
HASA Conference 2007 – Toward 2010 and Beyond

Analysis of Current State:

1. What do our Stakeholders expect from us?

Suppliers

- Continued business – loyalty
- Timely payments
- Clear, concise and timely orders
- Honesty – feedback
- Clear communication
- Opportunity to present their products
- Education and ongoing training
- Current updates of new products
- Respectful relationships with good ethics

Colleagues:

- Perceived as a nurturing department – providing support for all
- Expert trainers – we develop our team to being expert cleaners
- Housekeeping is not taken seriously – are seen as merely a cleaning department
- Easy to blame – “housekeeping’s fault”
- Housekeeping Managers are Job specific
- Staff in housekeeping are unskilled
- Housekeepers in general are perceived to be very difficult to deal with
- Other departments perceive operations in Housekeeping to be less important

Management:

- Unskilled labour – illiterate and not trained
- Are a cost to the business and do not add revenue
- Seen as the dumping ground for problems and complaints
- Most have not done what room attendants so and so there is a lot of ignorance from management (their perception)
- Thieves –untrustworthy as the staff have more contact with the guest belongings than any other staff
- Housekeeper is seen as the “old cranky, nagging woman”
- Relegated to the dungeons – offices with no windows, air conditioners etc
- Housekeepers are held accountable but are not consulted when decisions are made (e.g. not consulted with setting of budgets)
- Need to be invisible – clean but do not be seen
- Technologically disadvantaged – other departments get computer upgrades, housekeeping get the old computers, no computer training
- No money spent on training

Captains of Industry:

- Positivity
- Quality
- Results
- Profitability
- Attitude and behaviour
- Self esteem
- Trust within the team and all stakeholders
- Commitment
- Service Excellence
- Training of the team
- Decisiveness
- Creativity
- Ability and Skills
- Consistency
- Use of initiative (within parameters)
- No complaints
- Professionalism
- Good planning
- Communication
- Team work
- To act in the best interests of the company

Staff:

- Loyalty
- Job security
- To feel cared about and important
- Us to lead by example
- Be involved in planning and being productive
- To have the correct tools / budget
- To be fair
- Admit to mistakes
- Staff needs are met
- Educate and train at different levels

Paying Customers:

- Respect
- Things done in their time
- Positive attitude
- Honesty
- Make the guest feel welcome – friendly service
- High standards of service
- Flexibility
- Anticipate and meet all the needs and requirements
- Ambassadors for our country
- Home away from home
- Trustworthy staff
- International standards
- No excuses
- Value for money
- Understanding the guest profile
- Personal contact – introducing ourselves to the guest

Shareholders

- Sustainable profitable standards
- Future growth – 5 year plan
- Growth in investment
- Growth in market share
- Confidence in product
- Profit margin versus budgets

Ourselves:

- To be the best at all times
- To change the way in which the world and others perceive us in the role of the Housekeeper
- To walk the talk
- “Attitude”
- Ignored – mushroom syndrome. Need to be involved in decision making
- Overworked and underpaid – market related salaries and interdepartmental co-operation and support
- Not appreciated – need recognition
- Easily criticised – need to be motivated
- Underskilled – need training and development
- Creative
- Hardworking
- Passionate
- Team players
- Role models for our teams
- Multi-skilled and can multitask
- Foundation of every hotel
- Inspirators
- Problem solvers
- Work well under pressure
- Low self esteem
- Need to be Proud, efficient, productive, passionate, effective and results orientated
- To maximise and optimise exceptional service with motivated staff in achieving guest expectations as well as our own

2. HASA SWOT Analysis

<p>Strengths:</p> <ul style="list-style-type: none"> • Giving the younger generations a future – learnerships • Recognition and opportunities that housekeepers deserve • Access to mentors – long terms housekeepers • Feeling of belonging • Sharing of ideas – promoting interaction between housekeepers of different hotel groups • Education and training in the housekeeping field • Supplier interaction and relationship building • Updating current trends • Support and assistance to the housekeeping departments • Communication and web site hasa.org.za • Motivational tool for housekeepers • Executive Manager Simone Lobetti • Core of the hotel – no housekeeping, no rooms • We are a support department and contribute to guest satisfaction • Patience • Passionate • Dedicated • Great at crisis management • Staying power • Adherence to standards • Empathy and compassion 	<p>Weaknesses:</p> <ul style="list-style-type: none"> • Failed to take the conference and HASA to all of Africa • Lack of communication country wide • Apathy in housekeepers • Need to stand up and be counted • Change the mindset of housekeepers – attitude of not being good enough • Not enough publicity of what HASA is doing for Housekeepers • Communication failure to ground level • Brand and marketing not strong enough • Recognition of HASA from industry compared to the credibility of the Chef's Association • Lack of awareness of the cost and effort that goes into the operation of HASA • Lack of buy in from GM's • Lack of Housekeepers on the HASA Board • Recognition • Product Training • Total ownership by staff • Lack of skills • Salary structures in relationship to responsibility • Expectations that we are super heroes and can achieve the unachievable – day to day manual labour • Lack of self esteem
<p>Opportunities:</p> <ul style="list-style-type: none"> • Provide a more solid mentoring structure and process • Keep up to date with trends • To create more sponsors • Providing more learnerships • Rapid growth • To be recognised • Rapid growth in the industry and the number of opportunities that are then created for housekeepers 	<p>Threats:</p> <ul style="list-style-type: none"> • HASA sessions take time out from the working environment • Lack of skilled housekeepers • Security • Mortality rate due to disease • Lack of training and loss of revenue as a result • Lack of delegation by housekeepers • Use of casual staff during strikes that do not know or care about hospitality • Poorly skilled labour because of wage restraints

3. Desired Future State:

- Keeping up with technology
- Fully TRAINED management staff
- World Class staff
- Communication with peers in other hotels
- High profile department (move away from back of house)
- More accountability
- NO More sub-department
- Trend setters – keeping up with and exceeding trends
- Managers to include suppliers / role players in all trend setting (i.e. bigger picture)
- Independent business unit within the hotel
- Innovation
- Efficient
- Continually adding value
- More key players involved with HASA
- Vision must be encompassed by ALL management
- Room checkers = key maids – add value to the job
- Supervisors to be more empowered – freeing up Exec Housekeeper's time
- Supervisors to take on an operational role so that Executive Housekeepers can focus on more strategic elements
- Money – invest where we need to be – we get what we pay for
- Train the trainer
- Stop screaming – reward positive behaviour
- Staff included in understanding more of the profile of the guest
- Continue to evolve the role of the staff
- LEAD NOT FOLLOW

Mission, Vision and Values Statement Preparation:

Why are we here?

- To lead and inspire the industry
- To add value to the Hospitality industry
- To create networking and enrich our knowledge
- To establish our Mission, vision and values
- To create a common goal in order to build strong relationships
- A podium to voice our ideas
- To support and enhance the association
- HASA stands for continued learning
- By representing all of the different Hospitality groups, role players, collectively or individually it can use strong negotiating power to better the future of Housekeeping
- Provide a platform to introduce knowledge and share ideas
- Can get all of the right stakeholders involved – hotel groups, Theta (etc) in Skill building
- Get rid of negative thoughts and perceptions about the profession
- Assist in standards setting and benchmarking
- Become Captains of our own Ships – create the forum and platform for empowerment

HASA is a tool to assist us in realising our dreams

Where are we going?

- Forward
- Recognition – “Getting into the Continent, Sharing knowledge”
- Dedicated website – to reach more people,
- Prominent organisation
- Include Guest Houses
- “Empowerment”
- Building the “Ubuntu” spirit, collectiveness and communicate at all times
- Regional and Provincial representation
- Brand to be more powerful
- Trendsetters in standards
- Influence and support with Hospitality and related organisations
- Cultivate and develop new housekeepers for the future; providing better and multi skilled professionals
- Database of housekeepers, suppliers and other professionals

What is the Housekeeping Experience?

It is the experience enjoyed not only by the guest but by inter-departmental and internal staff. Housekeeping achieves ambiance by employing the assistance of all the senses. We use sight, sound, touch, and smell, not only the guest experience but the want and need to be at work.

Friendly staff and safety go hand in hand as we may not only inform guests about safety but we also set people at ease ensuring a comfortable environment.

In leading passionately we inspire all staff to buy into and follow a company vision.

HASA Strategic Thinking

HASA Mission Statement

Leading Transformation in the Housekeeping Profession through Learning, Networking, and Setting New Trends

HASA Vision:

The HOME of YOUR Dreams

Values

- Collaboration
- Learning
- Leadership
- Trendsetter
- Transformation

Value Behaviours: (Code of Conduct)

Collaboration

- Building a forum for fundamental and firm relationships through networking,
- Creating the platform to influence the growth and development of the profession
- Sharing of ideas and expertise
- Drawing on resources of the industry for the betterment of the profession
- Linking with and promoting the Housekeeping profession in and through the Continent
- Creating a common focus for the different aspects of the profession – Hotels, Guest houses, Contract Cleaners and Suppliers

Learning

- Act on narrowing identified skills gaps
- Create a platform and environment for learning
- Promoting growth of the profession through continuous learning
- Development of multi-skills required as a business and housekeeping professional

Leadership

- Building, living and leading the HASA Brand Culture
- Providing direction and focus to the profession
- Championing value add to the Housekeeping experience

Trendsetting

- Generating and presenting new and creative thinking
- Identifying and promoting world class accommodation experiences
- Creating new and exciting housekeeping offerings

Transformation

- Participating in and influencing forums to support the industry
- Promoting individual transformation of Housekeepers as business people
- Creating an enabling environment for all who add value to our guests experiences
- Transforming dreams into reality

Respect

- Recognising the humanity in each other
- Conferring dignity to the profession and the people in it
- Honoring the vital role that the profession plays in the hospitality
- Operating within a high standard of professional and ethical morals
- Maintaining the dignity of the profession

Critical Success Factors

- Marketing
- Branding / Identity
- Learning Culture
- Credibility
- Growth
- Industry Support

The Role of Housekeepers:

- Responsible for the overall cleanliness of the property and environment
- Engage with guests to obtain feedback and information that can be used to create new experiences
- Understand the Guest Profile in order to structure inspirational moments of service magic that create guest satisfaction
- Lead our teams by providing inspiration, motivation, encouragement and belief in the value they add through what they do
- Continually reinvent what we do and how we do it by being curious, adopting and setting new trends, and being innovative in our decision making
- Collaborate with colleagues and other functions within hotels and hospitality to create synergies and expand on what is possible in creating great guest and staff experiences
- Be an Ambassador – be a role model and show case of the Mission, Vision and Values of the hotel and HASA
- Develop our people through training and empowerment and trust in their capabilities and respect for who they are, thus taking them to new levels of performance
- Be “The Fairy Godmother” – we are the Glue and create the synergy.
- Develop our business skills, capabilities and competencies to add real value to our business, staff and guests

Branding:

Logo and slogan:

Logo suggestions and slogans made by each group. Given to the Committee to finalise. Three logos and slogans will be identified and circulated to delegates for them to vote on.

Brand positioning:

Benchmarking new housekeeping trends in product, service and learning experiences for guests and staff.

Brand Promise:

Beyond Housekeeping

Brand Personality:

- Sassy
- Peace of mind
- Vibrant and ambitious
- Funky and innovative
- Modern and inspired
- Open minded
- Friendly
- Believer and professional
- Flair
- Honest
- Nurturing
- Passionate and dedicated
- Hip, hop and happening

Brand Essence:

Continued learning