation.
- Supervises and assists the preparation of stocks to fill daily hotel department requisitions after ensuring appropriate approvals.
- Maintains inventory levels to specified par levels and advises Cost Controller/Purchasing Officer when stocks fall below par.
- Ensure store rooms are kept secure, and that no unauthorized entry or removal of stock takes place.

- Ensures sufficient supply of all equipment and stationery items required for efficient operation.
- Ensures work area is clean and well organized.
- Maintains correct security procedures according to hotel policy.
- Provides assistance to guests in all hotel emergency evacuation and medical procedures.
- Reports any health or safety hazards to the Chief Accountant.
- Performs other duties that may be required by the Chief Accountant.

*Spot check all stock items to  
ensure accuracy !*

# STOREMAN

<b>RESPONSIBLE TO:</b>	Head Storeman
<b>SCOPE OF POSITION:</b>	Responsible for checking and recording merchandise entering storerooms. Responsible for charges and records of both inventory of operating supplies and equipment
<b>EXPERIENCE:</b>	One year working in stores at a similar hotel
<b>QUALIFICATIONS:</b>	Knowledge of stores, requisitions and deliveries
<b>SPECIAL SKILLS:</b>	Trained in store area
<b>AGE:</b>	25 years +
<b>ENGLISH PROFICIENCY:</b>	Good

---

## POSITION DESCRIPTION:

### ADMINISTRATIVE TASKS

- Reports to work station according to schedule with a high standard of personal appearance and hygiene with clean and pressed uniform and name badge as described in staff handbook.
- Attends staff and training sessions as directed by the Head Storeman.

### OPERATIONAL TASKS

- Prepares daily requisitions advising Head Storeman of unfilled orders.
- Delivers checked incoming goods to designated store area and ensures storage is according to store plan.
- Ensures supplies are maintained to par levels and rotated to maintain quality and reduce waste.
- Issues goods to all hotel department according to policy and procedures.
- Assists in monthly stocktakes as directed by Cost Controller.
- Ensures sufficient supply of all equipment and stationery items required for efficient operation.
- Ensures work area is clean and well organized.
- Maintains correct security procedures according to hotel policy.
- Provides assistance to guests in all hotel emergency evacuation and medical procedures.
- Reports any health or safety hazards to the Head Storeman.
- Performs other duties that may be required by the Head Storeman.





# HEAD CELLARMAN

<b>RESPONSIBLE TO:</b>	Purchasing Officer
<b>SCOPE OF POSITION:</b>	Responsible for the supervision of the daily operation of all purchasing, receiving and stores of beverages in the hotel from purchasing control to storeroom
<b>EXPERIENCE:</b>	Three years as a Cellarman in an international hotel
<b>QUALIFICATIONS:</b>	Excellent knowledge of different types of beverages
<b>SPECIAL SKILLS:</b>	Knowledge of beverages and correct procedures for the storage and care of all beverages and other store items
<b>AGE:</b>	25 years +
<b>ENGLISH PROFICIENCY:</b>	Good

---

## POSITION DESCRIPTION:

### ADMINISTRATIVE TASKS

- Reports to work station according to schedule with a high standard of personal appearance and hygiene with clean and pressed uniform and name badge as described in staff handbook.
- Ensures all financial transactions are recorded with accepted accounting principles and established accounting policies and procedures.
- Attends staff and training sessions as directed by the Chief Accountant.

### OPERATIONAL TASKS

- Works in coordination with Purchasing Manager in ordering and maintaining par stock levels of Beverage Supplies.
- Approves and countersigns all Beverage Purchase Requisitions for the Beverage Supplies Store requested by Cellarman.
- Ensures Beverage Purchases are accurately posted and recorded.
- Supervises regular beverage stock counts.
- Monitors Beverage Store to ensure that required stocks are maintained and balances of stock are accurately recorded with stock cards.
- Assists with checking purchase specifications for all beverage goods ordered by the hotel.
- Ensures all orders are placed on timely basis as required by hotel departments in coordination with Purchasing Department.
- Monitors outstanding Beverage Requisition Orders to ensure delivery as required by hotel departments.
- Reviews competitive market prices for beverage goods in coordination with the Cost Controller.

- Liaises with the F & B Manager to plan for future large events or banquets.
- Ensures sufficient supply of all equipment and stationery items required for efficient operation.
- Ensures work area is clean and well organized.
- Maintains correct security procedures according to hotel policy.
- Provides assistance to guests in all hotel emergency evacuation and medical procedures.
- Reports any health or safety hazards to the Chief Accountant.
- Performs other duties that may be required by the Chief Accountant.

# CELLARMAN

<b>RESPONSIBLE TO:</b>	Head Cellarman
<b>SCOPE OF POSITION:</b>	Responsible to assist with the receipt and issue of Beverage Supplies from the storerooms. Responsible for checking and the accurate recording of movement of all beverage supplies
<b>EXPERIENCE:</b>	Experience as a Cellarman in an international hotel
<b>QUALIFICATIONS:</b>	Trained to look after the care of all types of liquor
<b>SPECIAL SKILLS:</b>	Knowledge of beverages and ability to control issues and requisitions for liquor to various departments
<b>AGE:</b>	25 years +
<b>ENGLISH PROFICIENCY:</b>	Good

---

## POSITION DESCRIPTION:

### ADMINISTRATIVE TASKS

- Reports to work station according to schedule with a high standard of personal appearance and hygiene with clean and pressed uniform and name badge as described in staff handbook.
- Attends staff and training sessions as directed by the Chief Accountant.

### OPERATIONAL TASKS

- Ensures all beverage supplies entering or leaving the storerooms have required documentation (receiving records, purchase orders, grocery list, requisition orders)
- Ensures goods requiring refrigeration are handled as required.
- Monitors beverage supplies are maintained at minimum required stock.
- Maintains accurate and organized system for the storage of all beverage supplies.
- Assists in beverage store inventory counts.
- Ensures sufficient supply of all stationery items required for efficient operation.
- Ensures work area is clean and well organized.
- Maintains correct security procedures according to hotel policy.
- Provides assistance to guests in all hotel emergency evacuation and medical procedures.
- Reports any health or safety hazards to the Head Cellarman.
- Performs other duties that maybe required by the Head Cellarman.



# SERVICE STANDARDS - COST CONTROL

**Task: Preparing Variance Reports**

- Procedure:
1. Print the Variance reports by locations after all physical postings have been done.
  2. Check for any unreasonable variance and amend accordingly.
  3. Perform "End-Physical" procedure.

Standard: Completed and printed immediately after the posting of the physical stock take result: all variances will have a reasonable explanation for the variance and a daily update will be completed prior to the administering of the "End Physical" procedure

---

**Task: Preparing Daily Reports**

- Procedure:
1. Obtain the F & B Daily Revenue Report from Income Audit and prepare the F & B Sales Report weekly.
  2. Using the information from the Transaction / Purchase edit Reports, prepare the Staff Meal Report to monitor the staff meal cost against the budget on a daily basis.
  3. Prepare the report with reference to the Inter-Kitchen Transfers and information from the Daily Revenue Report on number of occupied rooms to monitor the cost of complimentary set up against budget.
  4. Based on the information provided by the Income Audit, break down the relevant nature of entertainment accounts and by persons.
  5. Prepare a summary for distribution monthly.

Standard: Daily reports will be prepared in an efficient and accurate manner

---

**Task: Preparing Beverage Potential Sales and Cost Report**

- Procedure:
1. Check for any price increase by the suppliers during the month.
  2. Update cost in the computer before printing out the Menu Engineering Analysis.

Standard: All price increases will be updated in an efficient and accurate manner by month end prior to printing the Menu Engineering Analysis; and all Beverage Potential Sales and Cost Report will be completed by the 10th of each month.

---

**Task: Checking Tobacco Sales**

- Procedure:
1. Photocopy the F & B Daily Revenue Report prepared by the Income Auditor.
  2. Count moneys accuracy.
  3. Advise supervisor log.
  4. Ensure float.
  5. Sign time.

Standard: Floats balance with allocated amount.

---

**Task: Checking Mini-Bar Sales Analysis**

- Procedure:
1. Check the Mini-Bar store requisition against the Mini-Bar Daily Sales Report to see if item quantities are equal.
  2. Collect the Mini-Bar vouchers of one particular floor on one particular day from the Income Auditor. Vouchers opened on the previous day but not recorded in the previous day Sales Report, should also be collected.
  3. Check that the vouchers are recorded properly in the Daily Sales Report.
  4. Inform Assist Housekeeper if discrepancies are found.

Standard: The Mini-Bar sales analysis will be checked thoroughly in an efficient and accurate manner.

---

**Task: Handling Month-End Stock Taking**

- Procedure:
1. Distribute Mini-Bar Items Closing Quantity Completion Form via Housekeeping Office for every floor pantry store to be completed on the last day of the month.
  2. Distribute Mini-Bar Items Closing Quantity Completion Form via Housekeeping Office for every floor pantry store to be completed on the last day of the month.
  3. Perform stock taking in the mini bar store on the last day of the month.
  4. Check the Mini-Bar stocks floor by floor on the first day of the following month. Amend any discrepancies on the Mini-Bar Items Closing Quantity Completion Forms as prepared by the floor pantry store. This is done on the first day of the following month.
  5. Take beverage inventory with the Outlets Stock Take Sheet for each bar on the first day of the following month.
  6. When the stock taking is completed, collect all Mini-Bar Items Closing Quantity Completion Forms and Outlets Stock Take Sheets and ensure no outlets are missed.
  7. Pass the forms to the Costing Clerk for posting the closing quantity into the system

Standard: The month-end stock taking will be handled in an efficient and accurate manner

---

**Task: Handling Closing Procedures**

- Procedure:
1. Ensure all transfers are received from the Main Service Bar.
  2. Ensure all cost of house accounts are handled.
  3. Coordinate with the Head Cellarman to double-check the beverage variance as stated for amendment.

Standard: A competent knowledge of the nature of House Accounts will be required to check the Inter-bar transfer thoroughly in an accurate manner; all variances will require a reasonable explanation.

---

**Task: Coordinating with Accounts Payable to Check Transactions**

Procedure: 1. Coordinate with Accounts Payable to check all consignment wine purchase transactions match the total amount to be paid to the suppliers.

Standard: Transactions will be checked and verified and completed before Payable closing.

---

**Task: Update Cost Information**

Procedure: 1. Supervise and follow up the posting and updating of all Store requisitions to see that they are completed daily for Cost Reports information.

2. Ensure all routine daily transfers such as Staff Meals and Fruit Baskets are submitted to Cost Control.

3. Ensure the relevant costs are posted into the system with adequate cost.

4. Update the cost of recipes if the limit price of the ingredients has changed tremendously due to price fluctuations.

Standard: Store requisitions and inter-kitchen transfers will be monitored in a efficient and accurate manner to update the cost information. Product knowledge will be required to update the recipe cost and completed before menu implementation.

---

**Task: Monitoring Control Procedures**

Procedure: 1. Organizing and supervising all routine works to ensure daily reports are prepared on time through coordinating with other departments or sections.

2. Spot check the condition of incoming food in stores and kitchens.

Standard: Competent knowledge of Cost Control functions will be required in order to monitor control procedures in an efficient and accurate manner.

---

**Task: Monitoring the Preparation of Daily Reports**

Procedure: 1. Review and check that sales figures match the Income Audit Revenue Report.

2. Check that the breakdowns of all transfers and store requisitions are properly extended and costs are correctly stated in the report.

3. Check that the direct food purchase, store requisitions and Inter-kitchen Transfers from Main Kitchen and are correctly stated.

4. Ensure the Complimentary Fruit Set up Transfers are calculated with updated unit costs and the total occupied rooms match up with the Income Audit report.

Standard: The preparation of daily reports will be monitored in an efficient and accurate manner.

---

**Task: Spot Checking Purchase Edit Report**

- Procedure:
1. Check unit price against supplier invoices.
  2. Check quantity against supplier invoices.
  3. Check total amount against invoice total.
  4. Record the item unit price for costing purposes.

Standard: The Purchase Edit Report will be spot checked in a thorough and accurate manner .

---

**Task: Costing Recipes**

- Procedure:
1. Cost the new recipes with updated unit cost and after-trimmed cost.
  2. Photocopy for filing purposes.
  3. Return original recipe card the Chef's office.
  4. Re-cost existing menu items to be used continuously at the time of menu revision with current unit cost and after-trimmed cost.

Standard: A competent knowledge of all F & B products and unit prices will be required to cost recipes in an efficient and accurate manner.

---

**Task: Supervising Physical Stock Taking**

- Procedure:
1. Arrange Costing staff to prepare stock lists and weighing scale.
  2. Ensure the Storemen and Cellarmen count the quantity and weigh loose items with the scale, item by item in order not to miss an item.

Standard: A competent knowledge of the store items will be required to conduct a physical stock take with accurate inventory in an efficient manner

---

**Task: Supervising Closing Procedure**

- Procedure:
1. Ensure all Inter-kitchen Transfers are received from the Chef's Office.
  2. Ensure all cost of house account, duty meals and sales at cost are handled.
  3. Coordinate with the Head Storeman and Head Cellarman to double-check the Store variance as stated for amendment.
  4. Check that totals on the Store Movement Report match with the Reconciliation of Food Cost Report.

Standard: The Closing procedure will be monitored in an efficient and accurate manner and a reasonable explanation for any variance required.

---



**Task: Preparing Menu Engineering**

- Procedure:
1. Update cost information in the database on any items that have been re-costed before printing out the Menu Engineering.
  2. Print out the Menu Engineering by outlets.
  3. Adjust any cost and sales if necessary manually.
  4. Collect the Sales Analysis generated by the cash registers from the Income Audit.
  5. Post the item quantities sold onto a pre-written work sheet in the system.
  6. Update and revise cost and selling price.
  7. Print out the report.

Standard: Cost will be updated by the end of each month and organized into a report in order to complete "Menu Engineering" in an efficient and accurate manner

---

**Task: Preparing the F & B Monthly Report**

- Procedure:
1. Summary of Beverage Sales and Cost.
    - \* Inventory Turnover Report
    - \* Slow Moving Stock Report
    - \* Reconciliation of Beverage Cost
    - \* Potential Sales Summary for Mini-Bar
    - \* Reconciliation of food and Beverage Target Cost:

Standard: Prepare in an efficient and accurate manner.

---

**Task: Preparing F & B Monthly Report**

- Procedure:
1. Prepare the Reconciliation of Food Cost with reference to the Movement report that should be completed by the 8th of each month.
  2. Review and approve Journal Vouchers and Trial Balance.
  3. Check the Trial Balance to determine the nature of each expense is correctly allocated to each outlet.
  4. If any expense is wrongly stated, make relevant adjustment to the outlet concerned, using a Journal Voucher.
  5. Based on the generated Slow Moving Stock Report, prepare a Slow Moving Items Report for any items which have no movement for 3 months or more.
  6. When all reports are prepared, make photocopies.
  7. Sort all copies.

Standard: F & B monthly report is prepared in an efficient and accurate manner.

---



# SERVICE STANDARDS - PURCHASING

## **Task: Handling Purchasing Requisition**

- Procedure:
1. On determination of needs, the Storekeeper shall prepare a 'Purchase Requisition'. State particulars with regards to date, quantity, price and dealer of the previous purchase and reason for the requisition.
  2. Purchase Requisition will be forwarded to the Purchasing Officer who will return to the originating department a copy duly dated and time stamped as a follow-up guide.
  3. Obtain the quotations from prospective suppliers and enter them in the space provided for selecting the best bid. Written quotations should be obtained whenever possible.
  4. Selection of a supplier is based on price, service and quality. Price is determined by reference to catalogues, price lists, trade papers and request for bids. Competitive bids must be obtained at regular intervals for regular purchases.
  5. The two copies once initiated by the Controller are submitted to the General Manager for approval. Upon completion, the other copy will be forwarded to the Accounting Office by the Purchasing Officer.

Standard: Handled in an efficient and accurate manner and authorized signature will be obtained

---

## **Task: Handling Purchase Order**

- Procedure:
1. Prepare a serially pre-numbered Purchase Order in six copies after receiving the approved Purchase Requisition.
  2. The Purchase Order together with the approved Purchase Requisition are submitted to the Controller for screening and initially prior to the submission for General Manager approval.
  3. Caution must be exercised in its preparation. In addition to correct quantities, proper description of items, unit cost and extended total value.
  4. Stipulate the terms of purchase, e.g. packing, place & date of delivery, discount terms, shipping instructions and any other pertinent information and stipulate that the supplier's invoice will be submitted at the time of delivery.
  5. No deviation from the above procedure is permissible except in an emergency. Under such circumstances, the invoices and papers are processed after the purchase and marked 'EMERGENCY PURCHASE'. This, however, must not become a normal procedure.

Standard: Handled in efficient and accurate manner and authorized signature will be obtained

---

**Task: Following-up on Purchase Order**

- Procedure:
1. Responsible for the follow-up of the Orders after they have been placed to ensure that the goods are shipped / delivered to the hotel.
  2. If delays occur, follow up to expedite matters. Use a duplicate copy of the purchase order retained and utilized as a checking file.
  3. Advise supervisor log.
  4. Ensure float.

Standard: Checked and verified thoroughly in an efficient and accurate manner.

---

**Task: Checking Purchase Transaction Report**

- Procedure:
1. Ensure all purchase transactions are correct and show the total Purchase Transaction amount in reconciliation.

Standard: Ensure all Purchase Transactions are correct and show the total Purchase Transaction amount in reconciliation.

---

**Task: Handling Purchase Return Report**

- Procedure:
1. Ensure all Purchase Return Forms are correct and show the total Purchase Return amount in reconciliation report.

Standard: Purchase return report will be printed out with all accurate figures by the end of each month.

---

# SERVICE STANDARDS - STORES

## - CELLAR SUPERVISION

### **Task: Checking Postings**

- Procedure:
1. Check that all store requisitions are sequentially numbered and that the store code numbers match with item names.
  2. Check that all requisitions are posted by comparing the information between requisitions and Transaction Edit Report.

Standard: Posting of store requisitions will be verified and checked in an efficient and accurate manner.

---

### **Task: Handling Order Reminders**

- Procedure:
1. After computer records have been updated, remind the Storeman to review stock levels to see whether they have reached the re-ordering level.
  2. Prepare Purchase Requisitions for any items below the minimum par level.
  3. Send the Purchase Requisitions to user departments to review quantities to be ordered.
  4. Send the Purchase Requisitions to Accounts for approval.

Standard: Par stock levels on General Store items will be maintained in an efficient and accurate manner.

---

### **Task: Checking Discrepancies**

- Procedure:
1. Investigate any variance as indicated by the Variance Report after the month-end physical stock taking.
  2. Re-check the physical work sheets.
  3. Direct Storemen to investigate discrepancies and provide explanation.
  4. Inform Cost Controller if adjustment is necessary.

Standard: Discrepancies during stock take require reasonable explanations and procedures will be put into place to prevent future variances.

---

### **Task: Monitoring Inventory Level**

- Procedure:
1. Check Slow Move Stock Report as printed after month-end closing.
  2. Inform the user hotel department of slow moving stock to be cleared away.
  3. Review the par level as maintained by the Storemen according with stock consumption and lead time.

Standard: Knowledge of product consumption packing will be required in order to monitor slow moving items in an efficient and accurate manner.

---

**Task: Monitoring Storage Temperature: Dry store**

Procedure: 1. Check that the temperature is maintained at 20 Degrees Celsius and humidity is low.

Standard: Storage temperatures will be monitored on a regular basis to maintain required temperatures.

---

**Task: Monitoring Storage Temperature: Cold store**

Procedure: 1. Check that the temperature is maintained at 6 Degrees Celsius for fruit and vegetable storage and at 4 Degrees Celsius for dairy products.  
2. Check that the temperature of the deep freezer is kept at -15 Degrees Celsius or lower.

Standard: Storage temperatures will be monitored on a regular basis to maintain required temperatures.

---

**Task: Monitoring Storage Temperature: Wine Cellar**

Procedure: 1. Check that all white and red wines are kept in horizontal positions at 18 Degrees Celsius.  
2. Ensure champagne and rare vintage wines are kept inside the chiller at 15 Degrees Celsius.  
3. Inform Engineering should the required temperature not be maintained.

Standard: Storage temperatures will be monitored on a regular basis to maintain required temperatures.

---

**Task: Arranging Liquor**

Procedure: 1. Ensure that all liquor is kept in proper positions such as champagne and wines which must be kept in horizontal positions.

Standard: Arrange according to storing conditions set by distributors.

---

**Task: Handling Key Control**

Procedure: 1. Check the Key Log Book located at the Security Office for any unauthorized person taking keys from the office.  
2. Key collected after closure of the stores must be approved by the Duty Manager and access to the stores must be accompanied by Security Staff. Record must be made in the Key Log Book for reference.  
3. Collect key and sign in the Key Log Book.  
4. Put the storeroom keys into an envelope, seal it, date it and sign it after the working hours.  
5. Hand the envelope to the Security Office and sign in the Security Log Book.

Standard: Control of keys will be handled in an efficient and accurate manner.

---

# SERVICE STANDARDS - STORES

## - CELLAR TASKS

**Task: Checking Goods Received**

- Procedure:
1. Upon the receipt of goods, check the quantity and quality against the invoice.
  2. Stamp and sign the invoice to confirm the receipt.
  3. Retain one copy of the invoice for reference.
  4. Return the original copy to Receiving.

Standard: Checked thoroughly in an efficient and accurate manner.

---

**Task: Receiving all Goods**

- Procedure:
1. Unpack all incoming goods immediately to confirm good condition.
  2. Place unpacked goods onto proper shelves in order to maintain cleanliness .

Standard: Goods received will be unpacked and arranged in an efficient and accurate manner.

---

**Task: Issuing Requisitioned Items**

- Procedure:
1. Check that all requisitions have been approved by referring to the signatures on the “authorized signature list”
  2. Food Store requisitions should be approved by the Executive Chief.
  3. Beverage Store requisitions should be approved by the Beverage Manager.
  4. General Store requisitions should be approved by the Head of each Department.

Standard: Issued in an accurate manner with authorized signatures obtained.

---

**Task: Issuing Requisitioned Items**

- Procedure:
1. Collect requested items from the shelves according to the requisition order received.
  2. Group all items requested by each department together for collection.
  3. Food and Beverage requisitions are handled on a daily basis; General Store requisitions are handled on a weekly basis.

Standard: All goods are issued in an efficient and accurate manner.

---

**Task: Issuing Requisitioned Items**

- Procedure:
1. Ask staff from the requesting hotel department to sign for, check and acknowledge receipt of goods.

Standard: Requisitioned goods issued upon correct signatures and checking of goods.

---

**Task: Posting Requisitions**

- Procedure:
1. Stamp all requisitions being handled with a serial number, using the numbering chop.
  2. Write down the serial number in log book.
  3. Mark relevant location codes on top of the requisition forms according to use and hotel department.
  4. Post all requisitions into the computer system.

Standard: Competent knowledge of location codes and Inventory Package program in the computer systems will be required to post requisitions in an accurate manner.

---

**Task: Handling Re-Ordering**

- Procedure:
1. Review the stock level after the issue is completed in order to maintain an optimum stock level.
  2. Monitor the par level constantly and inform the Chief Storeman for correction if consumption pattern fluctuates.

Standard: Awareness of product consumption will be required in order to handle re-ordering in an accurate manner.

---

**Task: Handling Month-End Physical Stock Take**

- Procedure:
1. Accompany the Cost Control staff to conduct the physical stock taking.
  2. Count the stock as required by the Cost Control staff and inform them to check and record the quantities according to physical work sheet.
  3. Re-count and investigate any discrepancies in the quantities between the book value and physical count as advised by the Cost Control staff and Head Storeman.

Standard: Handled in an efficient and accurate manner: an explanation for variances will be required and staff are encouraged to suggest systems improvements in maintaining stocks.

---

**Task: Cleaning Store Rooms**

- Procedure:
1. Re-organize the store room areas after the issue and receipt of goods.
  2. Clean the store room areas in accordance with the schedule as set.
  3. Clean the floor whenever it is found dirty.
  4. Keep the lift lobby area clean.
  5. Organize empty bottles and containers store twice a day.

Standard: Store rooms will be maintained in an organized and clean manner.

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# ***TRAINING NOTES***

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## **Introduction**

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OVERCOMING RESISTANCE TO TRAINING

## **The Training Process**

## **Learning Principles**

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HOW PEOPLE LEARN  
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COMPUTER ASSISTED TRAINING (CAT)

## **Sample Training Lesson Plan**

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# INTRODUCTION TO TRAINING NOTES

These training notes have been designed for hotel managers and trainers who want to bring hotel service standards to an international level. In addition, they will assist with implementing the procedures and standards in the Thai Hotels Association Service Standard manuals.

## WHY TRAINING IS IMPORTANT

Training is important to maintain and improve a hotel's position in an increasingly competitive market. Training also prepares new staff or trainees to perform required tasks according to international standards.

After training, the gaps between actual and desired levels of performance will decrease. Training increases staff confidence to perform well and enables them to more easily accept changes in policies, tasks, procedures, and standards in the hotel operation.

Training creates profits for hotels as staff turnover rates are lower, staff are more productive and guest satisfaction is higher which creates return customers for hotel services and facilities.

## OVERCOMING RESISTANCE TO TRAINING

Hotel managers often resist the investment of designing and delivering quality training program as many believe:

- Staff turnover is high
- Experienced employees do not need training.
- Training is a waste of time.
- Training is simple, anyone can do it.
- Employees always resist training.

Hotel staff resist training as it requires the active participation of learning new skills when many staff are content with handling assigned tasks with procedures that are familiar and understood.

Staff resistance happens when changing hotel systems that are familiar and easily understood such as changing an administrative system from filing cabinets to computers, to food and beverage ordering on automated systems and with learning international standards of service when staff are more comfortable with using strictly local standards.

Hotel managers responsible for implementing training need the trust and confidence of staff in order for training programs to be successful. This can be assisted by:

- consistency in policy and commitment in improving the performance in hotel departments. Staff will not be motivated to train with a manager who is not consistent or committed to improving hotel operations.
- communication must be shared. Managers should inform all staff of changes or developments within the hotel operation and should assist staff feel as though that are an important part of the operation.
- stimulate staff to participate in training that is interesting, worthwhile and empowers staff to take more responsibility for their standard of service for assigned tasks.

# THE TRAINING PROCESS

## The training process contains six parts:

1. **Needs Analysis:** a study of training needs of the hotel departments and requirements for staff improvement needs to be completed before a training plan can be developed.
2. **Training Objectives:** training programs can not be developed without setting specific objectives and goals for the training. In addition, setting objectives assists the Trainer with evaluating the success of the training program.
3. **Training Resources:** choosing the correct training resources are essential in assisting the Trainer deliver an effective program. Resources include coaching, business games, case studies, discussions, internships, role-playing, job rotations, classroom lectures, on-the-job training, and simulations. Some of these should be utilized for managers, others are better for other staff.
4. **Selected Media:** choosing the most effective manner to transfer the training program to staff. Media include transparencies and OHP, video, flipcharts, slides, coursebooks and examples from the hotel department communications such as letters and memos.
5. **Implementation:** management must monitor all training programs to ensure that trainers deliver an effective program in which staff participate and evaluate at the conclusion. The hotel must ensure the trainer understands the hotel operation and the goals of the training program.
6. **Evaluation:** records should be maintained of staff performance as well as a program for staff development. All programs should be measured in terms of costs, whether training objectives are met and recommendations for future training.



# LEARNING PRINCIPLES

Successful learning requires **Readiness** and **Motivation**.

**Readiness** exists when the trainee has the background needed for learning new material. For example, possessing basic knowledge of English is a prerequisite for working as a Waiter or with Guest Relations.

**Motivation** exists when the trainee understands the importance and benefits of the training program. Learning is easier if the trainees want to learn.

## MOTIVATIONS FOR STAFF TO LEARN

- To qualify
- To earn more pay
- To succeed in life
- For self-esteem
- For the esteem of others
- To take pride in their work
- For satisfaction
- For knowledge
- For achievement
- For self-expression
- To become an active part of the group
- To be comfortable

As motivated staff are more productive, hotel managers need to learn what motivates individual staff as what motivates one staff member may not motivate another.

Staff member A may be motivated primarily by a paycheck, while staff member B may value job security or colleagues more. Hotel staff who feel appreciated are generally happier and more likely to be motivated. Without motivation training is very difficult.

# HOW PEOPLE LEARN

The most direct methods of learning are the use of the five senses:

**seeing      hearing      touching      smelling      tasting**

20 % of trainees learn from hearing only.

30 % of trainees learn from seeing only.

50 % of trainees learn if the instructor speaks and shows.

70 % of trainees learn if they see and hear the instructor and repeat

90 % if the trainees see, hear, repeat and do

## FOUR-STEP APPROACH FOR TRAINING

### 1. Preparation:

- Set Training Objectives
- Select Training materials and methods
- Set the Training timetable
- Select Training location
- Make the lesson plans

### 2. Introduction to the training:

- Prepare trainees by relieving tension.
- Explain reasons for training to trainees
- Familiarize the trainee with terms, tools.
- Create interest, encourage questions
- Explain standards.

### 3. Training Presentation:

- Complete the tasks at a normal pace, yourself.
- Have the trainee explain each step to you. Correct mistakes.
- Have the trainee complete the tasks. Assist the trainee.
- Trainee builds up speed and skills.
- Have the trainee practice the tasks, but closely supervise.
- Don't leave the trainee alone.

### 4. Follow-up:

- Tell the trainee where to go for assistance if needed.
- Gradually, decrease supervision.
- Evaluate progress  
Correct any bad work patterns evolved in the trainee's work.
- Give the trainee positive reinforcement.



# **TRAINING LOCATIONS**

Important considerations for determining where the training will occur include costs, number of hotel staff to be trained, location and availability of skilled trainers.

## **OFF-SITE JOB TRAINING**

This instruction is conducted in a training center designed to train specific skills which can not be learned at the hotel. This allows the trainees to train full time for a specifically designed program without the distractions of the hotel environment and interactions with other staff who are not being trained. Off-site job training can integrate both formal training and informal communication in a relaxed setting which allows staff to share their thoughts on the training program and on their job.

## **ON-SITE JOB TRAINING**

On-site job training requires new or inexperienced staff to work with experienced staff or supervisors who provide the actual training. Trainees will acquire the skills to complete tasks according to hotel service standards by observing and assisting staff who perform the tasks well.

Another kind of on-site job training is "job rotation" where staff train in different positions in the hotel operation to become "cross-trained".

On-site job training has the advantage of allowing the staff to learn while contributing to the hotel. Costs are generally lower with this type of training as the need for training materials, equipment and facilities is reduced.



# INTRODUCTION TO THE TRAINER

***Trainer*** - Person who develops or delivers a training session or program.

***Trainee*** - Hotel staff who attend the training session or program.

The Director of Human Resources is responsible for the recruitment, transfer and promotion of all hotel staff. In addition, this department supervises all hotel training programs which are designed to improve staff performance on assigned tasks. Training can be designed and delivered by hotel managers or selected staff or contracted to a training company.

Hotel managers and trainers need to constantly review staff performance and design training programs which will assist the hotel remain competitive in an industry which is changing rapidly. It is anticipated that major changes in Position Descriptions and decreasing staff numbers will force hotel operations to focus on training staff to perform more efficiently.

A hotel operation can only develop at the rate at which staff skills are developed. Hotel managers and assigned trainers must develop training tools which assist the operation to meet the challenges and demands of a growing and changing industry. For example, there are many hospitality industry terms and terms specific to the particular hotel that are used in training. The trainer should provide handouts of these terms to trainees to assist with understanding the hotel operation.



# TRAINING METHODOLOGIES

There are many different training methods for achieving improvement in staff performance. However they have in common certain characteristics:

- The training atmosphere should be informal. Trainees should feel comfortable with one another. The Trainer should use humor as well as personal experiences to create interest in the training.
- Trainees should be encouraged to ask questions. They should be given activities or problems to solve in pairs or groups.
- Trainees should understand that all tasks, procedures and standards can be divided into three categories according to importance:

**1. Must know**

**2. Should know**

**3. Could know**

## 1. TASK INSTRUCTION TRAINING

This training method is used in the Thai Hotels Association Service Standards where tasks are listed in each staff position description. In the accompanying service standards, most tasks are again listed with the procedures for attaining the required standard. These procedures are numbered in the order in which the task should be completed.

The lesson plan is an important component of every training session. Trainers should be involved in the creation of lesson plans which are appropriate to both the hotel staff and the needs of the hotel department which requests the training.

## 2. PRESENTATIONS

- **plan sessions in advance**
- **make eye contact**
- **sound enthusiastic**

Use flip charts, blackboards, whiteboards, overhead projectors, videos, films, slides, handouts, pictures and diagrams in the training process.

### **3. ROLE-PLAY**

**Role-Play** can be an effective method for staff and supervisors to better understand both the job and the methods of communication required to complete the required tasks.

Role-play involves setting a problem in a hotel department and trainees play the various positions in the department who must solve the problem. For example, trainees take turns playing the role of supervisor and staff which allows trainees an opportunity to better understand the problems with supervision.

The purpose of role-play is to better understand why a task is completed with certain procedures and standards and to observe the interpersonal relationships involved in working as a team. A supervisor can act the role of a staff member to better understand problems associated with those tasks.

Role-play can assist develop staff skills in performing tasks as well as in working as a team. Much of the success of role-play depends on the active participation of trainees. role-play assists the trainee to be more aware of the responsibilities, tasks and feelings of others in an informal atmosphere created by acting out roles of other people.

While role-play can be an effective tool at reducing training costs, an animated and experienced trainer is essential for the successful operation of role-play which keeps trainees actively participating in the activity.

### **4. DEMONSTRATION OF JOB TASKS**

Demonstrating how to complete a task using the correct procedures according to service standards is an effective method for the Trainer to teach the trainee. By completing the tasks at a slower pace and repeating the tasks assists the trainees to better understand both the task and how it relates to other tasks.

The Trainer should explain each procedure and question the trainees for comprehension. Demonstrations should be short in duration and trainees should be given the opportunity to demonstrate what they have learned from the Trainer.

The Trainer should explain the reasons for procedures and standards for tasks demonstrated and should encourage staff to perform these tasks well which will create opportunities for promotion and more benefits.

When trainees understand the reasons for maintaining service standards, their attention and motivation to learn will increase significantly.

## **5. AUDIO-VISUAL TRAINING TOOLS**

Films, closed-circuit TV, audiotapes and videotapes can be very effective tools in the training process. to make the training fun and informal so trainees do not lose interest in the subject. Videos can be used to demonstrate interpersonal relationship skills. Training videos offer advantages that conventional lectures can not. With videos, the Trainer can show how certain procedures should be followed.

The video can be paused, stopping all action when additional explanation is required. In addition, instant replay, fast or slow-motion options allow the trainer to better demonstrate the task procedures and more easily study a procedure more carefully than can be demonstrated in lectures.

Videos can be used for many training sessions and throughout the hotel operation. With videos, the trainer can choose from a variety of subjects or if there is a budget, can produce videos that are made specifically to train in the hotel operation.

## **6. COMPUTER ASSISTED TRAINING (CAT)**

Computer Assisted Training is a teaching and learning tool which is becoming more common in hotel operations. It consists of three main functions:

- **Presents questions or problems.**
- **Allows trainee to respond promptly.**
- **Provides feedback on the accuracy of answers as well as instructs Trainee if the answers were inaccurate.**

Using a computer, all questions, answers, feedback, and additional information can be easily stored on a computer disk. These programs can easily be copied and distributed to all hotel staff.

**Format:** There should be text and figures to explain a task, procedure or standard followed by one or more questions (multiple choice) to test trainee understanding. If trainee gives correct answer, he or she will go on to the next topic. If incorrect, the trainee will have to go back and review before continuing.

There are many advantages of using computer-assisted training programs:

- CAT provides training which allows staff to learn as able.
- Easy to use.
- Trainees get immediate feedback.
- Programs can be modified as required for the hotel operation.
- Management can monitor trainee progress and needs.



# SAMPLE TRAINING LESSON PLAN

Place: Conference room  
Time: Tuesday April 18, 199X, 10:00 a.m. - 12:00 noon  
Trainees: Front Office staff  
Trainer: Mr. Peter Smart  
Topic: Meeting and greeting arriving guests  
Materials: Handout

## 1. Introduction (10 minutes)

- Introduce yourself and welcome participants.
- Tell the trainees the objectives of the training.
- Allow the trainees to tell you their expectations and incorporate their ideas.
- Clarify the importance of meeting and greeting your guests.
- Explain the trainee role in meeting and greeting the guests.
- Describe briefly the activities to be performed during the session.

## 2. Describe how to meet and greet guests (25 minutes)

- Give a detailed description of the steps in the procedure. Use hand outs.
- Go over each of these steps with the participants and make sure they understand:
  - why they should be followed
  - what problems they may have
  - how to solve these problems.

## 3. Demonstration (20 minutes)

- Explain to the trainees that you as the trainer will act out the role the hotel staff and one of the trainees will play the role as the arriving guest.
- Also explain the role of the guest; how would the trainee as a guest evaluate the performance of the staff? What do trainees expect as a guest?
- When demonstrating, make sure all steps in the procedure described in (2) have been covered.

#### **4. Discuss demonstration (15 minutes)**

- Allow for the trainees to ask questions and explain thoroughly areas where misunderstanding might occur.
- Make sure all trainees understand the training session. Ask them questions or act out 'unplanned situations' when you switch roles in demonstrations (Role-Play).

#### **5. Role-Play (20 minutes)**

- Start out by having the trainees work in small groups.
- Make sure all participants get the chance to play the role as both the arriving guest as well as the hotel staff.

#### **6. Discussion and review (20 minutes)**

- Answer any questions the trainees might have.
- Again, check the trainees for comprehension.

#### **7. Wish trainees good luck! (10 minutes)**

- Summarize session.
- Did the session meet the objectives?
- Discuss follow-up and any new activities in the near future.
- Thank the trainees for participating.
- Before they leave, ask them to fill out an evaluation form.

After the training has occurred, the hotel manager must follow up that there is improvement in the performance of staff in performing certain tasks and procedures.

The training should be evaluated as well as the overall training program reviewed for effectiveness.

