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Introduction

Kensington House Hotel is a 19th century Townhouse hotel and provides luxury accommodation for worldwide tourists and UK tourists as well. Kensington House Hotel is an organisation that operates in the hospitality sector and offers accommodation and continental breakfast in a luxurious historic stuccoed building part of Prince of Wales Terrace more precisely numbers 15-16 and it is situated just off High Street Kensington, on the proximity of Hyde Park and Kensington Palace and close to other touristic attractions like Museums and Royal Albert Hall (Kensington House Hotel, 2014).

“The organisation – individuals and groups interact within the structure of the formal organisation. Structure is created to establish relationships between individuals and groups, to provide order and systems and to direct the efforts of the organisation into goal seeking activities” (Mullins & Christy, 2016, p. 6).

The organisations activities take place in the property located at 15-16 Prince of Wales Terrace, London, W8 5PQ and it is a small hotel business with 41 luxurious rooms of different sizes and comforts like single rooms, double rooms, and single executive rooms, double executive rooms and few superior executive rooms which have high ceilings and an increased place of comfort, and the continental breakfast take place in the designated area of Tiger Lounge that has a kitchen and is equipped with high end restaurant specific furniture (Kensington House Hotel, 2014).

The organisation is headed by the manager who coordinates the staff members that provide the daily services and tasks that are required for the hospitality activity to take place and supervise that the quality of services that are provided by members of staff to the clients of the organisation are kept high (Yukl, 2012). The staff members are the ones that provide the specific job tasks for their department, like the cleaners assure that the hotel hygiene, the reception desk are responsible for the bookings sector, the registers and payments, the breakfast kitchen staff are responsible with breakfast sector and the maintenance department with maintaining the property (Yukl, 2012).

The goals and mission of Kensington House Hotel is to offer accommodation at high standards for their clients and to offer a nice experience in a warm historical building, in other words “another home away from home” (Kensington House Hotel, 2014).

Kensington House Hotel values the environment, “At Kensington House Hotel we are committed to green hotel policies and the implementation of proactive measures to help protect and sustain the environment for future generations” (Kensington House Hotel, 2014).

The customers of Kensington House Hotel are UK and worldwide tourists that are visiting touristic attractions, business people that are visiting London in work interest. Their expectations are to find good accommodation conditions: clean rooms; tasty, healthy and diverse continental breakfast, friendly and helpful staff, this can be understood from the reviews section of Kensington House Hotel (2014).

Discussion

Employees role

The employees at Kensington House Hotel are the ones that help the organisation to achieve its goals and are coordinated by the management, and they are individuals (workers) and groups(departments). The individuals are “a central feature of organisational behaviour, whether acting in isolation or as part of a group, in response to expectations of the organisation, or as a result of the influences of the external environment [...] It is the role of management to integrate the individual and the organisation and to provide a working environment that permits the satisfaction of individual needs as well as the attainment of organisational goals” (Mullins & Christy, 2016, p. 5).

At Kensington House Hotel the individual employee is part of the group(departments), for example the cleaners are part of the housekeeping departments, the reception staff are part of the Customers Service Department, etc. this way they are able to accomplish the organisation’s goals “individuals and groups interact within the structure of the formal organisation. Structure is created to establish relationships between individuals and groups, to provide order and systems and to direct the efforts of the organisation into goal seeking activities” (Mullins & Christy, 2016, p. 6) and to provide the services that the customers need in order to have a nice experience while they are accommodated at Kensington House Hotel “groups exist in all organisations and are essential to their working and performance. The organisation comprises groups of people, and almost everyone in an organisation will be a member of one or more groups” (Mullins & Christy, 2016, p. 5).

Training and development

In order to fill gaps within the departments if they occur, and in order to remain competitive in a frequently changing environment organisations like Kensington House Hotel need to either train people or to hire people that already poses those skills “the rapid pace of change that occurs in business today as a result of economic fluctuations, government regulations, or advances in technology requires employee skills to be upgraded on a regular and ongoing basis. There are two ways for organizations to respond to this need: hiring employees who already have the skills or assisting current employees to acquire them” (Bogardus, 2004, p. 171).

There are various methods of training like Harrison (2009) suggest, on the job training (induction, skills training, apprenticeships etc) which is carried out while the trainee is doing his job and of the job training (coaching, mentoring, counselling) which is carried away from the job and more used for the development of the existing employees.

Induction which purpose is to introduce newcomers to the job and to establish a positive relation between the recruit and the organisation in this case Kensington House Hotel (Harrison, 2009).Skills training which usually follows the induction and could be carried on or near the job by an existent employee that already poses those skills (Harrison, 2009), this means

that at Kensington House Hotel an existing member of staff from reception can train a recruit the skills needed to work as a receptionist.

Another important factor in remaining competitive on the market and to provide services according to the high standards of Kensington House Hotel is to support the development of the current staff “if the organization is presenting itself as a place in which employees are developed to their highest potential, providing training and development opportunities is essential” (Bogardus, 2004, p. 172), this means that employees that operate at their highest potential can provide a high quality of services and an high level of satisfaction from Kensington House Hotel customers.

“Coaching, like counselling and mentoring, is about helping the individual to gain self-awareness, but is goal-focused and action is required so that the individual can move forward” (Harrison, 2009), this means that coaching requires motivation from the employee to be coached and to set and reach goals. According to Harrison (2009) coaching has 2 components, skills development and psychological development.

Mentoring in Harrison (2009) view is a face-to-face process where one person (mentor) behave like a counsellor or friend of another (mentee), and where the attention is on the mentee and the mentor is a role model and a guide who help the mentee’s development. Harrison (2009) suggest that in order to avoid conflict of interests the mentor should never be someone who has direct authority over the mentee.

Housekeeping cleaner role

The housekeeping department of the Kensington House Hotel is responsible with the hygiene and cleanliness of the entire hotel, and this include the rooms, offices and public area, but as well they are responsible with supplying the toiletry and towels for the guests according to Ng (2018).

“One of the most important roles of housekeeping is to clean or freshen guest rooms while guests are out or while a room is between guests [...] Housekeepers knock on the door of each occupied guest room and enter only when the guests are out. Once inside, they make beds and supply fresh towels. Housekeepers also replace any used toiletries, wipe surfaces clean, and vacuum or mop floors to ensure guests return to a clean room. The housekeeping staff empties trash cans and removes any rubbish from the room” (Ng, 2018), this means that at Kensington House Hotel the housekeepers first have to knock on the door to assure that the guest is out, they refreshes or clean the room and make the bed, supply the room with towels, renew the toiletries and dispose the rubbish from the room bins.

“When hotel guests check out and won’t be returning to the room, the housekeeping department provides a more thorough cleaning of the room and changes out all towels and linens, so each new guest arrives at a pristine guest room” (Ng, 2018), this suggest that the housekeepers at Kensington House hotel give a throughout clean when the guests are checked out and leave a pristine room ready for the next guest.

The housekeeping department at Kensington House Hotel clean the public areas, public toilets, handle the laundry, and are responsible with cleaning the outside areas of the hotel, as well they help to clean Breakfast/Restaurant area if there are any events according to Ng (2018).

Skills and knowledge needed to carry the role of housekeeper

The housekeeping job doesn't require to have a precise set of skills according to Ng (2018), it only requires the Health and Safety knowledge and how to read the COSHH symbols, but training is usually given in the first day and the knowledge can be rapidly assimilated (Ng, 2018).

The role of housekeeper requires a good health and physical condition "as they need to lift mattresses to make beds or lift furniture for cleaning or renovation purposes. There's little sitting down on the job, and most housekeepers are on their feet all day" (Ng, 2018).

Training and development that need to be considered for carrying the housekeeping role

The training for the role of housekeeper at Kensington house is on the job training, and the first step will be the induction, where the recruit will be introduced to the new organisational environment (Harrison, 2009), this case the hotel as Ng (2018) suggests.

The second step it will be the skills training (Harrison, 2009), which it will teach the recruit the Health and Safety norms, Control Of Substances Hazardous to Health which are part of Health and Safety (Health and Safety Executive, 2019).

Shadowing will be the third step, where the trainee will shadow an experienced housekeeping staff and will observe and learn the jobs skills as Harrison (2009) suggests.

The last part of the training it will be the assignment where the trainee will be assigned to do clean a room and then the more experienced colleague that was giving the training will supervise and assess, if the trainee reach the expectations this means that is ready to work without supervision (Harrison, 2009).

SWOT analysis at Kensington House Hotel

"A SWOT analysis is a tool that looks at the strengths, weaknesses, opportunities, and threats facing an organization" (Bogardus, 2004, p. 217). According to Bogardus (2004) collecting this type of information's from these areas helps the organisation to understand the current position and helps the management to formulate a plan on how to tackle different situations that may arise and plan actions according to that.

"*Strengths* are internal issues that help the organization achieve its goals. These issues include factors such as a highly skilled workforce, recently modernized machinery and

equipment, or a high level of technology available to the workforce” (Bogardus, 2004, p. 217), at Kensington House Hotel the main strengths are the highly skilled members of staff, the location of the hotel which is very close to majority of touristic attractions (Kensington House Hotel, 2014).

“*Weaknesses* are internal issues that might impede the organization in its quest to achieve its goals. Weaknesses can include factors such as difficulty in attracting and retaining employees with the necessary level of skill, old equipment or machinery that is expensive to operate, and a lack of technology in the organization” (Bogardus, 2004, p. 217). Kensington House Hotel weaknesses is the fact that the building is old and needs constantly to be maintained, that is situated off High Street Kensington (Kensington House Hotel, 2014).

“*Opportunities* are external issues that could be helpful to the organization, such as positive economic conditions, weak competition, or high consumer demand for the organization’s products” (Bogardus, 2004). Brexit has brought an increase of worldwide tourists due to the weakening of the pound against other currencies and the numbers of guests from outside EU increased substantially (Kensington House Hotel, 2014).

“*Threats* are external issues that work against the organization in the marketplace. These issues can include such things as a new strong competitor in the marketplace, an economic recession, or increased government regulation” (Bogardus, 2004). Brexit can be a threat because of the uncertainty that is regarding with the changes of law regarding the regulations and the liberty of travel that EU citizens have today, a planned refurbishment could be considered as a threat as well due to the fact that some of the existing regular clients with which the company have a close relationship can be “stolen” by other hotels that occupy this particular segment of the market (Kensington House Hotel, 2014).

Conclusion

Kensington House Hotel is an organisation that operates in the hospitality sector with the goal of giving its customers a warm “another home away from home” (Kensington House Hotel, 2014) experience, with customers that expect the best quality in services and accommodation conditions.

The employees of Kensington House Hotel are the ones that support this company to achieve its goals of giving the customers warm and pleasant experience and a high quality of services. Training and development of the employee is fundamental in order to keep those high standards and the housekeeping department with its reliable staff play a very important role in delivering the high standards that the company advertise and the warm and welcoming feelings to the customers report on the reviews (Kensington House Hotel, 2014).

A SWOT analysis is an important tool that Kensington House Hotel uses in order to assess and respond to the ever-changing environment that the organisation operates.

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Appendix 1

Training program timetable

Activity and training method	Day 1	Day 2	Day 3	Day 4	Day 5
Induction	√				
Health and Safety plus COSHH		√			
		√			
Skills training			√		
Shadowing				√	
Assignments					√