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THE QUALITY MANAGEMENT SYSTEM OF THE RECEPTION SERVICE – AS ONE OF THE ELEMENTS OF THE INNOVATIVE DEVELOPMENT OF THE HOTEL-RESTAURANT INDUSTRY

Summary

Today, one of the main problems of the hotel-restaurant industry is the development and implementation of a quality management system, the presence of which remains an important tool in the competitive struggle in the market. The implementation of the quality management system and the standardization of the work of the reception service are relevant. This will make it possible to carry out the work of each participant in the process as efficiently as possible and to simplify control over the quality of the work performed. The article describes the reception service as an integral part of the hotel industry, the main purpose of which is to meet the needs of hotel guests. The main levels of quality control of the work of the reception service are considered. The documentation is developed for the quality management system of the reception service, which is necessary for the proper functioning of the quality management system and ensuring the quality of products and services.

Introduction

Formulation of the problem. Today, one of the main problems of the hotel-restaurant industry is the development and implementation of a quality management system [1], the presence of which remains an important tool [2] in the competitive struggle in the market [3-5].

The difficulty of evaluating hotel-restaurant industry is caused by the difficulties [6-13] of formalization, generalization, analysis of evaluation criteria [14], the definition of measurement methods [15]. Qualimetric methods are often used to establish quality parameters of services [14].

Development of elements of the quality management system of the reception service is necessary to improve the technical level and quality of hotel-restaurant

establishments. The quality management system should lead to further cost reductions and savings in material and labour resources.

The implementation of the quality management system and the standardization of the work of the reception service are relevant. This will make it possible to carry out the work of each participant in the process as efficiently as possible and to simplify control over the quality of the work performed.

Analysis of recent research and publications. Today, the reception service provides a meeting, reception, and accommodation of guests, round-the-clock interaction with customers using the internal and external telephone, facsimile, postal services and e-mail [2]. Controls the work and ensures the interaction of the on-duty services of the hotel at night, weekends and holidays. Makes reservations in hotel and registration confirmations. Provides the provision of additional services to customers of the hotel on working with documents and the Internet, the use of luggage storage and depository.

In its activities, the reception service is guided by the norms of the current legislation of Ukraine [16; 17; 18]. In addition, the service is guided by an approved job or work instructions, enterprise standards and quality management system documentation [19]. The development of elements of the quality management system in the hotel-restaurant industry has been the subject of many scientific works, among which [1; 2; 14; 15; 20-22].

The purpose of the article is to develop elements of the quality management system of the reception service in the hotel-restaurant industry in order to increase their innovative development.

Part 1. The main results of the study

General provisions. The reception service is one of the most important services in a hotel-restaurant establishment, which provides for the sale of rooms. The reception service is a part of the hotel-restaurant establishment. The service does not have its own current account, and all financial issues of the service are managed by the hotel-restaurant establishment.

The reception service is subordinate to the head of the service, appointed and dismissed by the director. The head of reception services organizes and controls the activities of the service, as well as continuous interaction with other services. The head regulates the need and placement of personnel, assigns responsibilities, monitors the implementation of existing standards and service regulations of the service. This contributes to improving the level and quality of service with methods of monitoring the activities of the service, introducing new and improving existing standards of service. The head of the service takes the initiative in questions of advanced training and training of subordinate employees. All orders in the reception service are given as submission. Each employee of the reception service knows the scope of its activities and responsibilities in accordance with job descriptions. Workers should be aware of the regulatory and legal documents governing the provision of hotel services within the required competence. Workers

should be familiar with current regulations, standards and regulations related to professional activities:

- documentation on the management of the reception service;
- advanced domestic and foreign experience in the organization of reception and accommodation;
- mode of service;
- booking applications;
- booking log;
- key collection log;
- book reviews and suggestions;
- information about services;
- the organization of payment and incentives;
- methods of effective use of office equipment and other technical means of managerial labour;
- rules of the internal labour schedule;
- rules and norms of labour protection.

The reception service performs the following tasks:

- ensures the provision of high-quality services in accordance with the established rules, regulations, internal standards, as well as the requirements of legislative and regulatory acts;
- fulfils the requirements of the established rules of residence and settlement of accounts for accommodation and cash discipline;
- carries out current control of the state of entrusted technical equipment, sanitary and hygienic condition and order, which are under the jurisdiction of office premises, an organization of prompt troubleshooting of equipment malfunctions;
- knows the requirements of labour protection, safety, rules and norms of fire safety, evacuation rules, rules for the actions of employees in case of emergency;
- maintains in proper order the state of technical equipment and inventory;
- fully performs official functions, guided by the requirements of job and work instructions, internal work regulations.

The organizational *structure* (Fig. 1) and the required number of reception services are determined by the director. The director is guided by standards for the number of workers and specialists, taking into account the scope of work and the specifics of service provision. Changes in the organizational structure and size of the service are made by order of the director. This takes place at the suggestion of the head of the service to introduce changes in the staffing table or organizational structure of the service.

In accordance with the assigned tasks, the reception service performs the following *functions*:

- carries out round-the-clock meeting, reception, registration, and accommodation of hotel clients;
- carries out the procedure of registration of foreign citizens living in a hotel in accordance with the current legislation;

– performs all established types of cash payments for the services provided by the hotel;

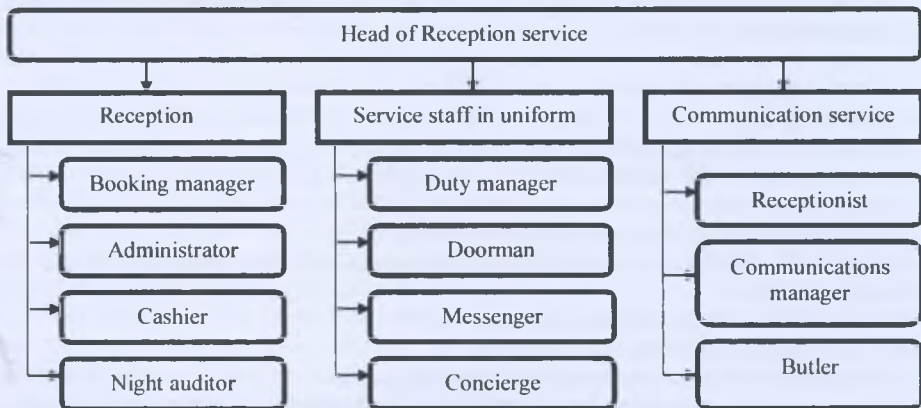


Fig. 1. The organizational structure of the management of the reception service

- provides and controls the timely payment of services provided to customers;
- has complete information and maintains documentation on the movement of the hotel’s room stock;
- draws up and presents cash and other financial statements related to payments for hotel accommodation and payment for additional hotel services in accordance with the requirements of the financial and economic service of the enterprise;
- carries out uninterrupted interaction of the hotel with clients and forming clients about hotel services using internal and external telephone communications, facsimile, postal and electronic communications;
- makes a reservation of hotel accommodations and confirmations;
- provides the provision of additional services of the service centre;
- provides services for the use of luggage storage and depository;
- supervises and coordinates the interaction of the on-duty services of the hotel, provides timely communication with the city emergency call services and the management of the company at night, weekends, and holidays.

To solve the assigned tasks of the reception service:

- has the right to dispose of trusted assets and funds in compliance with the requirements defined by legislative and regulatory legal acts and the internal regulations of the enterprise;
- has the right to be provided with the uniform;
- has the right to request and receive from the structural units necessary for the uninterrupted interaction of services documentary and oral operational and planning information;

- has the right to receive from all hotel services the materials and information necessary to perform the assigned functions in accordance with the mode of operation of the services;

- has the right to demand compliance by service personnel with the established norms, rules, instructions within the competence of the service, give instructions for correcting violations and correcting deficiencies;

- has the right to represent to the hotel management proposals for the improvement of service activities;

- has the right to participate in the discussion of issues relating to the activities of the service;

- has the right to make proposals for improving the quality of service, for changes and additions to the process and a list of hotel services in order to improve the service system;

- has the right to request guidance on conducting briefings on all matters related to the performance of official duties, if necessary.

Interaction with structural units of the enterprise. The organizational structure and the required number of services are determined by the hotel director in accordance with the content of the tasks assigned to the service as advised by the head of the service.

Changes in the organizational staff structure and the size of the service are made by order of the hotel director on the proposal of the head of the reception service to introduce changes to the staffing table or organizational staff structure of the service.

The reception service is collectively *responsible*:

- for offenses committed in the process of carrying out its activities, within the limits defined by the applicable administrative, criminal and civil legislation of Ukraine;

- for the improper performance of the functions of the unit;

- for non-compliance with fire safety regulations, safety engineering;

- for inadequate quality of service delivery within the competence of the service, non-compliance with standards of personnel behaviour;

- collective financial responsibility for the safety of the property of the enterprise;

- individual (personal) responsibility of service employees is established by job descriptions, individual liability agreements, and staff regulations.

Criteria for evaluating the activities of the reception service:

- timely and high-quality implementation of goals and objectives;

- high-quality performance of functional duties.

Infrastructure organization. The reception service is included in the lobby of the premises. In the planning and functional organization of the hotel, the group of premises of the lobby group is located on the first floor in close proximity to the main entrance. These rooms are central to the organization of the hotel, represent it and form the first visual impressions of customers in the institution. Therefore, when designing hotels, the group of premises of the lobby group should pay

special attention to the artistic and aesthetic design, as well as the placement of *equipment and the organization of services*.

In the lobbies, there are the main premises, which are designed to serve guests, organize the main technological process – the movement of guests, visitors, baggage and the organization of reception, accommodation, trade, domestic and excursion services, the provision of postal services, telephone, banking services, recreation, waiting paperwork, etc.

In the lobby of the hotel-restaurant, it is recommended to allocate the entrance area, reception area (guest registration and paperwork), waiting, rest and gathering organized groups, information, the establishment of public telephones, ATMs and shopping kiosks, the entrance to catering and consumer services, communication zone (with elevator halls).

Partial interpenetration of functional areas is allowed without disrupting the lobby's communications system. It is recommended to design a no-go zone for waiting, resting and gathering organized groups.

In all hotels with a capacity of 100 beds in the reception-lobby group of premises should include a first-aid post with a bathroom.

In all hotels where the equipment of the safe room is provided, which should have capital walls, doors and lattices, the doors should have an automatic locking mechanism.

Placement of the lobby can be of two types: centralized – located in the building of the institution, such planning is typical for most hotel enterprises; special location, before such planning occurs among the institutions of the sanatorium-profile, less among other means of accommodating the pavilion building.

The entrance to the lobby is designed in the central part around the perimeter of the lobby. In such planning of the main entrance, the lobby is visually perceived in real sizes and contributes to a quick orientation in its structure. The largest area in the hall is occupied by an open zone of active movement and recreation for guests. This zone should provide unimpeded movement and free access to other rooms in the lobby.

In the layout of the lobby, it is important to ensure their rational placement for a comfortable stay and avoid the intersection of the most intense flow of guests. The most intensive movement of guests in the open area of the lobby is carried out through its central part between the entrance (exit) areas of the hotel and the vertical communications area (hallway and elevator areas). The unimpeded movement of guests from the main entrance to the elevator and the stairs provides for their opposite or angular location.

The reception area in the lobby is made in the form of a rack, behind which there is a workplace for the administrator on duty, which keeps track of occupied numbers and pre-orders; cashier – provides customers with payment for services; receptionist – keeps records of keys, issues correspondence, etc.

Modern technological process of reception and registration of guests in the hall should be optimal to ensure the comfort of guests. Therefore, the reception is located in the intermediate part, and guests move from the main entrance to the reception

and further to the staircase or elevator. This path should be the shortest, not intersect and not be the opposite. The reception must provide high visual visibility of the entrance and the second functional areas of the lobby. The location of the reception in the system is the main entrance – reception – vertical communications can be: one-way, the reception is located on the side of the main entrance; two-way, reception is located on the side of vertical communications; trilateral, reception is located between the main entrance and vertical communications. The last option is most rational in providing the most comfortable guest service.

The reception service must be located in the immediate vicinity of the hotel entrance. In the case of a large lobby, its layout and interior should guide the guests in the direction of the reception desk. The reception must have an original aesthetically attractive design with light elements, technical requirements (telephone, fax, computer) and information support (advertising booklets, price lists, business cards, etc.). Reception desk must be clean, technical documentation is orderly, without unnecessary items.

Reception – a common room or a separate room in the depths of the lobby, offices from the rest of its zone is stable and is designed to receive and design the settlement of guests, pay for services, obtain information about the hotel. The planning organization of the reception desk is associated with a two-tier table – the secretary bureau, which is the seat of the administrator on duty, the receptionist, the cashier, passport officer and other reception staff. The top tier of the rack is representative, shared by customers and service personnel. The lower tier of the rack – working, used only by staff in the technological process of service. The lower tier is the place of registration of the settlement of guests. The lower tier is equipped with a special compartment for storing keys to rooms and office space, correspondence for guests, card files, technical facilities – telephone, computer, fax, etc.

The size and configuration of the table (rack), as well as the number of people working behind it, depend on the size of the hotel itself. The larger the hotel, the more employees will work behind the desk. The length of the rack depends on how many jobs it is designed. The area of working space per employee is determined by the length of the arm span.

Part 2. Quality management system

The development and implementation of the quality management system of the reception service assume a set of organizational structures, methods, processes, and resources necessary for the overall management of the quality of the reception and placement service. The processes required to develop a quality management system should cover areas related to management activities and the provision of resources.

At the first stage, a decision is made to create a quality management system, a quality policy is defined, quality service is formed, the main stages, performers, development, and implementation terms are established. Preparatory work is underway to create the organizational structure of a quality management system at the main stages of creating and developing a set of documentation for a quality management system.

The development of documentation for the quality management system of the reception service implies the availability of documentation necessary for the proper functioning of the quality management system and ensuring the quality of products and services. The most typical types of documents in the field of quality are standards, procedures, methods, instructions, quality assurance programs, current documentation.

Positions and professions of workers involved in the processes carried out in the reception service (Fig. 2):

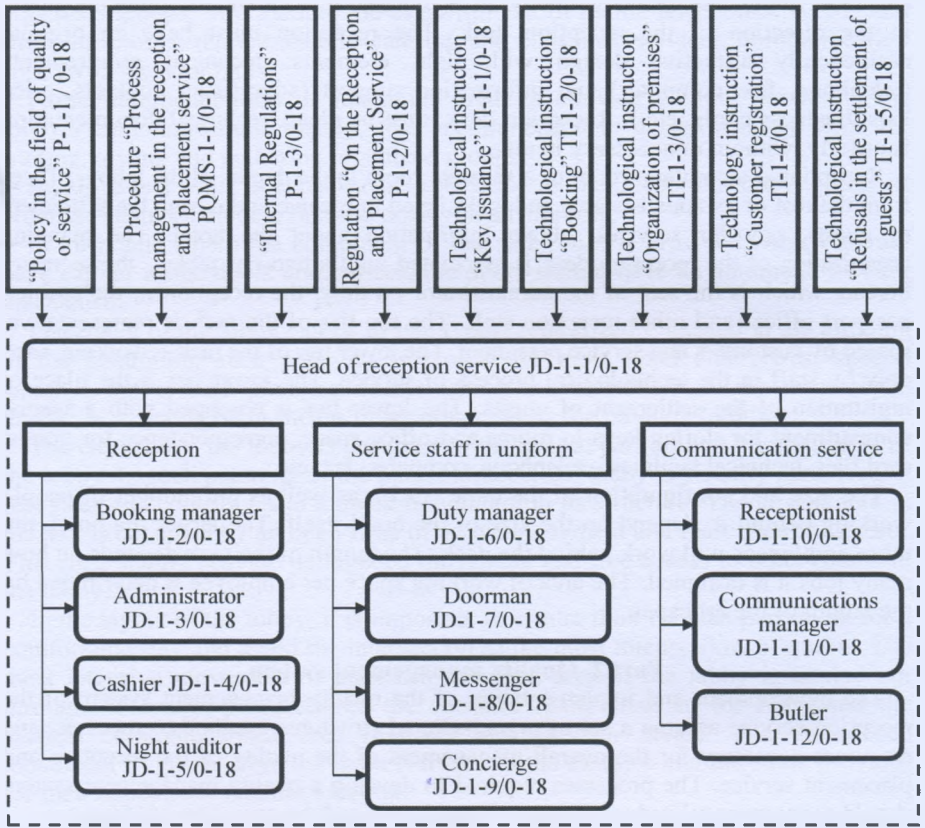


Fig. 2. The structure of the quality management system in the reception service

– head of reception services – carries out the general management of production and business activities (job description JD-1-1/0-18);

- booking manager – advises clients on the rules for placing orders and reservations, on the category of hotels, the level of service in them, on the rules for entering the country (place) of temporary stay and the rules for staying there (JD-1-2/0-18);
- administrator – employee reception services, which implements work with clients (JD-1-3/0-18);
- cashier – makes settlements with residents for the services provided (JD-1-4/0-18);
- night auditor – performs the order and standards of work in the service of receiving and accommodating guests (JD-1-5/0-18);
- duty manager – employee of the reception service and placement, performing managerial functions (JD-1-6/0-18);
- doorman – monitoring the entry and exit of visitors to catering, trade, utilities and others (JD-1-7/0-18);
- messenger – delivers or brings in a number or takes out the luggage of tourists from numbers only in accordance with the assignment of the shift supervisor or porter of the accommodation counter (JD-1-8/0-18);
- concierge – reports directly to the administrator of the reception service, follows the standards and procedures of the reception service (JD-1-9/0-18);
- receptionist – an employee of the reception and accommodation service who keeps track of the movement of the hotel’s room stock (JD-1-10/0-18);
- manager of communication – coordinates communication and direct communication of an enterprise with the public in accordance with the general goal of the enterprise (JD-1-11/0-18);
- butler – competently and timely informs guests about the state of equipment in the residential sector and halls, as well as the rules for using equipment in the rooms (JD-1-12/0-18).

The duties and powers of the staff working in the reception service and, consequently, the responsibility for the fulfilment of the stated duties, are reflected in the provision “On the Reception and Accommodation Service” (P-1-2/0-18), official and work instructions.

Development of quality management system documentation:

- P-1-1/0-18 – “Policy in the field of quality of service provision”, which contains the main directions and intentions of the hotel-restaurant establishment in the field of quality;
- PQMS-1-1/0-18 – the procedure of the quality management system “Process management in the reception and placement service”, which determines the controlled parameters of the processes in the reception and accommodation service, ensures that the services comply with the established requirements of regulatory documentation;
- P-1-3/0-18 – “Internal Regulations”, regulating the organization of labour and with the help of which the institution ensures the observance of labour discipline and the normative behaviour of employees;

- TI-1-1/0-18 – technological instruction “Key Issue”, which regulates the main processes for issuing keys in a hotel;
- TI-1-2/0-18 – technological instruction “Booking”, which regulates the organization of the activities of the reception and accommodation services in the process of booking rooms;
- TI-1-3/0-18 – technological instruction “Organization of premises”, which regulates the structure and size of functional zones, comfort level, the capacity of the accommodation facility;
- TI-1-4/0-18 – technological instruction “Registration of clients”, which regulates the main stages of registration of the accommodation institution;
- TI-1-5/0-18 – technological instruction “Refusals in the settlement of guests”, which regulates the legal reasons for refusal to accommodate customers.

The responsibility and authority of employees in managing the processes of the quality management system in the reception and accommodation service are distributed in a matrix (Table 1).

Special standards have been developed to assess the quality of work of reception and accommodation staff. These standards are monitored by the service manager and the manager for the development of procedures and schemes for receiving, accommodating, and serving guests; conducting briefings, training sessions; distribution of tasks between employees of the reception and placement service, logistics of workplaces.

The main criterion for evaluating the work of reception services remain flawlessly clear ability to navigate information on the settlement and condition of hotel rooms, polite and clear communication with hotel guests, emergency, concise assistance to residents and hotel guests, proper and skilful handling of electronic materials and guest cards.

To optimize the working methods, the reception service and the compliance of the service with international standards, the service management conducts professional training sessions. To do this, a monthly training plan for staff is developed, which is mandatory for employees. According to the results of each vocational training, all participants in the training are tested.

The staff of the reception service is trained and certified to know the requirements of labour protection. The results of the certification are reflected in the safety instruction briefing book, which is held by the safety engineer. Acquaintance and registration on fire safety issues are reflected in the magazine on fire safety briefings. Each employee of the management structure of the reception service and placement performs the functions assigned to it, guided by its job description.

The head of the reception and placement service provides direct management of the production processes in the reception and placement service, placement of personnel, complete and timely implementation of the production task, fixation of process parameters.

The manager of the reception service develops procedures and schemes for receiving, accommodating, and serving guests; conducts briefings, training sessions, issues guidance materials; distributes tasks among service workers,

communicates decisions to them, determines the degree of their responsibility, develops a system of motivation and disciplinary responsibility of staff; exercises control over the organization of workplaces of subordinates, material and technical support of workplaces.

Table 1

Responsibilities and Authorities

The name of the operation	Head of reception services	Duty manager	Communications manager	Administrator	Night auditor	Receptionist	Booking manager	Messenger	Concierge	Cashier	Doorman	Butler	Chief Engineer
Issuance of tasks for the shift	K	K, S	K, C	P	P	P	P	P				P	
Compliance with the requirements of regulatory documentation when booking rooms, receiving and accommodating customers	K	K, S	K, C	P	P	P	P	P	P	P	P	P	
Service, adjustment, and repair of equipment	K	K, S	K	K									P
Management of non-conforming service	K	K, S	K	P	P	P	P	P	P		P	P	
Implementation of corrective and preventive actions	K	K, S	K, C	P	P	P	P	P	P	P	P	P	

*S – solve, K – controls, P – Performs, C – Cooperates

In turn, the administrator implements the meeting and greeting guests; guest registration; guest accommodation by numbers; maintains information databases of the reception service; assists hotel employees in solving problems arising during the work; manages conflict situations (in case of their occurrence).

The night auditor analyses the financial activities of the company; performs audit of accounting documents and statements, evaluates its reliability, as well as internal and external control of the legality of financial transactions, their compliance with legislative and regulatory legal acts, compliance with the established procedure for taxation; provides the necessary recommendations to prevent errors and mistakes that may result in penalties and other sanctions, reduce profits and adversely affect the reputation of the enterprise, institution, organization.

The receptionist keeps records of the movement of the hotel room stock; draws up a permit for the settlement of citizens upon presentation of a passport or other identity document; accepts and prepares the necessary documents; monitors the timely preparation of rooms for the reception of citizens; keeps documentation on the established forms; monitors compliance with the rules of use of hotels by residents; monitors the timeliness of payment for accommodation and services provided, avoiding debt.

The booking operator provides the guest with oral and written information about the placement and sale of rooms in the client's language; answers the client's questions in the framework of the subject of his work; makes a preliminary reservation of hotel rooms by phone and fax; telephone calls (incoming and outgoing calls, call forwarding, standby mode, receiving and sending telephone messages).

The concierge follows the standards and procedures of the reception service; welcomes guests, fulfils all their wishes; responds to phone calls in accordance with service standards.

The reception service, when interacting with the director, provides reports on the amounts of basic and additional services provided, on the number of rooms, on the damage to the material and technical base.

The reception service in the interaction with the economic service receives the form of workers, equipment, components, stationery and so on. The reception service interacts with the security service to obtain information on the number of guests staying at the hotel (including foreigners) and the list of rooms that are occupied, on measures taken at the hotel (meetings, conferences, etc.).

When interacting with the catering and beverage service, the reception service provides information on the number of guests staying at the hotel, connecting guests with room service. And when interacting with the accounting department, it provides documents on the movement of the number of rooms, the volume of basic and additional services provided, damage to the material and technical base, the daily report of the night auditor, and the recording of working hours of reception and accommodation workers.

The reception service interacts with the medical service, provides information on the personal medical records of employees, on the compliance of the organization of the provision of services with sanitary rules and regulations. The reception and accommodation service, when interacting with the engineering and technical service, provides information on damage to the material and technical base of the hotel, and receives technical assistance in case of need, receives a list of persons who need to undergo regular periodic briefing on labour protection and safety.

The main document of the quality management system is the quality manual – the quality management system procedure (PQMS 1-1/0-18), which establishes the order (sequence) of the activity of the reception and placement service in the structure of the quality management system that complies with the requirements of regulatory documentation (Table 2).

Table 2

Structure of the quality management system procedure

№	Title of the section	Content section	ISO 9001:2015
1	Introduction	General information about the organization and its products; management quality instructions	4.2.2
2	Terms	Principles of construction and control objects	4.1
		Structure of the quality management system	Section 5
		Responsibility and authority of the management. Monitoring the quality management system	Section 8
3	Procedures	Structure of quality management system documentation	4.2
		A brief description or reference to the documented procedures of the quality management system of the organization	Sections 4,8
		Enterprise standards, quality programs and plans, departmental regulations and job descriptions	Sections 4-8
4	Processes	The main processes of the quality management system and their interaction. A brief description of the processes in the quality management system or a reference to the documents that they define (processes of implementation of the functions of senior management, resource management, product life cycle, measurement, analysis and improvement)	Sections 5-8
5	Normative references	List and designation of documents, which are referenced in the Quality Guidelines	Section 2
6	Definition and reduction	Terms, definitions, and abbreviations used	Section 3
7	Changes	Information on changes to the Quality Guidelines	

Work in the reception service requires close coordination with other hotel divisions: Housekeeping services, engineering and technical services, food service,

which includes a restaurant, kitchen, banquet service, room service, security service, commercial department, accounting and inventory department.

Conclusions

The ability to provide services that not only meet customer requirements but also exceed their expectations – this is the main indicator of the competitiveness of any organization. It can be concluded that the introduction of a quality management system in the reception and accommodation service allows us to constantly improve and optimize the work of the unit, as well as to provide conditions for the formation of competitive services to increase their efficiency.

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