

THE PROFESSIONAL HOUSEKEEPER

GEORGINA TUCKER AND
MADELIN SCHNEIDER

SECOND EDITION



The Professional Housekeeper

Second Edition



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&

Madelin Schneider



A CBI Book

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A CBI Book

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This book is dedicated to the great housekeepers of today who have raised their ancient calling to the status of an important new profession . . . and to the Professional Housekeepers of tomorrow, the imaginative young people of today who will be able to see beyond the stuffy, old-fashioned word "House-keeping" and realize that it can be a noble profession—this business of keeping a beautiful building beautiful. Their innovative contributions to the planning and polishing of accommodations and public places and spaces will add measurably to fine living for the increasing millions of guests and residents whose stay away from home will last a night, a week, a semester, a season or longer.

Foreword



The greatest demand made by the public on the hospitality industry is for proper value received from lodging establishments. The very keystone of this demanded and deserved value is comfortable and clean accommodations. The success of any organization which provides accommodations depends on good housekeeping. Inadequate attention to detail in this critical area is the single largest factor causing a reduction of the perception of value received.

To a lodging establishment dependent on profit, the importance of housekeeping is paramount. Certainly there are many areas of activity which demand attention from managers and owners, but the maintenance and cleanliness of the structure is the factor which must precede other concerns if profit is to continue. No amount of advertising, entertainment, glamour, or friendliness will overcome poor housekeeping in the eyes of the guest. Proof of this is easily seen in examples of hotels and resorts that have received worldwide recognition for decades. Some modern, elegant operations which are not well

kept do not gain acceptance from the public. Good housekeeping is the base that is required first and is necessary for success regardless of the quality of other marketing efforts of management.

The Professional Housekeeper reviews in depth the myriad ideas, talents, and disciplines needed in this varied and challenging field. In my experience the two most important skills of the professional housekeeper lie in the administration, and motivation of people. A sense of humor is also useful.

The success of any hospitality enterprise is totally dependent on the professional knowledge and the personnel skills of its housekeeper.

Harry Mullikin
Chairman and Chief Executive Officer
Westin Hotels

Past President—1975
American Hotel & Motel Association

Preface



The Professional Housekeeper, 2nd edition, is intended as a resource for professional housekeepers and teachers in the institutional field. It is also designed to instruct students in technical schools and colleges who are seeking career information about this important part of the hospitality and lodging field.

Housekeeping is responsible for providing suitable accommodations for guests throughout the world, and this book stresses the management techniques necessary to operate this department. Newcomers to the lodging industry will find solutions to many problems suggested by veteran supervisors and housekeepers. The

solutions may be adjusted and amended.

The greatest advance in housekeeping has been the introduction of new business techniques: the use of computers and the realization of management of the necessity of training in these areas for the benefit of the industry.

The one constant factor continues to be the comfort and enjoyment of the guest. To this end, the book continues to emphasize the number one product and concern of the industry.

In revising the book the main object has been to update products, people motivation methods, and techniques. The new material should prove beneficial to many institutions in this industry.

Authors' Note



Equal Rights Versus the English Language

Despite all the efforts to change the English language in deference to the cause of equal rights for men and women, the authors would like to explain that when the term “he” is used it describes a person of either sex. This is the traditional form of English and is not meant to apply only to the male. In the sentence that follows there is no intention that the titles, or the “he’s” and “his’s” refer only to the masculine gender. “The director of rooms and his division will take care of the reception area, cashiers, bellmen, parking attendants, doormen—all the sections concerned with a guest, from greeting him to adding up his bill as he leaves.” Using “he” is conventional English and helps simplify sentences.

The Battle of Maids Versus Room Attendants

In this increasingly unisex society there has been a recent tendency to change the term “maid” to “room attendant” because men might become maids and would prefer the less feminine appellation. Throughout this book we will use both terms but more often the traditional “maid”—especially to separate the customary duties of the maid and houseman. We prefer to avoid such ludicrous expressions as houseperson and bellperson.

Some hotels call their room attendants housekeepers, some call them roomkeepers. Whatever fits the personnel, the environment, and the clientele is the right name to use. A maid by any other name would still be welcome.

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Chapter 1

Evolution of the Lodging Industry



OVERVIEW Hotel-keeping is anything but lackluster and monotonous. Older than most fields of work, the hotel industry has a long colorful history beginning with missions, inns, and lodges, and evolving into the hospitality industry we know today with hotels, motels, grand resorts, and finally the formation of the eminently successful chains across the United States. In this chapter you'll learn about the roots of this romantic business of which housekeeping is such an integral part.

History

Perhaps the earliest mention of the hospitality industry and the incident with which most of us are familiar is found in the Christmas story. In it we are told that two famous travelers, Joseph and Mary, could find "no room at the inn," and thus spent the night in a stable. Today the alternatives are hardly as uncomfortable or unsanitary since front-desk clerks at crowded inns can often locate available accommodations by means of electronic equipment—and would certainly have summoned an ambulance for history's most famous mother.

The oldest hotels in existence can be seen at Pompeii in southern Italy, where the eruption of Mt. Vesuvius in 79 A.D. buried the town under hot lava that preserved numerous buildings almost intact. This has enabled us to obtain a glimpse of what "hotel life" was like when Rome ruled the world.

After the fall of Rome, religious orders built hospices as places of shelter and rest for pilgrims and strangers alike. The seven Crusades of 1096

to 1270 saw the initial success and final failure of the Christians of Europe to retake the Holy Land from the Muslims. The Crusades did stimulate the expansion of trade and rise of a middle class that gave impetus to the lodging industry. This was first felt in northern Italy, where the original innkeepers' guild was formed in Florence in 1282.

Because the main purpose of the lodging industry has always been to provide accommodations for travelers who are away from home on business or pleasure, its growth was understandably hampered by the very primitive transportation methods that prevailed prior to the 17th century.

The real beginning of the industry may be traced to 1658, when the first passenger-carrying stagecoach lines began to operate in England. Inns, or taverns as they were customarily called, quickly sprang up along every coach route to provide overnight hospitality to the 17th century forerunner of today's truly mobile society.

Between 1825 and 1850, the railroads replaced the coach routes. The trains sped directly from city to city without making the frequent overnight stops along the way that had supported the network of English country inns, which now fell rapidly into disuse.

Not until the 20th century were the charm and commercial possibilities of these quaint establishments recognized by major British hotel chains. Their properties today include scores of 17th century inns, as well as a few that date back 400 years. All have been beautifully restored, with the addition of only such essential features as electric lights and modern plumbing.

Perhaps the oldest inn still standing in the

United States is a stone house in Guilford, Connecticut, built in 1640. In 1641 the Dutch built a four-story stone tavern at the southern tip of Manhattan to accommodate the English who sailed daily between New England and Virginia.

Early Inns in the United States

The two most authentic examples of pre-Revolutionary War inns are Raleigh Tavern and Wetherburn's Tavern in colonial Williamsburg. Capitol and principal city in Virginia from 1699 to 1779, it has been magnificently restored as a result of grants and bequests from John D. Rockefeller, Jr. (Figure 1-1). Raleigh Tavern is an exact reconstruction of an inn built before 1742. Its patrons included Washington, Jefferson and Patrick Henry.

Another outstanding example of an early American inn is New York's Fraunces Tavern near Wall Street. Built in 1791, it is best known as the site of Washington's farewell to his troops in 1783. Today it is a restaurant and museum.

Across the continent, between 1769 and 1823, the Franciscan padres under the leadership of Fathers Junipero Serra and Fermin Lasuen, took the first step toward the modern motel chain by establishing a chain of missions

(Figure 1-2). These were each spaced a day's journey apart, along the 600 miles of *El Camino Real* (the King's Highway) that stretched from San Diego to Sonoma, north of San Francisco.

Each mission was designed to be a self-contained community and a resting place for persons of all religious persuasions, whites, and Indians. Housekeeping consisted of sweeping tiled or dirt floors, and replacing straw mats that became vermin-infested.

By the early 1800s, it was apparent that leadership in the hotel field was considered by our status-makers to be still another inalienable right of our manifest destiny. Luxury was piled upon luxury and service upon service. In those days, sheer size was equated with true magnificence.

Europe had its castles, but nothing to compare with Boston's Exchange Coffee House, with 200 rooms on seven floors to make it the largest building in America; and nothing to compare with the City Hotel built in Baltimore by David Barnum in 1826, which hotel historians rank as the first of the *grande luxe* establishments. But neither of these could hold a candle to two of the earliest creations of celebrated hotel architect Isaiah Rogers: Boston's princely Tremont House of 1829, and New York's Astor House of 1834, a veritable palace.

By this time, the hotel craze had spread to



FIGURE 1-1 Market Square Tavern, Williamsburg, Va. has been used intermittently as an inn for three centuries, today is part of the Williamsburg Inn. Thomas Jefferson was

its most celebrated lodger. Oldest section of the inn contains the Great Room, which is still sheathed in the original pine paneling.

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FIGURE 1-2 *America's first lodging chain was established as early as 1769 by Father Junipero Serra, who set up missions one day's journey apart along the 600-mile El Camino Real (King's Road) in California. Food and lodg-*

ing were provided to all who requested it in these 21 self-contained communities. Pictured here is the Mission at San Rafael.

the point where the rich considered the amenities of hotel living to be in many ways superior to those of home. This attitude gave rise to the resort hotel where the affluent could idle away a week or two, a month, or even an entire season.

Resorts for the Rich

A 300-room resort hotel, the Mountain House, was built in New York's Catskill Mountains as early as 1824. By 1834, Saratoga Springs was earning recognition from New York's bluest blue bloods as Queen of the Spas. By 1864, Saratoga unveiled its breathtaking Grand Union Hotel, with 12 acres of carpeting and a record-making front porch that stretched out for over a quarter of a mile, almost as far as the eye could see.

The Greenbrier, one of the world's truly fabled resorts, can trace its ancestry to pre-Colonial times, when the Indians discovered the curative power of the waters at what is now White Sulphur Springs, West Virginia. By 1778, crude shelters had been built for visitors seeking relief from rheumatic maladies. Early owners Bowyer

and Wiley subsequently built cabins and a main tavern. When Bowyer died in 1809, his estate included 11 wash bowls, 33 cots, 23 mattresses, 647 pounds of pillows and bolsters, 48 blankets, 45 counterpanes, 70 sheets, and 1 chamber pot.

The Spring House, now the Greenbrier's trademark, was built in 1830, but it was not until 1858 that the first full-facilities resort structure was opened on the premises (Figure 1-3). Called Old White, it became, briefly, a social mecca for persons of great affluence and influence; then from 1861 to 1865 it served as a hospital for North and South alike—soldiers from both sides are buried on its grounds.

Two subsequent events assured the revival of the resort's prewar eminence: in 1867, Robert E. Lee made White Sulphur Springs his summer home; in 1870, the railroad arrived. Bad management almost led to its demise, which was averted when the property was sold to the Chesapeake & Ohio Railway.

In 1910, the Greenbrier as we know it today was built by the C&O. Through the years additions have included three golf courses, indoor and outdoor swimming pools, mineral baths, tennis club, presidential cottage, and three new wings.



FIGURE 1-3 *The grandest of the old U.S. spas was in White Sulphur Springs, W. Va.; it was originally called Old White, and today is known as the Greenbrier. Though this picture was taken in the early 1930s, the elegant building has changed little except that it is more carefully maintained. The U.S. Government used it as an army hospital and internment center during World War II. After the war the*

Chesapeake & Ohio Railroad bought the Greenbrier back from the army. Millions of dollars were invested in the restoration of the hotel and cottages and in landscaping its 7000 acres. Interior decorator Dorothy Draper gained world renown from furnishing its enormous public areas on a grand scale. After 191 years, the Greenbrier continues to draw prestigious guests.

Early Southern Spas

Other early Southern spas included Florida's Ponce de Leon, built in St. Augustine in 1888. With 208 rooms on 350 acres, the Ponce de Leon is now Flagler College.

Perhaps the Greenbrier's most serious contender for southern spa supremacy is the Boca Raton Hotel and Club, located on 500 acres of the world's most valuable earth, between Palm Beach and Fort Lauderdale. The Boca Raton takes a championship golf course and mile-long private beach for granted, and offers its super-rich clientele such appropriate options as skeet shooting and polo.

The Boca Raton recently added a 246-room, 26-story tower. The original 368-room, 6-story building was designed as a private club in the

early 1920s by architect Addison Mizner, whose fees are as legendary as his fame. Mizner was the absolute master of a style described by some as nouveau Spanish rococo. Boca Raton is perhaps his handsomest and most restrained creation. Among its charms for the housekeeping department are quarters that compare favorably with the guest rooms at almost any other hotel.

While resorting touched the tip of grandeur in the southeast and northeast, the midwest made two contributions that are worth mentioning. The Grand Hotel is located on an island in the Straits of Mackinac, a body of water separating the major portion of the state of Michigan from its remote, northernmost Upper Peninsula. Famed for a front porch second in length only to that of Saratoga's Grand Union, the Michigan resort is idyllically located on an island where one

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still travels from place to place by horse and carriage or by bicycle. As an alternate, a guest may be able to arrange transportation in one of the island's two motor vehicles—an ambulance and a fire engine.

Far to the south of Mackinac stands French Lick Hotel on 1600 glorious acres of southern Indiana countryside. French Lick reached its first peak during the prohibition era, when Chicagoans arrived by the trainload to savor a lifestyle that anticipated Las Vegas by decades. The hotel skidded toward oblivion when the trains stopped running, but is now prosperous as a convention center, having been taken over by Sheraton and restored at a cost of millions. French Lick is as famous as the Greenbrier for its waters—in this case, Pluto Water, which is bottled for world consumption in a building located immediately across the street from the restored spa.

Last of the Extravaganzas

California State Historical Landmark No. 844, the Hotel del Coronado, refers to itself as the last of the extravagantly conceived seaside

hotels (Figures 1-4, 1-5, 1-6, and 1-7). (This claim would obviously be hotly contested on the ocean side of Collins Avenue in Miami Beach. There is to be found the world's longest uninterrupted stretch of oceanfront resort hotels, some of the most sumptuous built after World War II.)

The del Coronado was built by a Chicagoan and a Hoosier from Evansville, Indiana, on the then almost deserted Coronado Peninsula. It is now connected by a bridge to downtown San Diego. The front page headline of the San Diego Union for August 14, 1887 announced, "A Hotel That is Surpassed by None in the World; Like Unto an Old Norman Castle." More accurately, the del Coronado is one of the seven wonders of the world of Victorian architecture. Each of its 399 rooms, now complete with private bath and central heating, has been restored. A new 200-room addition and many meeting rooms preserve the remarkable character of this great dowager, while adding modern conveniences.

The first hotel in California to win world renown was, of course, the Palace in San Francisco, which opened in 1875, was destroyed in the 1906 earthquake, and when rebuilt became the most celebrated hotel in the west. Now owned by

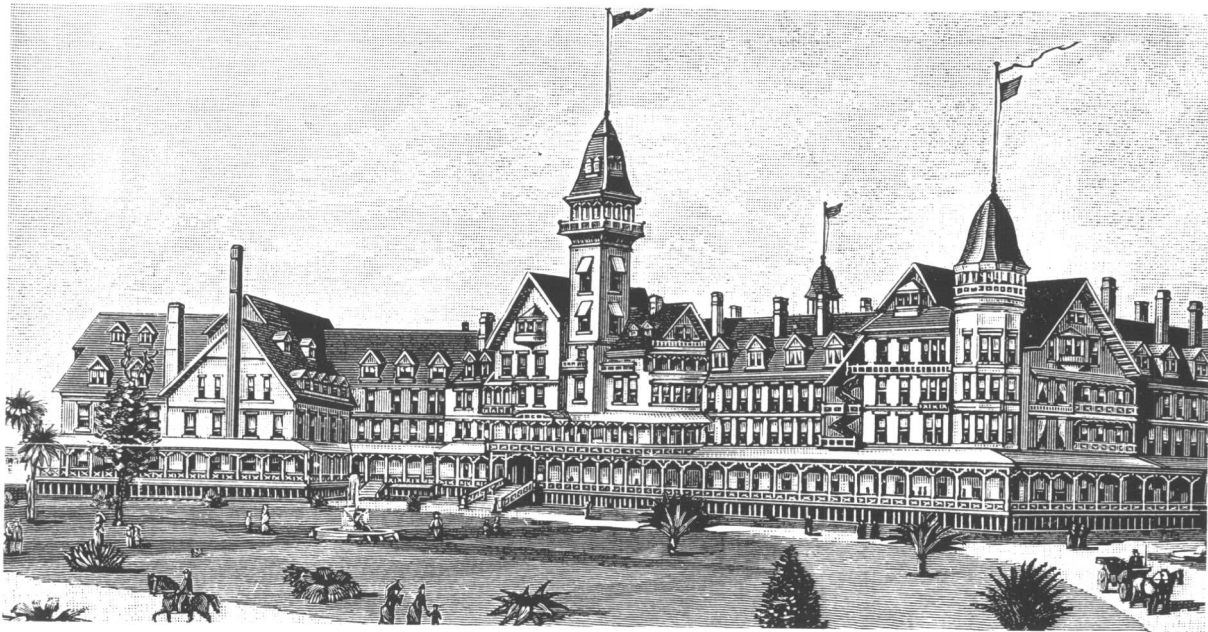


FIGURE 1-4 One of America's great seaside resorts, Hotel del Coronado was built in 1887 outside San Diego on Coronado Island; it has now been officially designated a California Historical Landmark and is listed in the National

Register of Historic Places, so it will not be demolished. Built around a courtyard that originally enclosed monkeys, canaries, and parrots, the hotel has a quiet, beautifully landscaped garden.



FIGURE 1-5 Bridal chamber of del Coronado was modestly decorated with floral wallcoverings and separated from its parlor by tasseled silk draperies. Floral wall-to-wall carpet

was a luxurious rarity in the 1880s. Rooms today retain their Victorian flavor with white wicker furniture.

Japanese and operated by Sheraton, it has long since been overshadowed by such prestigious hostelrys as the Fairmont atop Nob Hill. The Palace's present claim to fame is the Garden Court, an historic landmark.

Almost a contemporary of the San Francisco Palace was Denver's Brown Palace, started in 1888 and completed in 1893 at the then princely sum of \$2 million. No luxury was omitted from the 10-story hotel that boasted of a 300-mile view of the Rockies. Electric lights, central heating, elevators, ice water at the turn of a faucet, exquisite custom-made carpets, the finest Irish linen and English china, an onyx-laden lobby with a cathedral ceiling that soared to a ninth floor dome—all of these helped to make the Brown

Palace a magnetic attraction for virtually every celebrity who ever passed westward. On the list were socialites, political leaders, and business tycoons, not to mention presidents and royalty.

South of Denver, at the foot of Cheyenne Mountain in Colorado Springs, stands the newest of the west's truly legendary resorts (Figures 1-8, 1-9, 1-10, and 1-11). The Broadmoor is an impressive legacy of Spencer Penrose, whose name looms large in the history of Colorado mining. Its amenities include two championship golf courses designed by Robert Trent Jones; indoor and outdoor ice rinks for public use, as well as for hockey matches and major ice shows; an international center for expositions as well as superstar nightclub performers; saunas, pools,



FIGURE 1-6 In the 1980s, the hotel remains almost unchanged on the exterior. Its wooden structure must continuously be repainted, its shingled roof constantly repaired.

Full-time security staff plus closed circuit TV coverage of areas that might be damaged, help prevent theft and arson. The sprinkler system is comprehensive and often tested.

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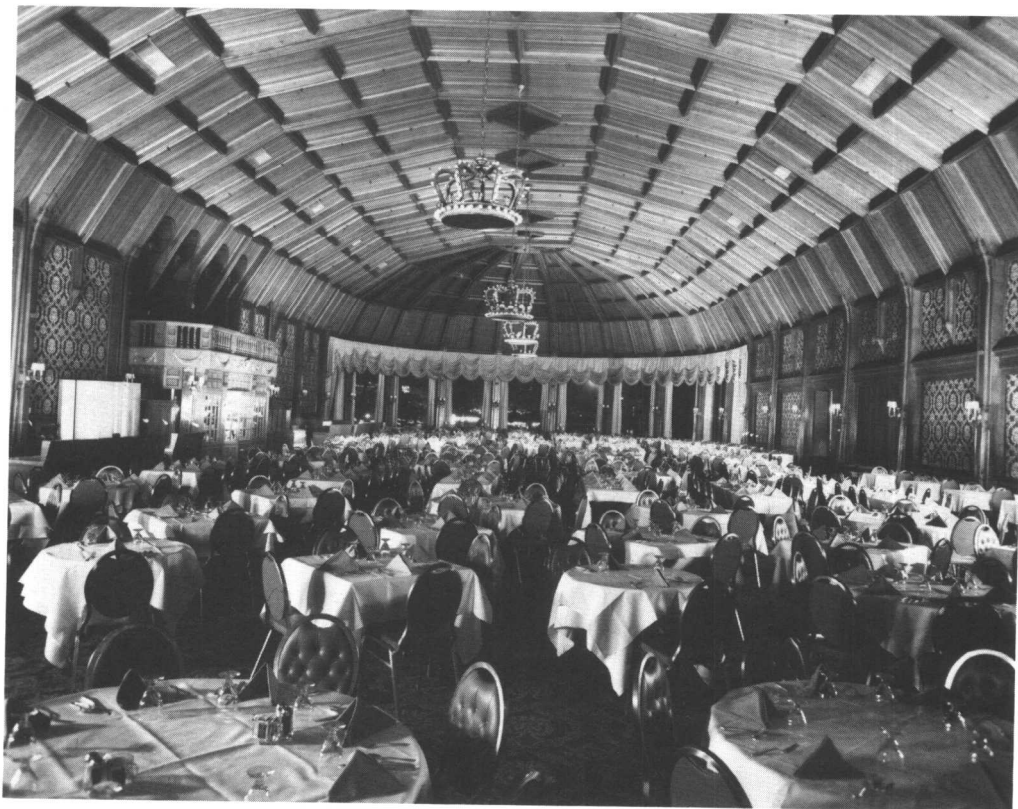


FIGURE 1-7 *The Crown Room, del Coronado's original main dining room, has not one pillar supporting it, nor one nail in its vaulted natural wood ceiling. Exposed wood abounds throughout "Del's" charming old structure, requir-*

ing several housemen who spend full-time cleaning and polishing it with lemon oil.

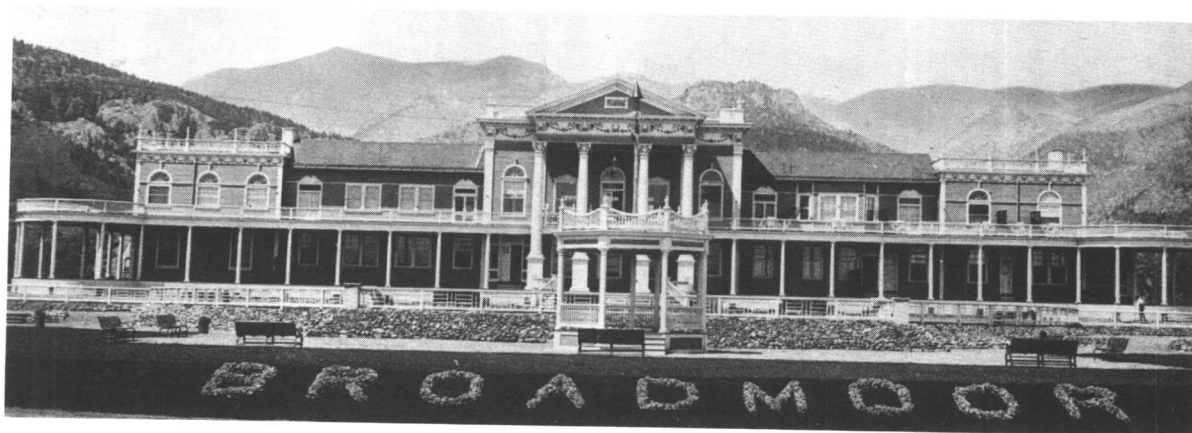


FIGURE 1-8 *A truly unlikely development, the famous Colorado Springs resort the Broadmoor was built in 1891 by Count James de Pourtales from Silesia as a replica of a*

Georgian casino. It was located on the rim of a lake created by the dammed-up waters of Cheyenne Creek, and modeled after Imperial Palace, Potsdam, Germany.



FIGURE 1-9 *The original casino burned to the ground in 1897. The following year another building replaced it, however, by the summer of 1916, this second casino was moved a*

few yards south and the spectacular hotel that is now the Broadmoor was built. The casino pictured here is now the Broadmoor Golf Club.

polo, skeet, and even the spectacularly located Cheyenne Mountain Zoo.

Early Hotel Development

The first of the American hotel tycoons with a name that became known around the world was Ellsworth Statler. Entering the field in 1901,



FIGURE 1-10 *“New” Broadmoor held its gala grand opening in 1918. Not just a hotel, this comprehensive resort in the Colorado Rockies has 25 major buildings plus a zoo, a shrine, and a ski lodge. With over 500 guestrooms and 60 suites, the resort employs over 800 people, and still continues to expand.*



FIGURE 1-11 *This formal and luxurious ballroom corridor at the Broadmoor acquired its new elegance in 1960 after an extensive redecorating program was carried out by W. & J. Sloane Co., New York City. The ceiling of intricate plaster lattice work is original, meticulously applied by Italian workmen brought to the United States in 1918 just for that job.*

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