

MAINTAIN A PORTER AND CONCIERGE SERVICE



LEARNER GUIDE

Maintain the Porterage / Concierge Service

Learner Information

Details	Please Complete details	
Name of Learner		
Site Name		
Name of Assessor		
Name of Facilitator		
Date started		
Date completion		
Date of completion & Assessment		

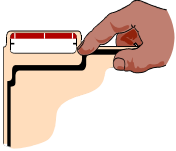

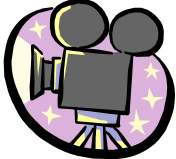




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Keys to Icons

The following icons are used throughout the study guide to indicate specific functions:

	<p>FOLDER ENCLOSURES This includes all examples, handouts, checklists, etc.</p>
	<p>DON'T FORGET/NOTE This icon indicates information of particular importance.</p>
	<p>VIDEOS Videos recommended as added value learning.</p>
	<p>SELF ASSESSMENT QUESTIONS. Self evaluation for learners to test understanding of the learning material</p>
	<p>ACTIVITY TIPS These help you to be prepared for the learning to follow and must be added to the module content/portfolio of evidence.</p>
	<p>PRACTICAL TASKS An important part of the assessment process is proof of competence. This can be achieved by observation or a portfolio of evidence. These tasks meet this component of assessment.</p>
	<p>EXERCISES Exercises/questions to be complete to demonstrate understanding of module content. Shows transference of knowledge and skill.</p>

Maintain the Portering / Concierge Service

Introduction

Specific Outcomes	Specific outcomes describe what the learner has to be able to do successfully at the end of this learning experience.
Assessment Criteria	<p>The only way to establish whether a learner is competent and has accomplished the specific outcome, is through the assessment process. Assessment involves collecting and interpreting evidence about the learners' ability to perform a task.</p> <p>This module includes assessments in the form of self-assessments, group exercises, quizzes, projects and a practical training programme whereby you are required to perform tasks on the job and collect as portfolio of evidence, proof signed by your supervisor that you have successfully performed these tasks.</p>
To qualify	To qualify and receive credits towards your qualification, a registered Assessor will conduct an evaluation and assessment of your portfolio of evidence and competency.
Range of Learning	This describes the situation and circumstance in which competence must be demonstrated and the parameters in which the learner operates.
Responsibility	<p>The responsibility of learning rest with you, so . . .</p> <ul style="list-style-type: none"> • Be proactive and ask questions. • Seek assistance and help from your coach, if required.

Specific Outcomes and Range of Learning

Demonstrated Knowledge and Understanding:	<ol style="list-style-type: none"> 1. Explain the importance of ensuring that staff has customer care skills. 2. Describe ways that staff can be monitored and explain the importance of doing this. 3. Describe the procedures for dealing with staff who fail to meet the required standard of performance. 4. Describe the procedures for handling guest complaints and
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	explain the importance of handling complaints promptly.
<p>Demonstrated ability to make Decisions about practice and to Act accordingly:</p>	<ol style="list-style-type: none"> 1. Implement procedures to maintain the quality of the porter / concierges service and monitor the standards on an ongoing basis. 2. Instruct porters/concierges concerning relevant procedures and systems with the emphasis on being able to use equipment and follow procedures correctly. (Range of systems and procedures: customer mail and message systems, call board paging systems, music systems, luggage systems, security systems, cash handling system) 3. Inform staff of general operational procedures and stress the importance of adhering to the standards. 4. Monitor the condition of the porter desk to ensure that it enhances the image of the organisation. 5. Instruct porters/concierges to maintain a professional image, give prompt service and communicate with guests in a clear and friendly manner. 6. Given a range of problems, take steps to minimise disruption to the portering / concierges service and explain the importance of doing this. (Range of problems: equipment problems, staffing problems) 7. Encourage staff to identify problems and suggest ways to solve them in terms of the cost to the company and as a motivational tool. 8. Keep accurate and up to date records and explained why this is important.

Demonstrated ability to learn from our actions and to Adapt Performance:	1. Given a different type of establishment (B&B / country house / hotel) describe the type of porter / concierge services required.
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Practical Tasks

As part of this module you will be required to complete the following tasks.

An assessor/supervisor/experienced colleague must be present to observe you as you complete the tasks **OR** you can provide a portfolio of evidence proving your competence.

Practical Task	Task Type	Date Completed	Comments and initials of observer
Task No. 1	Develop a questionnaire to determine if the required standards of the department are being adhered to. Complete the questionnaire for two porters.		
Task No. 2	Develop an induction programme which can be used for all new porters. The programme should incorporate a job profile and a task breakdown of the following: <ul style="list-style-type: none"> • Delivery of newspapers and adaptors • Rooming a Guest. Place behind the module		
Task No. 3	Monitor the porters' desk for a week and suggest ways that the desk could improve.		



Overall Outcome	The supervisor / manager must be able to supervise the porters within the department to ensure that they provide a good service to customers. The learner must understand the role that porters play in enhancing the image of the organisation as the porter creates the first impression for the customer.
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1. Managing the provision of adequate Resources

Specific Outcomes	<ul style="list-style-type: none"> • Monitor the condition of the porter desk to ensure that it enhances the image of the organisation. • Instruct porters/concierges to maintain a professional image, give prompt service and communicate with guests in a clear and friendly manner.
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1.1 Staffing

Importance	<p>It is important that the correct number of staff are allocated in accordance with the establishments' occupancy. This will ensure that the highest level of quick, friendly and efficient service is given to customers at all times.</p> <p>(These guidelines are usually based on formulas for calculating the number of staff required to meet customer and operational needs under specified conditions.)</p>
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Daily Planning And Task Allocation	<ul style="list-style-type: none"> • Each evening after most Arrivals have checked in, obtain the arrivals and departures list for the following day. • Identify the number of group and individual departures. Check the departure times and luggage collection times requested by the groups. • Identify the number of group and individual arrivals, and check their expected arrival times. • Check that the F & B Department is aware of expected arrival times if welcome drinks are required. • Check what arrangements have been made for any early arrivals: <ul style="list-style-type: none"> • Will their rooms be ready? • Will you be required to store their luggage? • Where will customers arriving early wait if their rooms are not yet ready?
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	<p>Calculate the number of porters that would be required for the following day in this establishment:</p> <ul style="list-style-type: none"> • 200 rooms • 90% occupancy • 3 Groups arriving (10h00-10 pax, 12h00-30 pax and 17h00-20 pax) <p>What preparation would be done for the above arrivals?</p>
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1.2 Equipment

Equipment	<ul style="list-style-type: none"> • Ensure that Porters have access to enough trolleys, and that these are well maintained. Trolleys should be part of the department's Preventative Maintenance schedule • Also ensure that luggage storage facilities are well maintained and that there is adequate shelving. Check keys from time to time to ensure that they are all accounted for and that they all work. • Take immediate action if you observe equipment being incorrectly used or abused. • Ensure that the Porters desk is kept clean and tidy, and that everything is in its place.
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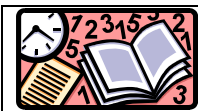
<p>Maintenance Programme for equipment?</p>	<p>When harm comes to a customer, it is very likely to result in lose of the customers' business in the future. This represents a considerable cost to the company.</p> <p>Equipment hazards that are unattended and could have been prevented may cause extensive damage to that piece of equipment, which results in expensive repair costs or replacement. Damaged equipment, especially where electrical appliances are concerned, can cause repercussion damage on other equipment or infrastructure.</p> <p>Damaged equipment that results from the failure to report hazards and potential hazards can result in expensive 'down time'.</p>
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Identify the equipment that is used by your porters in your establishment.


1.3 Operational Material

<p>General Operational Material</p>	<ul style="list-style-type: none"> • This includes message pads, pens, luggage labels, valet tickets, letterheads, envelopes and brochures. Ensure that there is always sufficient stock, and order replacement stock in good time. • If there are information stands or brochure containers kept at the Porters Desk make sure that they are filled and in good condition. • Take action to replace telephone and tourist directories when they begin looking worn and old.
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Locate a copy of the establishment's luggage labels, complete the label as an example and place behind the module.

1.4 Monitoring Appearance

Importance	<p>The success of any unit depends to a large extent on its professional image, (how it presents itself to the public). First impressions are very important. Two areas that are important in creating a good first impression are the physical appearance of the work area and the personal presentation of the staff.</p> <p>A well-groomed appearance or good personal presentation is very important because it tells people that the company is highly professional. Staff create a powerful impression by their appearance - and looking smart and well groomed goes a long way towards demonstrating professionalism. If staff look professional, customers will trust that they are indeed professional, unless some other aspect of his/ her behaviour persuades them otherwise.</p>
Monitoring the appearance of staff	<p>At the beginning of each shift, check that staff are well turned out:</p> <ul style="list-style-type: none"> • They are wearing clean uniforms that are in good condition and are wearing them in the required manner. • Their personal hygiene and grooming meets requirements
Monitor the appearance of the Front Office area	<p>Check that the Front Office area is tidy and attractive:</p> <ul style="list-style-type: none"> • Flowers and plants look fresh and attractive; • Ashtrays are clean; • Customer seating areas are clean and tidy; • The desk is tidy and all materials and equipment is in its place and there is sufficient stock of each item.
Follow up	<ul style="list-style-type: none"> • Take action if either staff appearance or the appearance of the front office area do not meet requirements.
	<p>Locate a copy of the establishment's standards with regards to personal hygiene and grooming and place behind the module.</p>

2. Implementation of Procedures and systems

Specific Outcomes	<ul style="list-style-type: none"> • Implement procedures to maintain the quality of the porter / concierges service and monitor the standards on an ongoing basis. • Inform staff of general operational procedures and stress the importance of adhering to the standards. • Describe ways that staff can be monitored and explain the importance of doing this. • Describe the procedures for dealing with staff who fail to meet the required standard of performance.
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2.1 Coaching vs Training

Determining the Need	<p>Certain staff members have been working at an establishment for a long period of time. These staff have already been through training with regards to the procedures and standards. Observations and performance appraisals will enable the manager / supervisor to determine what the staff member would required - coaching or training.</p>
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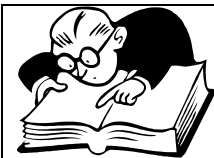
Coaching vs Training	<ul style="list-style-type: none"> • Training - Staff members learn how and why to perform in a certain way • Coaching - Staff members learn how to apply what they learn in training sessions
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2.2 Preparation for the implementing of procedures and standards

Definition	<p>A performance standard is defined as a required level of performance that establishes the acceptable quality of work. They may be expressed as minimum performance levels or as desired performance levels. Once established they provide specific goals for training and specific guidelines for performance reviews. Without defined performance standards, staff work in constant anxiety, never knowing whether their work is pleasing or substandard.</p>
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Accountability	<ul style="list-style-type: none"> • Every individual should be accountable for his / her performance in accordance with clearly communicated standards. But, a few people are usually expected to accept a large share of the blame when things do not go according to plan. • The majority share of responsibility for failures falls on the management team - specifically those managers whose departments did not achieve the desired results. The career of a manager rests largely on his / her ability to get the job done through the combined efforts of his / her staff and to get it done according to the established standards. • Staff members are not mind readers. They cannot be expected to know what management want unless it is clearly communicated to them through orientation, training, and regular coaching and counselling. It is imperative that the management accept the personal responsibility for training and coaching, and make every effort to ensure that each staff member is performing at his / her full potential. This is the only way that the management team can guarantee results.
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Skills Training	<p>Ensuring that staff receive proper training is one of the supervisor's responsibilities. Most supervisors / managers understand that the goal of training is to help staff members develop skills to do their jobs well. Often a framework is used for training. There are four steps of training:</p> <ol style="list-style-type: none"> 1. Prepare to train 2. Present the training 3. Practice skills 4. Follow up
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Discuss what skills training is done in your establishment. State what the advantages are of doing skills training.

<p>Preparation</p>	<p>Preparation is essential for successful training. Without adequate preparation, the training will lack a logical sequence and key details of the job. Before training begins, the manager / supervisor must analyse the job and assess the training needs of the staff.</p> <p>Analyse job - Job analysis is determining what knowledge staff members must have, what tasks they need to perform, and the standards at which they must perform them.</p> <p>Job knowledge - This identifies what a staff member needs to know to perform his or her job.</p> <p>A task list - This should reflect the total job responsibility of a position. Wherever possible, tasks should be listed in an order that reflects the logical sequence of daily responsibilities.</p> <p>A job breakdown includes a list of needed equipment and supplies, steps, how-to's, and tips explaining how to complete a single task.</p>
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<p>Example</p>	<p>Below is an example of Job knowledge requirements for a Porter.</p>
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<p><i>Job knowledge for a Porter</i></p>	
<ul style="list-style-type: none"> • What is a porter? • Working as a team with co-workers and other departments • The telephone system • Using customer equipment and amenities • Information that customers want to know 	<ul style="list-style-type: none"> • Lost luggage • Key control • Tip reporting procedures • Location of property facilities • • •

	<p>Add in any additional examples above of what you consider to be job knowledge for a porter.</p>
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Example	Below is an example of a Job breakdown for a Porter.
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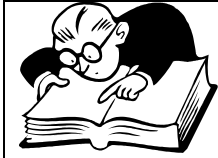
PORTER: Provide Storage for Customer Luggage	
Materials needed: Luggage claim checks, a pen, damp cloths, a broom, a vacuum cleaner and a mop.	
STEPS	HOW-TO'S
1. Check in luggage	<ul style="list-style-type: none"> • Attach a luggage claim check to each piece of luggage • Tear off claim check stubs and present them to customers. Explain to customers how to pick up checked luggage. • Store luggage in designated closet. • During times of heavy check-in and check-out, you may store luggage in an overflow area. When you store luggage in an overflow area, mark it on the claim check stub.
2. Return checked luggage to customers	<ul style="list-style-type: none"> • Ask customer for their claim check stubs. • Find the bags and turn them over to customers or help customers move them. • If customers have lost their claim checks, ask them to describe their bags, locate the bags without the guest present. • Politely ask to see identification such as a driver's license to compare with the name and addresses on the bags. Many bags look alike, and customers will appreciate your attention to security.

	<p>Complete a job breakdown for a porter dealing with the following:</p> <ul style="list-style-type: none"> • A customer that has just arrived at the establishment • A group arrival • Handling lost property
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2.3 Training of Standards and Procedures

Conducting the Training Session	Your session can be planned and conducted as follows:
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STAGE	TRAINER ACTIVITIES	LEARNER ACTIVITIES
1. Introduction	<ul style="list-style-type: none"> • Explain the purpose of the task. • Ask questions that enable you to assess how much the staff member already knows. 	<ul style="list-style-type: none"> • Answers questions from the trainer.
1. Demonstration	<ul style="list-style-type: none"> • Demonstrate the task • Explain what you are doing, how it should be done and why it should be done that way. • Ask questions to involve the staff member. • Ask if the staff member has any questions. 	<ul style="list-style-type: none"> • Observes. • Answers questions. • Asks questions.
3. Practice	<ul style="list-style-type: none"> • Ask the staff member to do the task and explain what he or she is doing and why. • Ask questions when the staff member does not explain. • Correct the staff member if a mistake is made. • Allow the staff member to practice until he or she gets the task right. 	<ul style="list-style-type: none"> • Staff members practices the task and explains what is being done and why. • Staff members answers questions from the trainer.
4. Summary	<ul style="list-style-type: none"> • Summarise the task and what was learned. • Ask questions to check that the staff member understands the task completely. • Ask if the staff member has any questions. • Tell the staff member what will be learned in the next training session. 	<ul style="list-style-type: none"> • Staff members answers questions and asks any final questions he or she may have.



Using the table above as a guideline, train a new porter on one of the job breakdowns compiled in the previous exercise. File the completed guideline at the back of the module.

2.4 Feedback

<p>Feedback on progress</p>	<p>It is important that subordinates who are on a training programme, or involved in their own learning process, receive feedback on their progress. One of the most useful tools here is your original training plan on which you listed the tasks to be learned and the dates of the training sessions. As you tick off each completed session, you have a graphic representation of the employee's progress to which he or she can refer.</p>
<p>Formal feedback</p>	<ul style="list-style-type: none"> • It is also important to give feedback formally. One of the most useful tools for this is the NQ Assessments. These give both you and the employee clear, objective and measurable information about the employee's growing competence. • Make sure that the employee is aware that he or she is being assessed or will be assessed on an ongoing basis over a period of time. • Be unobtrusive during the assessment so as not to intimidate the employee or make customers feel uncomfortable and ask questions at appropriate times.



Locate information relating to your establishment's system for NQ skill programmes assessment. Suggest which qualification you would use for the Porters in the establishment.

Conducting an assessment	<p>When conducting an assessment, it is very important to be honest. If you gloss over aspects of the assessment that are not performed satisfactorily you will only be creating problems:</p> <ul style="list-style-type: none"> • the staff member will think that he or she is competent, when he or she is, in fact, not; • if you ever have to take action on unacceptable work performance, a falsified assessment will weaken your argument; • the performance of the entire team will suffer because an incompetent candidate or staff member has been falsely assessed as competent; • team members will not trust or have faith in the assessment process.
Verbal feedback	<p>Give the employee verbal feedback, referring to the performance standard required. Indicate clearly the areas where the employee is competent, and discuss the areas where the employee is not yet competent. It is appropriate to use your "Coaching Skills" and "Counselling Skills" in a non-threatening way.</p>
Obtain feedback from learner	<p>Make sure that you obtain feedback from the learner regarding what has been learned, its applicability and concerns the employee may have.</p> <p>Always spend time with an employee after a formal training course discussing what was learned and how the employee intends using the new knowledge and skills at work.</p> <p>It is important that the learner is involved in feedback for the following reasons:</p> <ul style="list-style-type: none"> • Your interest in and commitment to the learner is demonstrated. • Problems are identified and corrected quickly. • The learner has an opportunity to clarify areas of misunderstanding or confusion. • You have the opportunity to evaluate whether the training is having the desired impact on the quality of the work, and take appropriate action if necessary. • By involving the learner, you are creating an opportunity for the learner to grow in his or her understanding of what is required and what is expected. It is also an opportunity for the learner to present ideas for improvements to systems and procedures.

2.5 Monitoring Standards / Performance reviews


Benefits	<p>A performance review not only allows you to discuss what a staff member is doing wrong but it also gives you a chance to recognise a job well done and to show faith in the staff's ability and willingness to do better.</p> <p>An effective performance review allows your staff members to:</p> <ul style="list-style-type: none"> • Identify their strengths and recognise areas in which they can improve • Work with supervisors / managers to identify staff members' contributions to the team effort • Consider long range career plans <p>A performance review allows the supervisor / manager to:</p> <ul style="list-style-type: none"> • Build a stronger bond between you and your staff members • Show your staff members that you are committed to the establishment's standards and to helping the staff meet those standards • Improve your human resources skills • Pinpoint coaching needs • Uphold and maintain a high level of standards within the department
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Guidelines	Below are some methods to monitor staff performance
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Observation	<p>Observing how subordinates work in comparison with the prescribed standard is the most objective tool. This involves watching how each member of staff works and comparing this with the performance standard.</p>
Measurement of output	<p>This is specific observation of what the person achieves, rather than focusing on what the person actually does. The focus is not on work methods, but on output. For example, are all the newspapers delivered to the rooms within 15 minutes?</p>



Discuss which other methods of monitoring is used in your establishment.

Customer Feedback	Customer feedback about the specific performance and behaviour of staff tells you how customers experience each person. Bear in mind that customer feedback only relates to what the customer has observed and experience, and does not give a complete picture of an individual's performance. It is possible that customers give glowing feedback about a particular member of staff because he is so pleasant, friendly and funny, despite the fact that you are concerned that there are certain tasks that he doesn't perform to standard.
Feedback from other Supervisors / Managers	If other managers or supervisors give you feedback about members of your staff, make sure that you get complete feedback - whether the feedback is positive or negative. If you are told that someone is "wonderful", ask why. Ask the same question if you are told that someone is "useless".
In the event that staff are performing below standard , the following processes may be used:	
Discussion	<ul style="list-style-type: none"> • Speak to under-achiever in private. • Outline performance /behaviour that is not meeting standards and ask for peoples contribution to solution of problem. • Discuss ideas, agree on steps and determine follow up date.
Coaching	<p>Work one-on-one with the staff member on an on-going basis to upgrade their skills. There are three steps in coaching:</p> <ul style="list-style-type: none"> • Encouraging people to build on their strengths • Equipping people to tackle areas for improvement • Enabling people to achieve on-going success. <p>Coaches realise that people have different styles of learning and will use this understanding to communicate knowledge in the most user-friendly way.</p>
	Obtain a copy of the establishment's disciplinary procedures and file behind the module.



Describe what action you would take in the following situation:

You have received a number of complaints regarding one of your porters constantly asking for tips.

On-the-job Training	Provide on-the-job training using the appropriate Performance Standards
Counselling	Counselling can be used in the event of performance or attitude problems, which are normally caused by personal problems of the employee. The steps used are very similar to that of a coaching session but used supportively whereas coaching is used directly where the staff member lacks knowledge about job responsibilities.
Disciplinary Procedures	Once all of the above has been done, and if there is still no satisfactory improvement in performance, you can use the Disciplinary Procedure.



Self-Assessment 01

Instructions	
	<ul style="list-style-type: none">• In the following test you will be required to answer all questions.• You are required to obtain 100% to pass.• Obtain feedback from your Assessor on the accuracy of your answers• If you do not obtain the pass mark revise the learning material and redo the questions

Question 1

What is the definition of a performance standard?

Question 2

Describe ways in which staff can be monitored and explain the importance of doing this.

Question 3

Describe the procedures for dealing with staff who fail to meet the required standard of performance.

3. Systems and procedures to be monitored

Specific Outcomes	<ul style="list-style-type: none"> • Instruct porters/concierges concerning relevant procedures and systems with the emphasis on being able to use equipment and follow procedures correctly. (Range of systems and procedures: customer mail and message systems, call board paging systems, music systems, luggage systems, security systems, cash handling system) • Keep accurate and up to date records and explain why this is important.
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Systems and procedures	<p>In the table below are procedures that all porters should be able to follow correctly. The supervisor / manager should monitor these systems and procedures on a daily basis.</p>
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Mail and Message Systems	<ul style="list-style-type: none"> • At the beginning of each shift check the Collection Book to see what items have been delivered to customers and which items still await collection. This gives you the opportunity to check what parcels, envelopes and other items are at the Porters Desk and why. • Monitor the procedures used by portering staff for taking and passing on messages, ensuring that messages are taken accurately and that they reach their destination within the required time period. • Monitor the mail coming into a leaving the establishment each day, and ensure that it is posted or delivered as required. • If customers or Heads of Department should complain that they are not receiving their messages or mail, follow this up and find out what is happening and why. Mail and messages are an important part of the communication tools used within the establishment, and problems with these systems could impact on customer satisfaction and the ability of individual members of staff to deliver service as required.
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Locate a copy of your establishment's collection book. State whether the book is being used to the required standard.

Call Board and Paging Systems	<ul style="list-style-type: none"> • Be aware of the public address system, if you have one. Notice the following: <ul style="list-style-type: none"> • Can you hear what the person is saying? • What is the sound quality like? • Is it loud enough or too loud? • Provide coaching if the person is not speaking clearly enough. • If the volume needs adjusting, do so, and if there is a technical problem that is affecting the sound quality, ensure that the equipment is attended to by suitably qualified technicians. • If a Call Board is used, ensure that messages are clearly written and that the board is in good condition. • Monitor the use of the Call Board, ensuring that the Porter holds it so that it can be clearly seen, and that he goes to every public area with it when necessary. • Also monitor the quality of the boards used when customers are met at the airport. Check that they are in good condition and that customers' name are correctly spelled.
Music systems	<ul style="list-style-type: none"> • If music is played over a central system, be aware of the following and take appropriate action when necessary: <ul style="list-style-type: none"> • Is it too loud or soft? • Is the sound quality acceptable? • How many times have you heard the same music today? (Customers notice when the same music plays all the time and it can be irritating). • Is the music appropriate to the time of day?
Luggage systems	<ul style="list-style-type: none"> • Monitor the luggage handling system to ensure the following, and take appropriate action when necessary: <ul style="list-style-type: none"> • Trolleys are correctly loaded. • Group and individual luggage reaches the correct rooms within the required time frame. • Luggage is correctly handled. • Car boots are correctly packed on departure. • Customers are satisfied with the manner in which their luggage is handled. • The luggage store is kept locked. • The contents of the luggage store are properly arranged, and there is regular movement of items in and out of the store.

Security systems	<ul style="list-style-type: none"> • Ensure that all the required security procedures are adhered to: <ul style="list-style-type: none"> • No unauthorised persons are allowed into the secure areas controlled by the Porters Desk. • Only permitted parcels and luggage is stored and suspicious items are reported. • Keys are controlled as required. • Lost property is handed to Housekeeping for storage. • Porters are aware of what is going on around them, and report anything, which they regard as suspicious or which may be a security risk.
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Cash handling systems	<ul style="list-style-type: none"> • If any cash transactions are handled at the Porters Desk - for example, newspaper sales - ensure that the correct cash handling procedures are followed, and that accurate records are kept. • Cash up at the end of each shift, and check that the Porters float is always accurate.
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Importance of keeping accurate records	<p>It is of vital importance that accurate records are kept due to the following reasons:</p> <ul style="list-style-type: none"> • It can impact on the customers and your time dealing with subsequent mistakes. • If accurate records are not kept and the customers are given the incorrect information this may result in complaints. • It could also lead to a loss for the Company if the incorrect records are actioned.
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	<p>Describe what type of porter / concierge service would be required at the following establishments:</p> <ol style="list-style-type: none"> 1. Bed and Breakfast 2. Country house 3. Hotel
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Self-Assessment 02



Instructions	<ul style="list-style-type: none">• In the following test you will be required to answer all questions.• You are required to obtain 100% to pass.• Obtain feedback from your Assessor on the accuracy of your answers• If you do not obtain the pass mark revise the learning material and redo the questions
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Question 1

Why is it important to keep accurate records?

Question 2

What systems should be monitored on a daily basis?

4. Managing Customer Service

Specific Outcomes	<ul style="list-style-type: none"> • Explain the importance of ensuring that staff has customer care skills. • Encourage staff to identify problems and suggest ways to solve them in terms of the cost to the company and as a motivational tool.
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4.1 Manage and Co-ordinate Customer Service

Importance	<ul style="list-style-type: none"> • It is the responsibility of the Head Porter to manage and co-ordinate all aspects of Customer service to ensure the following: <ul style="list-style-type: none"> • The required standards are met • All customers are fully satisfied • Good relationships between customers and the company
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Aspects of service to be monitored	<ul style="list-style-type: none"> • Customers are greeted and attended to promptly at the Porters Desk, whether by telephone or face to face. • Individuals and groups of customers are greeted on arrival at the establishment and assisted with their luggage. • Customer luggage is stored, handled and transported according to the establishments requirements • Customer requests for additional services and assistance are handled according to the laid down procedures.
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Locate a copy of your establishment's procedure relating to greeting and attending to customers. Place at the back of the module.

Set an example	<ul style="list-style-type: none"> • Always be courteous, friendly and helpful towards customers and staff. • Always speak to and about customers and staff in a respectful manner. • Set work priorities that reflect your commitment to excellent customer service. • Offer assistance to customers before they request it, and always do a little extra. • Support your subordinates and assist them when they need it.
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4.2 Manage Customer Care skills

Responsibility	The supervisor / manager is responsible for ensuring that all portering staff have the required customer care skills to enable them to communicate clearly with and assist customers in a manner that fosters good relationships between customers and the company.
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Importance	<p>It is important to ensure that staff have skills in customer care for the following reasons:</p> <ul style="list-style-type: none"> • Portering staff have constant contact with customers, and their behaviour can have a powerful impact on the customer's experience of the establishment. Good customer care skills on the part of Porters ensures that customers receive the best assistance possible and that they are communicated with in a manner that is caring and efficient. • It is the role of the Head Porter or Concierge to ensure that all everyone in the department is skilled in handling and assisting all types of customers in a wide variety of situations.
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5. Minimise disruptions to Service

Specific Outcomes	<ul style="list-style-type: none"> • Given a range of problems, take steps to minimise disruption to the portering / concierges service and explain the importance of doing this. (Range of problems: equipment problems, staffing problems)
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Discuss what impact staffing problems could have on an establishment with regards to customer satisfaction.

5.1 Staffing problems

Importance of planning	<ul style="list-style-type: none"> • Ensure that you check rosters against expected occupancies each week. • If there has been a dramatic increase in expected occupancies since the rosters were prepared, make changes to ensure that every shift is adequately staffed. • Inform staff of the changes in good time so that they can make any necessary arrangements or change their arrangements. • If overtime is going to be necessary, be sure to ask staff if they are able to work overtime and give them sufficient notice, if possible. • Check staff attendance against the rosters at the start of each shift. If any members of staff are absent, establish what impact this will have on the shift. If it is necessary to call in a staff member who is on a day off, do so, but be polite and considerate. Only ask members of the previous shift to stay on if it is absolutely necessary. It is not good for the staff member or for service quality to have people who are over-tired on the desk.
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5.2 Equipment problems

Importance	<ul style="list-style-type: none"> • Ensure that all equipment is well maintained. It is very important to take action as soon as any equipment problems are reported for the following reasons: <ul style="list-style-type: none"> • Equipment hazards that are unattended and could have been prevented may cause extensive damage to that piece of equipment, which results in expensive repair costs or replacement. Damaged equipment, especially where electrical appliances are concerned, can cause repercussion damage on other equipment or infrastructure. • When harm comes to a customer, it is very likely to result in lose of the customers' business in the future. This represents a considerable cost to the company. • Damaged equipment that results from the failure to report hazards and potential hazards can result in expensive 'down time'.
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5.3 Power failures

<p>Power failures</p>	<ul style="list-style-type: none"> • While you can do nothing to prevent power failures, you can ensure that your department is prepared for them if they do occur. • You should therefore have a stock of torches that work, and replacement batteries, as well as candles and matches should customers require them. • Be aware that when there are power failures, the telephones are also affected. If you have advance warning of a power failure, make sure that customers are informed so that they may be inconvenienced as little as possible. • During power failures it may also necessary for a Porter to go a call a customer to attend to a telephone call (if it is an emergency) and you should encourage a willingness to do extra especially during unusual conditions. • Ensure that any electrical equipment used by portering staff or at the Porters Desk is well maintained so that it does not cause short circuits (which result in power failures).
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Locate your establishment's procedure for dealing with a power failure. File at the back of the module.

6. Handling Customer Complaints

<p>Specific Outcomes</p>	<ul style="list-style-type: none"> • Describe the procedures for handling customer complaints and explain the importance of handling complaints promptly.
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6.1 Handling a Customer Complaint

<p>Importance</p>	<p>To handle a customer complaints in an effective manner will ensure that the problem is quickly resolved and the customer will be satisfied.</p>
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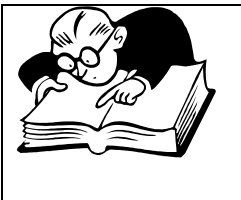


Locate the establishment's procedure for dealing with customer complaints. File at the back of the module.

Guidelines	Below are guidelines to follow when dealing with a Customer Complaint
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The approach used in Service Plus is called "Taking the HEAT". It is revised here for convenience.	
<p>HEAR The Customer Out - Identify the Nature of the Complaint or Incident</p>	<p>Acknowledge the Customer Stop what you are doing, make eye contact, smile and greet the customer:</p> <p style="text-align: center;">"Good morning, Sir / Ma'am".</p> <p>Offer assistance</p> <p style="text-align: center;">"How may I help you? "</p> <p>Hear the customer out Listen to what the customer says without interrupting. When the customer has finished speaking, ask questions to enable you to fully understand the problem. Do not show fear or anxiety - it is important to show confidence because the customer needs to know that you can handle the situation. If the complaint is a complex one, obtain the necessary information from the customer by asking questions such as:</p> <p style="text-align: center;">"Where did it happen?" / "When did it happen?" / "How did it happen?" / "Who was involved?" etc.</p> <p>Once the customer has finished speaking, state your understanding of the problem. If the complaining customer is disturbing other customers, calmly invite him/her to accompany you to an office away from the public area.</p> <p>"Mr. _____, please would you come with me to the office where we can discuss this matter."</p>
Empathise	<p>Thank the customer for bringing the problem to your attention. Empathise with the customer:</p> <p>"I understand that you are annoyed that you did not receive your message."</p>

<p>Apologise - Reassure the Customer</p>	<p>Apologise Apologise briefly and sincerely that the customer has experienced a problem. For example: "I am terribly sorry Mr. _____." OR "I do apologise Mr. _____."</p>
<p>TAKE Responsibility for Solving the Problem</p>	<p>Accept responsibility for solving the problem by advising the customer that you will attend to the incident immediately. For example: "I will make sure that the problem is solved." OR "I will attend to the matter immediately, Sir / Ma'am."</p> <ul style="list-style-type: none"> • Never blame another person or department for causing the problem - it is unprofessional and disloyal to the company which you represent. • If the complaint or incident is something which you can handle, then it is your responsibility to take appropriate action. • Discuss with the customer what action should be taken, and come to a definite agreement on what will be done and by when. • Take the necessary action. • Revert back to the customer regarding the action that has been taken and to ask if he / she is satisfied that the problem has been solved.
<p>Complaints which can be dealt with by the staff member</p>	<ul style="list-style-type: none"> • Lack of supplies (e.g. the customer complains to you that there are no towels in the room - you can contact Housekeeping). • Wrong order (e.g. the wrong food order is brought to a customer - you can contact Room Service). • Delays in service (e.g. a delay in placing a call through the International Operator). • Lost property.



Observe and identify two areas in the porter / concierge service that you feel may result in a complaint. Suggest ways to solve them.

<p>Possible Solutions</p>	<p>Lack of Supplies</p> <ul style="list-style-type: none"> • If a customer complains that customer supplies have not been provided, take immediate action to remedy this. • If you do not work in the department involved, notify this department immediately. • Check that the problem has been remedied. <p>Incorrect Order</p> <ul style="list-style-type: none"> • Check or reconfirm the customer's order. • Re-place the order with the relevant department (e.g. Room Service). • Keep the customer informed of any delays. <p>Misunderstandings</p> <ul style="list-style-type: none"> • Clarify the request, and make sure that you clearly understand what the customer requires. <p>Delays in Service</p> <p>Apologise and explain the reason for the delay, but do not blame colleagues. For example:</p> <p style="padding-left: 40px;">"I am sorry the Porter has not arrived. I misunderstood your instruction. I will send a Porter immediately."</p> <p>Keep customers informed of any further delays.</p> <p>Lost property</p> <ul style="list-style-type: none"> • If a customer or staff member reports that an item is missing, inform your Manager. • Assist the person to find the missing item, by accompanying him/her to the place where the item was last seen and helping to look for it. • Make sure that an "Incident Report" is completed in the event that the item is not found. • If you come across items that have been left behind by customers, hand them to the Housekeeper, who will enter the details in the Lost Property Book, and place them in the Lost Property Store until the customer claims them.
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6.2 Follow up

<p>Follow up complaints or incidents</p>	<ul style="list-style-type: none"> • Check whether the customer is satisfied, and take any further action that may be necessary. • Follow up to ensure customer satisfaction: • Ensure that you have received feedback from colleagues or other departments once the incident has been rectified. • Contact the customer to enquire whether the matter has been dealt with satisfactorily. • If the customer is still not satisfied, notify your superior immediately. • Even if you have to request the assistance of your manager in resolving the complaint, it is vital that you continue to own the problem. You are the one who must follow up and check that the customer is satisfied. It remains your problem until it is resolved to the satisfaction of the customer. Under no circumstances may you simply hand it over to someone else.
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6.3 Responsibility of Management

<p>Manager's responsibility</p>	<ul style="list-style-type: none"> • As a manager, it is your responsibility to assist subordinates to handle complaints that are outside the scope of their jobs, which they don't have the authority to resolve, or which they feel uncomfortable about handling. • It will usually be a manager's responsibility to handle complaints relating to product and service quality. • If a complaint relates to product or service quality, investigate whether the quality received by the customer was indeed less than the laid down standard. If it was, handle the complaint as described above and take action to resolve the problem. • If your investigation reveals that the product quality received by the customer was in line with laid down standards, revert to the customer and explain this. An explanation is usually sufficient. However, if the customer is still unsatisfied, you may need to take some action that is out of the ordinary to resolve the problem and satisfy this particular customer. • If you are unable to resolve the complaint and satisfy the customer, it may be necessary to ask your superior to assist.
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Self-Assessment 03

Instructions	<ul style="list-style-type: none">• In the following test you will be required to answer all questions.• You are required to obtain 100% to pass.• Obtain feedback from your Assessor on the accuracy of your answers• If you do not obtain the pass mark revise the learning material and redo the questions
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Question 1

Explain the importance of ensuring that staff have customer care skills.

Question 2

Explain the importance of taking steps to minimise disruption to the portering / concierge service.

**SIGNATURES REQUIRED ON SUCCESSFUL COMPLETION OF THIS
MODULE:**

General comments & review by Assessor	

General comments from Learner	

I (Assessor) hereby certify that I have examined the learners' workbook and that the learner has successfully completed this section of the training programme.

SIGNATURE ASSESSOR

SIGNATURE LEARNER

DATE: _____

DATE: _____