

# Practice In-Tray Exercise

Rest Well Lodges

June 2011

## Instructions

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Please read the instructions on this page, then turn over the page to begin the exercise.

Your assistant has left 13 items (documents) on your desk marked for your attention. These appear in a variety of formats including emails, letters, reports and web pages, just as you would use in an office environment. Some of these items may appear to describe isolated issues, while others link to one or more of the other items. A summary listing each item is provided for you on a subsequent page.

You need to review each item and then need to provide the following:

- A list of actions, written in brief, which include your analysis of the key issues in each of the 13 items.
- The priority that you would assign for dealing with each item. Please use these 3 categories: *high priority*, *medium priority*, and *low priority*. When determining these, a balance needs to be struck between *urgent* tasks (that need to be completed as soon as possible) and *important* tasks (that have a high impact on the business).
- Please include who should be involved. For example, if you want to forward an item to a colleague, or if you want to call a meeting.

You have **90 minutes** in which to complete this task. You are strongly advised to spend the first 5-10 minutes reviewing the documents as a whole before considering actions pertaining to each item. There is a template at the end of this file for you to enter your Actions and Priority Ratings.

**The exercise begins on the next page.**

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## Background Information

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### Role

Your name is Pat Rawlings and you joined Rest Well Lodges through its Graduate Trainee Programme. As the company's top-performing Graduate Trainee you were appointed to a Assistant Manager position in London at one of the chain's flagship hotels. Your rapid ascent has continued and you have just been appointed as General Manager of a struggling Rest Well Lodges outlet in Watlington. The outlet has been given 6 months to increase its profitability or it faces closure.

Rest Well Lodges is a chain of mid-range hotels that has suffered over recent years due to the proliferation of value hotel chains and the high levels of competition at both the high and low ends of the hospitality industry. Furthermore, the rise of the "gastro pub" has affected profits from external customers using hotel restaurant facilities.

Rest Well Lodges has been slow to pick-up on trends in hospitality, such as outsourcing and online check-in. This is particularly true of the smaller Rest Well Lodges outlets. Each outlet is run relatively independently from Head Office although each is expected to adhere to brand values.

Your immediate team consists of the Restaurant Manager and the Hotel Manager; each of whom supervises three Team Leaders. You have overall responsibility for all hotel functions, including reception, housekeeping, and the restaurant's front of house and back of house functions. You and your colleagues also deal with a range of external suppliers.

Managing the Watlington outlet is just the opportunity that you have been waiting for. This is your chance to hone your leadership and problem-solving skills and to put your managerial training and experience into practice. You have the Area Manager's authority to take whatever decisions you feel are necessary. She has asked for regular updates, so you are advised not to defer any important issues.

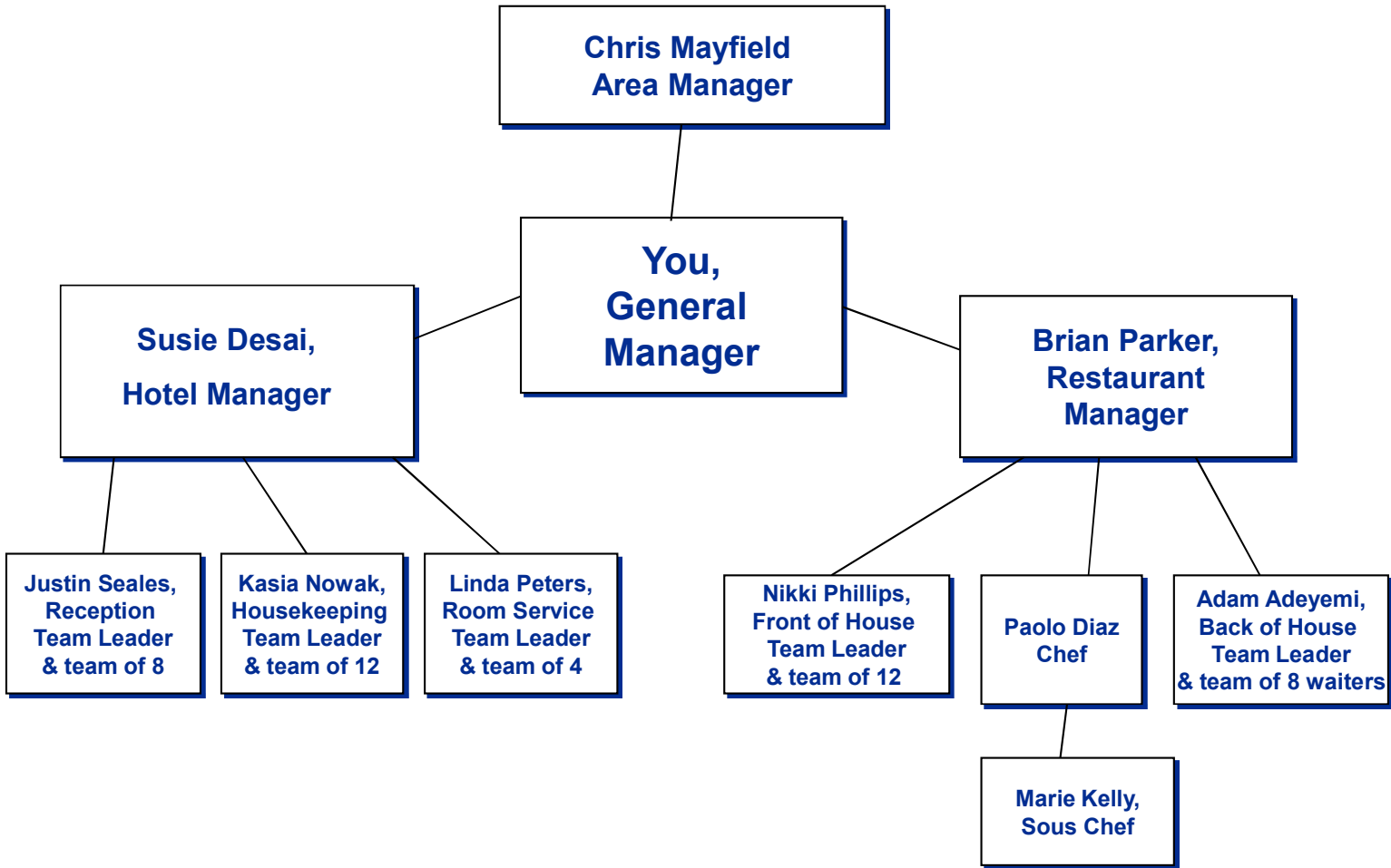
Today is the 26<sup>th</sup> July 2010 – your first day as General Manager of the Watlington hotel.

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## Summary of documents: Document number and Title

<b>Doc</b>	<b>Document Title</b>
<b>1</b>	Organisation chart
<b>2</b>	Area Manager introduction
<b>3</b>	Rest Well Lodges website pages
<b>4</b>	Customer complaint
<b>5</b>	Email chain between Chef and Restaurant Manager
<b>6</b>	Excerpts from half-yearly Financial Report
<b>7</b>	Business articles
<b>8</b>	Appraisal data
<b>9</b>	Hotel Customer Satisfaction Survey results
<b>10</b>	Meeting minutes
<b>11</b>	Email chain between Team Leaders
<b>12</b>	Reception staff rota
<b>13</b>	Performance statistics from Operations Director

## Watlington - Rest Well Lodges



## Item 2 – Area Manager Introduction

### CONFIDENTIAL

**To:** Pat Rawlings

**From:** Chris Mayfield, Area Manager (Southern Region)

**Date:** 25<sup>th</sup> July 2010

### **Re: General Manager - Watlington**

Good to have you on-board! Our Watlington hotel has been part of my Region for many years and I'm sure that you will find the team there to be a friendly and dedicated lot. Susie and Brian, in particular, are looking forward to meeting you.

The current economic climate is forcing Rest Well Lodges to make some difficult choices over the next few months. Head Office have been clear about the need to cut costs at each of our outlets. To reiterate what we explained at interview, your target is to turn financial performance around over the next 6 months. Making our Watlington outlet viable means increasing profits and thinking of ways to reduce staff costs. Furthermore, Watlington only just squeaked through its Food Hygiene Inspection last month. I'm sure you do not need reminding that compliance with health and safety regulations is essential to our brand.

Although our goal is to reduce costs, we cannot do so at the expense of customer service or health and safety. Rest Well Lodges is committed to providing a satisfying *experience* for everyone who stays with us. We also listen to new ideas; only by innovating at each of our hotel outlets can the company grow as a whole. I welcome your ideas for any local or regional/national initiatives for attracting more income. There is a central fund of money available to finance ideas that drive business development. However, any requests will need to be backed up by a strong business case for a potential increase in revenue. Your predecessor, Stuart King, managed Watlington with a steady hand for many years before retiring, but in recent years income has declined. Stuart was a traditionalist, and wouldn't consider marketing via the Internet.

One other point is that you may find some of the staff a little demoralised, mainly due to the recent high levels of staff turnover at Watlington. In particular, the Hotel Manager, Susie Desai, was disappointed not to be offered the General Manager position.

I will be in Watlington next Wednesday. I suggest we meet then, and you can update me on your progress.

*Chris*

Chris Mayfield  
Area Manager

## Item 3 – Rest Well Lodges Website Pages

### Rest Well Lodges

- **About Us**
- **Our Brand Values**
- **Careers at Rest Well Lodges**
- **What We Look For**

#### About Us

The first Rest Well Lodge opened in 1972 in Bournemouth, catering to families of holidaymakers. Today there are 180 Rest Well Lodges in the UK in a range of terrific locations, so you'll never be far from one when you travel for business or for pleasure. As the UK's leading mid-market hotel brand, we are dedicated to making your stay comfortable and welcoming. At all of our outlets you will receive a warm local welcome accompanied by universally high standards of accommodation. Last year we began an extensive renovation programme, and will be updating many of our locations with contemporary décor.

#### Our Brand Values

##### *Quality*

From the mattresses on our beds to the shampoo in our showers we believe that quality makes Rest Well Lodges special. Our on-site Eat Well restaurants offer delicious, quality ingredients, prepared to a high standard.

##### *Comfort*

At Rest Well Lodges, we aim to provide you with everything you need to get a good night's sleep when you are away from home. Need an extra pillow? Forgot your toothbrush? No worries – just ask our housekeeping team.

##### *Affordability*

These days, we know our customers are watching every penny. Rest Well Lodges believes in fair pricing – we offer excellent quality at an affordable price, so that you can spend more on enjoying your visit.

##### *Service*

The Rest Well Lodges brand is dedicated to providing superior service. Our helpful, efficient staff will go the extra mile for all our guests, and are committed to delivering fast, friendly service with a smile.

#### Careers at Rest Well Lodges

Are you interested in working for one of the UK's leading hospitality providers? Rest Well Lodges runs a two-year graduate trainee scheme, offering full management training and a fast track to a career in hospitality.

#### What we look for:

- Leadership potential
- Ability to motivate others
- Desire to offer the best service possible
- Passion for the hospitality industry
- Interest in innovation

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## Item 3 continued

### Watlington Rest Well Lodge

- Welcome
- Hotel Facilities
- Room Facilities
- Room Types

#### Welcome to the Rest Well Lodge, Watlington

We look forward to welcoming you to Watlington. Our hotel is conveniently located only 5 miles from the M40 motorway, so you will be ideally placed to enjoy the lovely surrounding countryside, and our lively town centre. After a busy day of sightseeing, we invite you and your family to relax and dine at our delicious Eat Well restaurant.

#### Hotel Facilities

Concierge	X
24-hour reception	✓
Early check-in	X
Late check-out	X
Lounge	✓
Fitness centre	✓
Swimming pool	X
Laundry service	✓
Full-service restaurant	✓
Function room	✓ (closed pending essential repairs)
Conference rooms	X
Business centre	X
Wi Fi	✓
24-hour room service	✓
Free parking	✓
Play area	✓

#### Room Facilities

En-suite bathroom	✓
Colour TV	✓
Minibar	✓
Tea and coffee facilities	✓
Air conditioning	✓
Direct dial telephone	✓
Toiletries	✓
Safe	✓
Trouser press	X
Wi Fi	X
Baby cots	✓
Newspaper	X

#### Room types

Family suites	15
Standard double	60
Standard single	15
Handicap accessible	10

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#### Item 4 – Customer Complaint

General Manager  
Rest Well Lodge  
58 Fosse Way  
Watlington

21 April 2010

Dear Sir

I recently stayed three nights at the Rest Well Lodge, Watlington while on business in the area. I chose your hotel because I assumed it would be a cut above the many budget hotel chains that offer cheaper room rates. Unfortunately, I felt very disappointed with the level of service offered to business travellers such as myself.

When booking my room, I was assured that the hotel had Wi-Fi, but discovered on arrival that it was only available in the lobby and not in the guest rooms. I thus had to work in the evenings in a noisy and rather shabby lobby. I also felt that the reception staff did not go out of their way to assist me when I requested directions and restaurant recommendations. The long queues to speak to the reception staff were extremely frustrating, particularly when I was rushing to morning meetings. On my last morning, I had to wait nearly twenty minutes before I could check out because only one person was manning the desk at what must surely have been the busiest time of day. I cannot fault the quality of the food at your Eat Well restaurant. However, with my early start I would have preferred a self-service breakfast option that I could take-away with me.

In future when I return to the Watlington area I will be choosing a different hotel – one that caters to an executive's needs.

Best regards,

*John Powell*

John Powell  
Sales Director, Tech Solutions Ltd

## Item 5 – Email chain between Chef and Restaurant Manager

From: brian.parker@restwell.co.uk  
To: paolo.diaz@restwell.co.uk  
CC: pat.rawlings@restwell.co.uk  
Date: 20<sup>th</sup> July 15:06

Subject: specials

Terrific – there’s no shortage of ideas there. Let’s talk these over when Pat starts. We need to focus on changes that will attract local customers into the restaurant. Have you given any thought to updating the children’s menu, like I asked last week?

Regards,  
Brian

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From: paolo.diaz@restwell.co.uk  
To: brian.parker@restwell.co.uk  
Date: 20<sup>th</sup> July 14:11

Subject: specials

Brian

Glad the steak went down well with the punters. Did you know that we ran out of beef on Friday night? We had to do an express butcher’s order to re-stock for Saturday and Sunday – bit pricy, I’m afraid.

This really isn’t the ideal time to run a deep clean – back of house is short-staffed at the moment. I’m sure Adam can get in some temp cleaners quickly, as long as you don’t mind turning a blind eye about work permits. The last lot he got in didn’t speak much English, so they may not have had health and safety training.

Marie and I have been busy developing new recipes and menu ideas. I know Stuart wasn’t keen on running theme nights, but could we look at it again with the new manager? I love the idea of a mid-week curry night – my jalfrezi is out of this world! A Friday fish and chips special might also be fun. And tapas is very hot in London right now – how about a special gourmet Spanish tasting menu? Korean barbecue is also very trendy in London, but we’d need to install charcoal grills at every table. I can get a quote if you are interested. Have you given any thought to my request to install an industrial wood-fired pizza oven? I know £5,500 is a lot, but the pizzas would be really tasty and authentic. Cheers,

Paolo

## Item 5 Continued

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From: brian.parker@restwell.co.uk  
To: paolo.diaz@restwell.co.uk  
Date: 20<sup>th</sup> July 13:13

Subject: deep clean

I just wanted to let you know that the steak special we ran last weekend was a big success. Many customers mentioned how delicious it was! Well done! We had a few complaints that it was served cold, but I know that wasn't the kitchen's fault - Nikki had too few waiters working over the weekend.

By the way, we really need to schedule a deep clean of the kitchen. We got called up on a number of points in the Food Hygiene report last month, and need to rectify them ASAP as the inspectors could return any time.

Best,  
Brian

**Item 6 – Excerpts from Half-Yearly Financial Report (Jan-June 2010)**

**TABLE 12 – Occupancy levels (Watlington)**

	National Average (all UK hotels)	Rest Well Lodges	Watlington outlet	Competitor Hotel Chain	
				Starfun Inns	Peakbreak Hotels
Occupancy - weekend	64.7%	62.9%	63.5%	65.4%	63.9%
Occupancy – weekday	60.2%	57.8%	47.2%	63.5%	56.4%
Average daily room rate	£74	£70	£65	£75	£62

Occupancy % = Rooms occupied / Total number of rooms

Average daily room rate = Total rooms revenue / Number of rooms occupied

**TABLE 20 – Watlington Room Service Revenue per week (in £)**

Time period	Watlington Average*	Rest Well Hotel Average**
24:00 - 03:00	20	30
03:00 - 06:00	30	55
06:00 - 09:00	140	260
09:00 - 12:00	20	60
12:00 - 15:00	145	355
15:00 - 18:00	35	95
18:00 - 21:00	220	420
21:00 - 24:00	210	395
Total (per week)	820	1,670

\* Watlington room service employee salary range = £11,250-£12,500

\*\* Average Rest Well room service employee salary = £11,000

# Finance Today

7th January 2010

## E-coli outbreak affects Rest Well Lodges Share Price

Seven people, including a girl aged four, have contracted E coli after eating at an Eat Well restaurant in Milton Keynes. All seven cases of the potentially lethal bug are thought to have been caused by eating contaminated beef. The restaurant, located within a Rest Well Lodge, shut voluntarily, pending a Food Standards Agency investigation. A company spokesperson for Rest Well Lodges apologised and said, “Rest Well Lodges are committed to the highest standards of food hygiene. We will re-open our Milton Keynes restaurant once we have ensured that all hygiene controls are in place.”

News of the outbreak triggered a drop in Rest Well Lodges share price (down 12% to 459p) - the latest blow for the beleaguered chain of mid-range hotels.

# Hospitality Times

17th April 2010

## Rise in on-line bookings

A recent survey conducted by *Hospitality Times* indicates that 70% of Britons prefer to book their hotel accommodation online, citing convenience and best prices. One in three hotel rooms are now booked online, with market leader extramile.com commanding 12% of the online market. Taking 35% of the total booking value, it is perhaps unsurprising that extramile.com recently announced pre-tax profits of £80 million.

The rise of on-line travel agencies has created new opportunities for hospitality providers. Ruth Simmonds, CEO of Crown Hotels, says, “Since working with on-line agencies to attract more business customers we’ve seen a rise in single room occupancy during weekdays.” Joseph Pierce, MD of Diamond Inns, commented, “We’ve always done well with our multiple-occupancy rooms on weekends in the holiday period, but running promotions on extramile.com has ensured that weekend occupancy is high year round.”

# Watlington Gazette

30th June 2010

## New Business park opens

A new industrial estate located on the outskirts of Watlington opened for business on Friday. The 250,000 sq ft complex can house up to 50 businesses, and the site's management company, Property West, say that 75% of the units have been let. Matthew Roberts, the site's general manager said, "We are conveniently located off the M40 and less than two hours from London, so can expect full occupancy within a year of operation."

A spokesperson from Watlington council welcomed this new addition to the local business community. "The business park will create hundreds of jobs for Watlington. We also look forward to welcoming increased numbers of visitors to the area – a much needed boost after the closure of the Happyland theme park two years ago."

# Sunday Herald Travel Supplement

4th February 2010

## Family Long-weekends – Review

We travelled to the Lake District for a weekend of family fun, including a cruise on Lake Windermere and a visit to the beautiful locations from my children's favourite Beatrix Potter books. We stayed in a family room at the Keswick Rest Well Lodge. I remember staying at Rest Well Lodges with my parents when I was a kid, but hadn't stayed in one for ages. Frankly, not much seems to have changed. The décor could have been straight out of the 1980s, as could have been the amenities. While the staff were very friendly and accommodating, this mid-market chain, once the go-to option for families, really needs to get its act together if it wants to compete with the budget chains that offer far better value for family travellers.

## Item 8 – Annual Appraisal Data

**From:** Isabel Parks [mailto:Isabel.parks@restwell.co.uk]

**Sent:** July 23, 2010 5:00 PM

**To:** pat.rawlings@restwell.co.uk

**Subject:** FW: Appraisal Info

Hi Pat,

I wanted to wish you all the best in your new role. I'm sure that you will not disappoint us. Before he left us Stuart King ran some appraisals for the Watlington managers. I'm forwarding the appraisal ratings as well as Stuart's own comments. These may give you some useful insight.

Let me know if you'd like to meet regarding staffing levels.

Best wishes,

**Isabel**  
**HR Director**

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### Susie Desai, Hotel Manager

- Susie joined Rest Well Lodges as a graduate trainee 6 years ago. She was promoted to Hotel Manager, Watlington 4 years ago.
- An experienced manager with strong organisational and administrative skills, she is respected by her team and very loyal to the brand and to her General Manager.
- At times she loses sight of the key brand value of customer focus, and has a key objective of developing her – and her team's – customer focus.

**Susie's Comments** – "Compared to when I started working at Rest Well Lodges I have a very mixed team. English is not necessarily the first language and training can be a struggle. Several members of staff are very de-motivated - myself included – particularly by the rumours that the hotel is under threat of closure. Going forward I'd like more guidance from the General Manager."

Appraisal Ratings		
(4 - Above expectations; 3 – Expected rating 2– Needs to improve; 1 – Inadequate)		
Overall = 3	Competency breakdown	Rating
	❖ Leadership	3
	❖ Innovation	2
	❖ Financial Management	4
	❖ Customer Service Focus	2
	❖ Planning and Organising	2
	❖ Rule-following	4

## Item 8 continued

### Brian Parker Restaurant Manager

- Brian joined Rest Well Lodges' Graduate Scheme 2 years ago and took his current post 6 months ago. He is a very popular, friendly and enthusiastic manager with many ideas for developing the Eat Well restaurant.
- His targets include improving profitability and addressing staffing and stock control problems.
- Brian's key objective is to ensure that the restaurant complies with all health and safety and other working practices.

**Brian's Comments** – I love working at Eat Well – I can't understand why so many staff leave. I'm keen to take on more responsibility, as I have a lot to offer. It would be great to get more input from the General Manger, but I do understand how difficult it is to set aside a regular time to meet.

Appraisal Ratings		
(4 - Above expectations; 3 – Expected rating 2– Needs to improve; 1 – Inadequate)		
Overall = 3	Competency breakdown	Rating
	❖ Leadership	4
	❖ Innovation	4
	❖ Financial Management	2
	❖ Customer Service Focus	3
	❖ Planning and Organising	2
	❖ Rule-following	2

### Paolo Diaz, Chef

- Paolo was only appointed to Rest Well Lodges by Brian Parker 2 months ago, so there are no appraisal ratings available.
- He was previously the Sous Chef at the Chelsea Royal Hotel.
- Honours graduate of the London Culinary Institute.



**Item 9 – Hotel Customer Satisfaction Survey result excerpts (Watlington outlet)**

Hotel customers are offered the opportunity to complete a customer satisfaction survey in their room. This survey uses the following rating scale:

*‘1’ Very dissatisfied; ‘2’ Somewhat dissatisfied; ‘3’ Neither Satisfied nor dissatisfied; ‘4’ Somewhat satisfied; ‘5’ Very satisfied*

No.	Question	Average (Jan-June 2010)
3	<b>How satisfied were you with the following?</b> <ul style="list-style-type: none"> <li>- Hotel facilities</li> <li>- Your room facilities</li> <li>- Your room decor</li> <li>- Lobby decor</li> <li>- Car parking facilities</li> </ul>	<p style="text-align: right;">2.8</p> <p style="text-align: right;">2.0</p> <p style="text-align: right;">2.5</p> <p style="text-align: right;">2.6</p> <p style="text-align: right;">2.9</p>
6	<b>How satisfied were you with the warmth and friendliness of the staff working in the following areas?</b> <ul style="list-style-type: none"> <li>- Reception</li> <li>- Restaurant</li> <li>- Housekeeping</li> <li>- Room Service</li> </ul>	<p style="text-align: right;">2.1</p> <p style="text-align: right;">2.9</p> <p style="text-align: right;">3.1</p> <p style="text-align: right;">3.2</p>
7	<b>How satisfied were you with the availability and helpfulness of the staff working in the following areas?</b> <ul style="list-style-type: none"> <li>- Reception</li> <li>- Restaurant</li> <li>- Housekeeping</li> <li>- Room Service</li> </ul>	<p style="text-align: right;">2.2</p> <p style="text-align: right;">2.4</p> <p style="text-align: right;">3.0</p> <p style="text-align: right;">3.3</p>
9	<b>How satisfied were you with the cleanliness of the following areas?</b> <ul style="list-style-type: none"> <li>- Reception</li> <li>- Restaurant</li> <li>- Your Room</li> </ul>	<p style="text-align: right;">4.4</p> <p style="text-align: right;">2.3</p> <p style="text-align: right;">4.0</p>
10	<b>If you used the restaurant how would you rate the following?</b> <ul style="list-style-type: none"> <li>- Your menu prices</li> <li>- Your menu's choices</li> <li>- The speed of service</li> <li>- The quality of the service</li> <li>- The quality of the food</li> </ul>	<p style="text-align: right;">3.1</p> <p style="text-align: right;">4.2</p> <p style="text-align: right;">2.2</p> <p style="text-align: right;">2.3</p> <p style="text-align: right;">4.5</p>
16	<b>Did you use our room service?</b>	9% said Yes
17a	<b>Did you use our restaurant?</b>	19% said Yes
17b	<b>If yes, do you have any comments about our restaurant?</b> <ul style="list-style-type: none"> <li>➤ <i>I only used the restaurant for breakfast and the staff were very helpful. They did seem to be very overworked, but were doing their best!</i></li> <li>➤ <i>We all liked our dinner. That said I wasn't expecting to have to wait so long time to get it. Not great when you're eating with two impatient toddlers.</i></li> <li>➤ <i>The excellent food served in the restaurant exceeded my expectations for this class of hotel.</i></li> <li>➤ <i>We came to your restaurant when we heard about your new chef. We'll be back since we only live around the corner. We shall also recommend it to our friends living locally!</i></li> </ul>	

**Item 9 continued****19****What did you like or dislike about your stay?**

- *I found the housekeeping staff to be very efficient and well-organised, but your hotel could offer more additional services/facilities.*
- *I stay with you a lot but last time I was informed upon arrival that I did not have a reservation. Whilst I then had to pay a higher rate for my room (ever heard of corporate rates?) this was covered by my business expenses anyway.*
- *Your Reception staff did not seem interested in helping me find a taxi quickly – one even suggested that I make the call myself.*
- *My kettle was not in working order and the coffee sachets were not refilled after my first night. I really needed some caffeine to work on my report.*
- *The desk in my room was a little small for working with my laptop and spreading out my documents. Also, most of the hotels I've stayed in have provided at least some writing paper for business travellers. A trouser press would have been useful as my suit got wrinkled in my case.*
- *Your restaurant decor is starting to look a bit tired. The children's playground could also do with a lick of paint.*
- *Only one complaint. Call me fussy but the soap was not replaced in my bathroom after my first night and the housekeeper didn't seem to understand me when I requested a replacement.*
- *When I visit a hotel for business I only ask for two things. Firstly, having Wi-Fi in my room. Secondly, a reliable wake-up service. Your hotel had neither.*
- *I am a big fan of Rest Well Lodges and stay in the one in Watlington when I visit my parents. I just wish I could use [www.extramile.co.uk](http://www.extramile.co.uk) to book my stays!*
- *The other Rest Well Lodges we have stayed at were always very family friendly. While it is great that you provide cots and high-chairs, your reception staff were not very welcoming to my children and one even asked them to quiet down.*

## Item 10 – Meeting Minutes

### ***Monthly Area Management Meeting***

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**Date:**

June 30th 2010, 14:00-16:00

**Meeting:**

Tichford Conference Room 1

**Chair:**

Chris Mayfield, Area Manager (Southwest)

**Attending:**

Kim Conti, General Manager Tichford  
Raj Seth, General Manager Gingley  
Sally Floyd, General Manager West Homerton  
Michelle Gomez, General Manager Kingsley  
Stuart King, General Manager Watlington  
Chloe Fraser, General Manager Maidenvale

**Apologies:**

None

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**1. Farewell to Stuart King**

Chris thanked Stuart for his twenty years' service and presented him with a watch.

**2. Corporate News**

Head office announced plans to trial two new schemes for cutting costs:

- Online check-in/check-out scheme, with a view to reducing reception costs.
- New Website for collating customer feedback (as a cheaper alternative to the paper-based customer satisfaction survey).

Each scheme is to be piloted in 10% of outlets.

Relaunch of Rest Well Lodges loyalty card scheme, backed up by a national print, TV and radio advertising campaign. Aim to restore confidence in the brand.

*Actions: Sally Floyd volunteered to participate in on-line check-in trial.*

**3. Monthly Results**

Kim Conti – Difficult month for Tichford, poor weather led to lots of weekend cancellations.  
Raj Seth – Gingley mid-week occupancy rates up 30% after teaming up with extramile.com. Also reported nearly 90% occupancy rates for its three newly converted conference rooms.  
Sally Floyd – Great month for Eat Well, “kids eat free” promotion working well, especially with non-residential guests.

## Item 10 continued

Michelle Gomez – Takings up after partnering with extramile.com, www.UKlodgings.com with deal-of-the-day.co.uk

Stuart King – Revenue down again in hotel and restaurant. Blamed economy – “families can’t afford weekends away”.

Chloe Fraser – switched toiletries supplier and cut housekeeping costs by 20%.

*Actions: Chris Mayfield reminded everyone of upcoming quarterly financial review, and stressed the need for increased profitability. Chris encouraged all locations to explore relationships with reservations websites, within corporate profitability guidelines.*

### 1. Competitor Review

Regal Inns offering premium executive rooms (with Wi-Fi) and express business breakfast at every location.

Premium Hotels has replaced 24-hour room service with automated vending facilities.

Roadside Rests have rebranded their on-site restaurants as value-for-money Jolly Time family pubs.

Diamond Lodges announced a leap in profits, as its environmentally-friendly Green Diamond campaign cut waste and energy consumption by 45%.

Boutique B&B went into administration. Regal Inns rumoured to be taking over sites.

*Actions: Michelle Gomez to visit a Regal Inn, Raj Seth to visit a Jolly Time pub.*

### 2. Requests for funding

Stuart King’s request for refurbishing the Watlington wedding function room was denied.

Michelle Gomez’s request for employing two further members of her pool and leisure team was approved.

Chloe Fraser proposed pooling marketing resources and running an area-wide campaign promoting bank holiday weekend special offers.

*Action – Chloe Fraser to prepare business case for bank holiday promotion.*

### 3. Any Other Business

West Homerton branch selected to be part of next phase of corporate refurbishment programme.

New Watlington Manager, Pat Rawlings, to start on 25th July 2010.

### Item 11 – Email chain between Team Leaders

From: justin.seales@restwell.co.uk  
To: linda.peters@restwell.co.uk  
CC: pat.rawlings@restwell.co.uk  
Date: 18<sup>th</sup> July 15:36

Subject: Re. Busy Reception

Linda,

That's news to me. I checked with Gary and he has no memory of receiving the room service monies and I definitely didn't receive them. Are you sure it was Gary? This is very worrying, since he's been working with us as a temp for a few months now.

I nearly gave Gary a verbal warning about Reception logs not being fully completed. Gary must have the worst attitude to customer service of any temp from the recruitment agency. I can't deal with the hassle of replacing him.

Pat, can we discuss this?

Regards,

Justin

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From: linda.peters @restwell.co.uk  
To: justin.seales @restwell.co.uk  
Date: 18<sup>th</sup> July 14:55  
Subject: Re. Busy Reception

Thanks Justin,

I know what you mean about being busy. My Room Service teams are busiest in the evenings. While I sympathise with your situation, we have to have staff available 24-hours a day - you never know when someone is going to order room service.

Anyway none of my team have received Reception training. Since a couple are non-native speakers, I don't even know how you could train them and whether they would be up to the job. One of them, Tomas, missed his shift last week because he didn't understand my rota.

By the way, I've been leaving overnight room service takings with Reception for a few days now. I asked the new guy there, (Gary isn't it) to pass them on to you.

Regards,  
Linda

## Item 11 continued

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From: justin.seales@restwell.co.uk  
To: linda.peters@restwell.co.uk  
CC:  
Date: 18<sup>th</sup> July 14:11

Subject: Busy Reception

Linda,

I wanted to put into writing my request that you blatantly ignored this morning. Between 07:30-08:30 we are exceptionally busy checking-out guests. Why can't the member of your Room Service team that's on duty be made available to help?

You said that I need to mention this to my manager. I will certainly do so once we next meet, but this will be several weeks away I'm sure. I was hoping that we could sort this out amongst ourselves.

Regards,  
Justin

## Watlington Rest Well Lodge - Rota

Dear team,

I've now found time to complete next week's rota starting early tomorrow morning. It's to be another full week, so looks like we'll have to skip this week's team meeting again. I've tried to make it fair so that everyone is working their share of unsociable hours. Please see below for the full rota.

As usual each of you will be paid the same hourly rate for each day. Feel free to sort out any conflicts amongst yourselves.

Best regards,

Justin

	Gary	Shaheen	Nicki	Andrew	Simone	Julia	Maria	Jessica	Justin (Team Leader)	Reception Staff Member
	Not working	17:30-23:30	11:30-17:30	05:30-11:30	Not working	17:30-23:30	11:30-17:30	05:30-11:30	09:00-17:00	<b>Monday July 4th</b>
	17:30-23:30	11:30-17:30	05:30-11:30	Not working	17:30-23:30	11:30-17:30	05:30-11:30	Not working	09:00-17:00	<b>Tuesday July 5th</b>
	11:30-17:30	05:30-11:30	Not working	17:30-23:30	11:30-17:30	05:30-11:30	Not working	17:30-23:30	09:00-17:00	<b>Wednesd ay 6<sup>th</sup> July</b>
	05:30-11:30	Not working	17:30-23:30	11:30-17:30	05:30-11:30	Not working	17:30-23:30	11:30-17:30	09:00-17:00	<b>Thursday July 7th</b>
	Not working	17:30-23:30	11:30-17:30	05:30-11:30	Not working	17:30-23:30	11:30-17:30	05:30-11:30	09:00-17:00	<b>Friday July 8th</b>
	11:30-17:30	Not working	05:30-11:30	Not working	17:30-23:30	11:30-17:30	05:30-11:30	17:30-23:30	Not working	<b>Saturday July 9th</b>
	Not working	05:30-11:30	Not working	17:30-23:30	11:30-17:30	05:30-11:30	17:30-23:30	11:30-17:30	Not working	<b>Sunday July 10th</b>

**Working Time Regulations (1998)**

- Maximum average working week of 48 hours
- Daily rest period of at least 11 consecutive hours
- Uninterrupted rest period of 24 hours every 7 days
- Compulsory rest break if the working day is over 6 hours



### Item 13 – Performance Statistics from Operations Director

Hi Pat,

Here is some useful information about some of the suppliers for the other Rest Well Hotels in your region. I thought you might also like to know the % of the daily rate that other agencies charge for temporary staff.

I'm sure that any of these suppliers would be happy to work for your hotel on the same contract terms!

Best of luck with your new role.

David

(Operations Director)

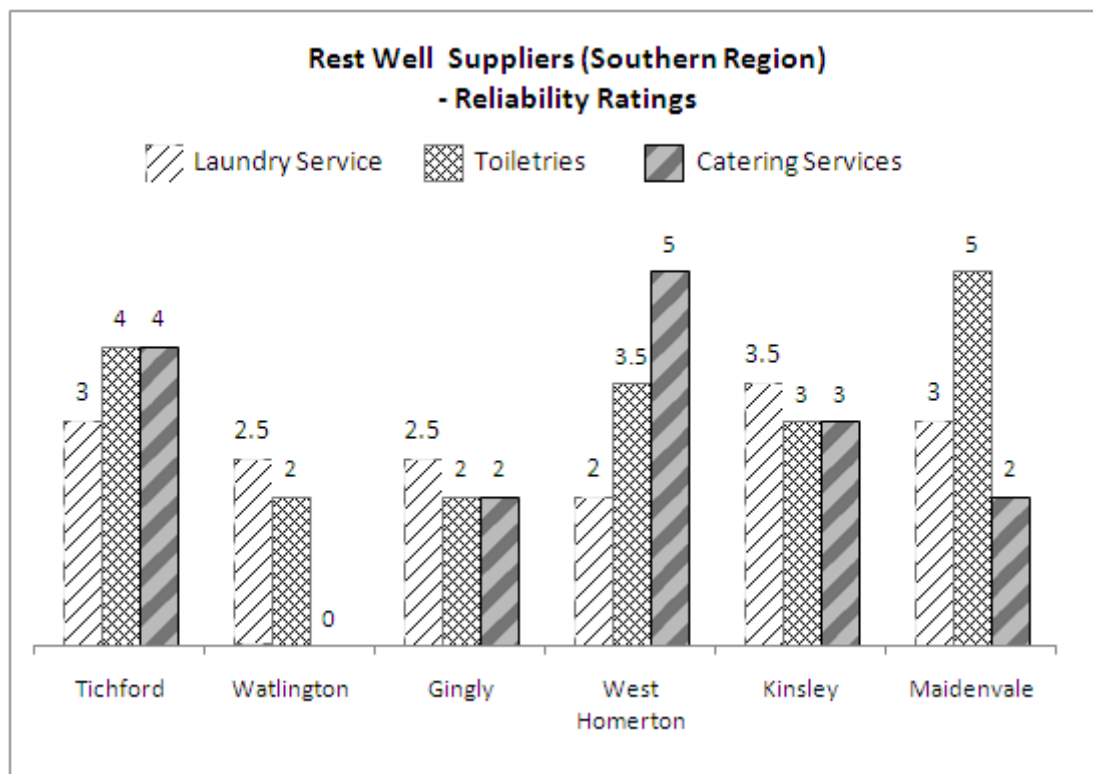
Item 13 continued

**TABLE 1 - Rest West Suppliers (Southern Region)**

Rest Well Location	Temp Agency (% fee)	Value for Money Ratings		
		Laundry Services	Toiletries	Catering supplies*
Tichford	31	1	5	3
Watlington	34	2	2	N/A
Gingley	26	4	1	3
West Homerton	27	3	2	4
Kingsley	30	4	4	3
Maidenvale	25	3	5	1
<b>Average</b>	<b>28.8</b>	<b>2.8</b>	<b>3.2</b>	<b>2.3</b>

\* Catering services (for special events)

**GRAPH 1 - Rest West Suppliers (Southern Region)**



**Rating Scale:** 1 'Very poor'; 2 'Poor'; 3 'Average'; 4 'Good'; 5 'Very good'



Item No.	Key Issues and Recommended Actions	Priority (high, medium or low)
1		
2		
3		

<b>Item No.</b>	<b>Key Issues and Recommended Actions</b>	<b>Priority</b> (high, medium or low)
4		
5		
6		

Item No.	Key Issues and Recommended Actions	Priority (high, medium or low)
7		
8		
9		

<b>Item No.</b>	<b>Key Issues and Recommended Actions</b>	<b>Priority</b> (high, medium or low)
10		
11		
12		

Item No.	Key Issues and Recommended Actions	Priority (high, medium or low)
13		

**End of practice in-tray exercise**

Download the answers and candidate guidance from the members' area.