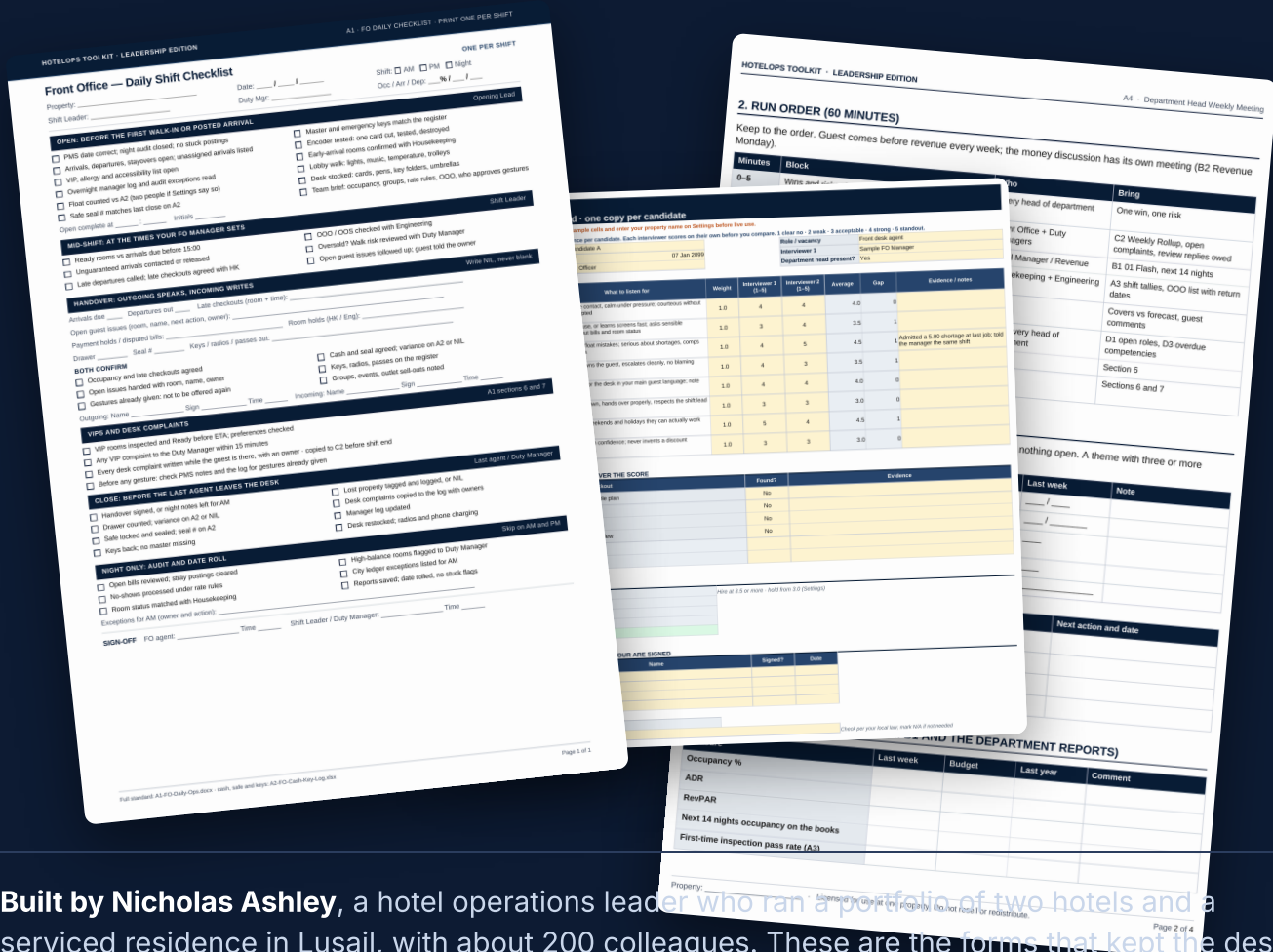


LOOK INSIDE

Leadership Edition V2

Real pages from the 13 tools: front office, housekeeping, revenue, guest recovery and hiring. Word and Excel files you edit, plus print checklists. What you see here is what you download.



Built by **Nicholas Ashley**, a hotel operations leader who ran a portfolio of two hotels and a serviced residence in Lusail, with about 200 colleagues. These are the forms that kept the desks, floors and Monday meetings honest.

One ZIP · four folders · 19 files

What's inside

Start here

00	Start Here guide (2 pages)	PDF	The 13 tools, your first week by role, how the files work
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A · Ops (Director of Operations / Hotel Manager)

A1	Front Office Daily Ops	Word	Full desk standard: shift checks, handover, cash, keys, VIPs, walks, night audit
A1	FO Daily Checklist	PDF	One printable page per shift
A2	Front Office Cash & Key Log	Excel	Variance and seal checks calculate; flags what needs the Duty Manager
A3	Housekeeping Standards & Inspection	Word	Room status rules, six defect codes, auto-fail rule, standards by zone
A3	HK Room Inspection Checklist	PDF	Per-room checklist plus a supervisor tally with first-time pass rate
A4	Department Head Weekly Meeting	Word	60-minute run order with an action register
+	How-to guides: FO Shift, HK Inspection	PDF	Two short guides for the managers rolling A1 to A3 out

B · Revenue (GM / Director of Operations)

B1	Revenue Weekly Workbook	Excel	10 tabs; Occ, ADR, RevPAR vs budget and last year calculate
B2	Revenue Monday Agenda	Word	Runs the 30-minute Monday meeting off the B1 numbers
+	Monday 30-Minute Run Order	PDF	Minute-by-minute guide for whoever chairs Monday

C · Guest (Hotel Manager / Duty Manager)

C1	Guest Recovery Scripts	Word	Ten desk situations: what to say, what to do
C2	Guest Complaint & Comps Log	Excel	Checks every gesture against the GM's signed limit
+	How-to guide: Guest Recovery	PDF	How to brief the desk and run the log

D · HR (Director of HR / Director of Operations)

D1	Hiring Scorecards: FO, HK, F&B	Excel	Two interviewers, knockouts, calculated recommendation
D2	Onboarding 30 / 60 / 90	Word	Before Day 1 to the 90-day gate review, by department
D3	Training Attendance & Competency Log	Excel	20-module starter curriculum with expiry flags
+	How-to guide: Hire, Onboard, Train	PDF	How HR and department heads use D1 to D3

"+" marks a guide that comes with the tools. 13 tools (6 Word, 5 Excel, 2 print PDFs), a Start Here guide and five how-to guides. Word files open in Word, Google Docs or LibreOffice. Excel formulas are password-protected (yellow cells stay open for entries); protection works in Excel and LibreOffice, not in Google Sheets or Numbers. Checklists print on A4; on US Letter choose "Fit to page". Every Word file opens with who owns it, when it's used and what "done" means. Every Excel file has a Start Here tab and a setup tab.

A1 · PDF · 1 page

Front Office Daily Shift Checklist

WHAT IT IS One printable page that runs the shift: opening checks, mid-shift checks, the handover (outgoing speaks, incoming writes, write NIL, never leave a blank), VIPs and desk complaints, close and night audit.

WHO USES IT The opening lead and shift leader tick it. The Duty Manager signs it off.

WHEN Every shift, from before the first walk-in to the last agent leaving the desk. Print one per shift.

HOTELOPS TOOLKIT · LEADERSHIP EDITION		A1 · FO DAILY CHECKLIST · PRINT ONE PER SHIFT	
Front Office — Daily Shift Checklist ONE PER SHIFT			
Property: _____		Date: ____ / ____ / ____	
Shift Leader: _____		Duty Mgr: _____	
		Shift: ☐ AM ☐ PM ☐ Night	
		Occ / Arr / Dep: ____% / ____ / ____	
OPEN: BEFORE THE FIRST WALK-IN OR POSTED ARRIVAL Opening Lead			
☐ PMS date correct; night audit closed; no stuck postings ☐ Arrivals, departures, stayovers open; unassigned arrivals listed ☐ VIP, allergy and accessibility list open ☐ Overnight manager log and audit exceptions read ☐ Float counted vs A2 (two people if Settings say so) ☐ Safe seal # matches last close on A2		☐ Master and emergency keys match the register ☐ Encoder tested: one card cut, tested, destroyed ☐ Early-arrival rooms confirmed with Housekeeping ☐ Lobby walk: lights, music, temperature, trolleys ☐ Desk stocked: cards, pens, key folders, umbrellas ☐ Team brief: occupancy, groups, rate rules, OOO, who approves gestures	
Open complete at ____ : ____ Initials _____			
MID-SHIFT: AT THE TIMES YOUR FO MANAGER SETS Shift Leader			
☐ Ready rooms vs arrivals due before 15:00 ☐ Unguaranteed arrivals contacted or released ☐ Late departures called; late checkouts agreed with HK		☐ OOO / OOS checked with Engineering ☐ Oversold? Walk risk reviewed with Duty Manager ☐ Open guest issues followed up; guest told the owner	
HANDOVER: OUTGOING SPEAKS, INCOMING WRITES Write NIL, never blank			
Arrivals due ____ Departures out ____ Late checkouts (room + time): _____			
Open guest issues (room, name, next action, owner): _____			
Payment holds / disputed bills: _____ Room holds (HK / Eng): _____			
Drawer _____ Seal # _____ Keys / radios / passes out: _____			
BOTH CONFIRM			
☐ Occupancy and late checkouts agreed ☐ Open issues handed with room, name, owner ☐ Gestures already given: not to be offered again		☐ Cash and seal agreed; variance on A2 or NIL ☐ Keys, radios, passes on the register ☐ Groups, events, outlet sell-outs noted	
Outgoing: Name _____ Sign _____ Time _____ Incoming: Name _____ Sign _____ Time _____			
VIPS AND DESK COMPLAINTS A1 sections 6 and 7			
☐ VIP rooms inspected and Ready before ETA; preferences checked ☐ Any VIP complaint to the Duty Manager within 15 minutes ☐ Every desk complaint written while the guest is there, with an owner · copied to C2 before shift end ☐ Before any gesture: check PMS notes and the log for gestures already given			
CLOSE: BEFORE THE LAST AGENT LEAVES THE DESK Last agent / Duty Manager			
☐ Handover signed, or night notes left for AM ☐ Drawer counted; variance on A2 or NIL ☐ Safe locked and sealed; seal # on A2		☐ Lost property tagged and logged, or NIL ☐ Desk complaints copied to the log with owners ☐ Manager log updated	
<i>page continues in the file</i>			

Real page from the kit, shown blank, the way you print or fill it.

A3 · PDF · 2 pages

Housekeeping Room Inspection

WHAT IT IS A per-room checklist across six zones with Pass or Fail on every line and defect codes (H hair, D dust, S scum, O odour, M missing, E engineering). Some fails are automatic, like stains on linen or a previous guest's items. Page 2 is a supervisor tally with first-time pass rate.

WHO USES IT Housekeeping supervisors and inspectors. The Executive Housekeeper reviews the tally.

WHEN Every room inspected, before it is set to Inspected or Ready.

HOTELOPS TOOLKIT · LEADERSHIP EDITION
A3 · ROOM INSPECTION · PAGE 1 OF 2

Housekeeping — Room Inspection

ONE PER ROOM

Property: _____ Date: ____ / ____ / ____ Room #: _____

Attendant: _____ Inspector: _____ Type: ☐ CO ☐ SO ☐ VIP ☐ Deep

CODES: H hair · D dust · S scum / film / spots · O odour · M missing / wrong set-up · E engineering (raise work order) · **Auto FAIL:** H, S or O in the bathroom · previous-guest items · safety defect · stained linen

Tick Pass or Fail on every line and write the code on each Fail. E codes alone do not fail a clean room: raise the work order and set OOS if a guest would notice.

ENTRY / SAFETY	Pass	Fail	Code / note
Door closes and latches; deadbolt, peephole, DND / make-up card OK [E/M]	☐	☐	
Open-door 5-second test: no odour on entry [O]	☐	☐	
Smoke detector clear; no trip hazards; window / balcony locks work [E]	☐	☐	

BED	Pass	Fail	Code / note
Sheets tight, duvet smooth, pillows plumped, aligned, correct count [M]	☐	☐	
No hair or stains on pillows, sheets or duvet face [H]	☐	☐	
Under the bed clear: no rubbish, hair or previous-guest items [H]	☐	☐	

SURFACES / FLOOR	Pass	Fail	Code / note
Headboard, nightstands, lamps, desk dust-free; bulbs and USB work [D/E]	☐	☐	
TV screen clean; remote sanitised and working [D/E]	☐	☐	
Carpet vacuumed to the edges / floor mopped; skirting clean [H/D]	☐	☐	
Curtains even; blackout closes fully; sills and glass clean [D]	☐	☐	

BATHROOM	Pass	Fail	Code / note
Toilet: bowl, seat both sides, base and behind clean; no odour [S/O]	☐	☐	
Shower / tub: no scum or mould; glass clear; drain hair-free; mat [S/H]	☐	☐	
Basin, tap and vanity polished and dry; mirror streak-free [S]	☐	☐	
Toilet roll + spare, tissues, bin with new liner; fan dust-free [M/D]	☐	☐	

CLOSET / SUPPLIES	Pass	Fail	Code / note
Hangers at minimum; iron and board safe; luggage rack clean [M]	☐	☐	
Safe empty and open (checkout) or as left (stayover) [E]	☐	☐	
Towels to house count; amenities per card, none topped up; coffee and tea set [M]	☐	☐	
Minibar / fridge clean, cold and stocked to par; glasses clean [M/E]	☐	☐	

page continues in the file

Real page from the kit, shown blank, the way you print or fill it.

A2 + C2 · Excel

The two logs that flag problems for you

WHAT IT IS **A2 Cash & Key Log:** one row per drawer per shift. Set float, currency and tolerance once; expected cash, variance and seal match calculate. **C2 Complaint & Comps Log:** every gesture is checked against the GM's signed limit, and a repeat gesture for the same room or booking is flagged.

WHO USES IT Front desk agents and Duty Managers fill them in. The FO Manager and GM read the weekly summaries.

WHEN A2 at every drawer close. C2 for every complaint, before the shift ends, even when nothing was offered.

HOTELOPS TOOLKIT · LEADERSHIP EDITION									
A2 · Cash Log · one row per drawer per shift									
SAMPLE DATA: fictional Demo Hotel. Clear the yellow sample rows and enter your property name on Settings before live use.									
Grey columns calculate. Expected = opening float + cash received + paid-ins – paid-outs. Variance = counted – expected. Currency: USD · standard float 500.00 · two-person cou									
Date	Shift	Agent	Second counter	Expected in drawer	Counted at close	Variance	Float left	Seal matches last close?	Check
05 Jan 99	AM	Sample Agent A	Sample Agent B	1,715.00	1,715.00	0.00	500.00	First row	OK
05 Jan 99	PM	Sample Agent C	Sample Agent D	1,330.00	1,328.50	-1.50	500.00	Yes	Variance reported
06 Jan 99	Night	Sample Night Agent		620.00	620.00	0.00	500.00	Yes	Second counter missing
06 Jan 99	AM	Sample Agent A	Sample Agent B	1,465.00	1,465.00	0.00	500.00	NO	Seal mismatch: Duty Manager

Real page from the kit. Sample data is a fictional Demo Hotel.

HOTELOPS TOOLKIT · LEADERSHIP EDITION										
C2 · Complaint Log · one row per complaint, same shift										
SAMPLE DATA: fictional Demo Hotel. Delete the sample log rows and enter your property name on Authority before live use.										
Log every complaint before the end of the shift, including ones where nothing was offered (Gesture = None). Check this log and the PMS notes before offering anything.										
Ref	Date	Shift	Guest name	Category	Tier	Gesture	Value	Approved by	Authority check	Earlier gesture, same room / ref (14 days)
C-001	01 Jan 99	PM	Sample Guest	Room readiness	Mild	Amenity	15.00	Front Office agent	Limit not set	No
C-002	02 Jan 99	AM	Sample Guest Two	Maintenance & engineering	Serious	F&B credit	40.00	Duty Manager	Limit not set	No
C-003	03 Jan 99	PM	Sample Guest Three	Billing & rate	Mild	None				No
C-004	06 Jan 99	Night	Sample Guest Four	Noise	Mild	None				No
C-005	08 Jan 99	PM	Sample Guest Two	Maintenance & engineering	Repeat	Room move / upgrade		Duty Manager	Limit not set	Yes

C2 shows "Limit not set" until the GM fills and signs the Authority sheet. That is on purpose.

A4 · Word · 4 pages

Department Head Weekly Meeting

WHAT IT IS A 60-minute run order that puts guests before revenue: wins and risks, guest and reputation, a numbers snapshot from B1, department lines, then an action register with owners and due dates.

WHO USES IT The Hotel Manager or Director of Operations chairs it. Every head of department attends.

WHEN Once a week, midweek. Monday is kept for the revenue meeting.

HOTELOPS TOOLKIT · LEADERSHIP EDITION

A4 · Department Head Weekly Meeting

2. RUN ORDER (60 MINUTES)

Keep to the order. Guest comes before revenue every week; the money discussion has its own meeting (B2 Revenue Monday).

Minutes	Block	Who	Bring
0–5	Wins and risks since last week: one line each, no discussion	Every head of department	One win, one risk
5–15	Guest and reputation (section 3)	Front Office + Duty Managers	C2 Weekly Rollup, open complaints, review replies owed
15–22	Numbers snapshot (section 4)	Hotel Manager / Revenue	B1 01 Flash, next 14 nights
22–30	Rooms product: inspection pass rate, OOO / OOS, defects ageing	Housekeeping + Engineering	A3 shift tallies, OOO list with return dates
30–37	Food & beverage: covers, sell-outs, issues affecting in-house guests	F&B	Covers vs forecast, guest comments
37–45	People: vacancies, hiring, training overdue, absence, incidents	HR + every head of department	D1 open roles, D3 overdue competencies
45–52	Last week's actions: Done, Slipped (new date) or Killed	Chair	Section 6
52–60	New actions, decisions needed from the GM, parking lot	Chair	Sections 6 and 7

3. GUEST AND REPUTATION (MANDATORY)

Pull the open rows and the weekly totals from C2. Write NIL if there is nothing open. A theme with three or more complaints in 30 days gets a root-cause action this week.

Measure	This week	Last week	Note
Complaints logged / Serious + Critical	___ / ___	___ / ___	
Gestures given / total value	___ / _____	___ / _____	
Gestures over limit or not authorised (C2 authority check)	___	___	

page continues in the file

Review replies owed more than 24 hours

Real page from the kit, shown blank, the way you print or fill it.

B1 Excel + B2 Word

Revenue Monday

- WHAT IT IS

B1 is a 10-tab workbook: flash KPIs, pace by horizon, pickup, segments, channels, groups and comp set, all calculated. B2 is the agenda: one call per horizon (Push, Hold, Raise or Restrict) and a reason.
- WHO USES IT

The GM or revenue lead runs it, with the Director of Operations, front office and sales.
- WHEN

Every Monday, 30 minutes, using last week's numbers from your PMS.

HOTELOPS TOOLKIT · LEADERSHIP EDITION

B1 · 02 Pace · on the books by horizon

SAMPLE DATA: fictional Demo Hotel. Clear the yellow cells and enter your property name on Settings before live use.

As of Mon 12 Jan 2099. Next 7 and 8–14 nights fill automatically from 03 Next 14.

Horizon	Nights	OTB rooms	OTB revenue	Budget rooms	Budget revenue	STLY rooms	STLY revenue	OTB occ %	Budget occ %	STLY occ %	vs STLY (pts)	Pace signal	Call (write)
Next 7 nights	7	590	89,012	640	97,280	560	80,640	70.2%	76.2%	66.7%	+3.6 pts	On pace	HOLD
8–14 nights	7	410	59,686	520	78,000	470	66,270	48.8%	61.9%	56.0%	-7.1 pts	Behind	PUSH
15–30 nights	16	760	117,800	1,050	160,650	700	102,200	39.6%	54.7%	36.5%	+3.1 pts	On pace	RAISE Fri–Sat
31–60 nights	30	820	129,560	1,900	290,700	760	112,480	22.8%	52.8%	21.1%	+1.7 pts	On pace	HOLD
61–90 nights	30	430	68,370	1,700	255,000	410	59,450	11.9%	47.2%	11.4%	+0.6 pts	On pace	HOLD

RATE CHECK BY HORIZON

Horizon		OTB ADR	Budget ADR	STLY ADR	ADR vs STLY	OTB vs budget rev	Budget achieved
Next 7 nights		150.87	152.00	144.00	+4.8%	-8,268	91.5%
8–14 nights		145.58	150.00	141.00	+3.2%	-18,314	76.5%
15–30 nights		155.00	153.00	146.00	+6.2%	-42,850	73.3%
31–60 nights		158.00	153.00	148.00	+6.8%	-161,140	44.6%
61–90 nights		159.00	150.00	145.00	+9.7%	-186,630	26.8%

Pace signal compares on-the-books occupancy with the same time last year, using the threshold on Settings. Budget achieved = revenue on the books ÷ budget revenue for that horizon; far-out horizons are normally low. The call is yours: PUSH / HOLD / RAISE / RESTRICT, with the nights named.

HOTELOPS TOOLKIT · LEADERSHIP EDITION

B2 · Revenue Monday Agenda

3. CALL LANGUAGE

Call	Means	Typical moves
PUSH	Behind pace or budget; demand is soft	Open discounted rates or packages, lift OTA visibility, remove minimum stays, sales outreach
HOLD	On pace; current pricing is working	No change. Re-check on Thursday
RAISE	Ahead of pace, or few rooms left	Increase BAR, close the lowest rates, stop discounted channels for those nights
RESTRICT	Peak nights at risk of filling with short or low-value stays	Minimum length of stay, closed to arrival, protect inventory for higher-value segments

4. NUMBERS (COPY FROM B1)

	Occupancy %	ADR	RevPAR	vs budget	vs last year
Last week				page continues in the file	

B1 top, with fictional sample data. B2 below, shown blank.

C1 · Word · 5 pages

Guest Recovery Scripts

WHAT IT IS Ten common desk situations, each with what to say and what to do next, sorted as Mild, Serious, Critical or Repeat. Square brackets are the parts you fill in for your hotel. The comps authority grid stays blank until your GM signs it.

WHO USES IT Front desk agents and Duty Managers.

WHEN In training first, then at the desk the moment a guest complains.

5. SITUATION SCRIPTS

Each script follows the sequence in section 2. The tier is a starting point; the Duty Manager can raise it.

Situation	Tier	Say	Then do
A. Room not ready at check-in	Mild / Serious	"I'm sorry your room isn't ready yet. That's on us. Housekeeping has it as the next room, and it will be ready by [time]. Or, if you prefer, [alternative room] is ready now. While you wait, [luggage storage / lounge / drink]. I'll find you myself at [time] with your key."	Give a real time from Housekeeping, not a guess. If the promised time is missed, it becomes Serious.
B. Room not clean / item missing	Mild	"I'm sorry, that isn't the standard we set. I'll have [Housekeeping] there within [X] minutes, or I can move you to [room], which has been inspected. I'll call you at [time] to make sure it's right."	Tell the HK Supervisor the room number and the defect so it is logged and re-inspected.
C. Noise, AC or plumbing overnight	Serious	"I'm sorry you didn't sleep well because of [noise / AC / no hot water]. I can move you now to [quiet room], or Engineering can fix it by [time] and I'll call you when it's done. I'd also like to [gesture inside authority]."	Raise the work order before the guest leaves the desk. If the issue was known, escalate to the Duty Manager.
D. Billing error or unexpected charge	Mild / Serious	"I'm sorry for the confusion. Let's go through the bill together now. I'll correct [charge] straight away, and you'll leave with a corrected copy."	Above your authority, call the Duty Manager while the guest is still there. Never send them away with "Accounts will email you".
E. Booking not found / rate not matching	Serious	"I'm sorry, I can see this is frustrating. Could I see your confirmation? I'll honour the rate on it while I sort this out with [booking site / reservations], so you don't have to."	Check every name spelling and the booking channel. Honour the confirmed rate unless the Duty Manager decides otherwise.
F. Rude or unhelpful staff member	Serious	"I'm sorry. That isn't how we want anyone to be treated here, and I'm glad you told me. I'll speak with the Duty Manager today. Is there anything I can put right for you now?"	Do not defend or explain the colleague in front of the guest. Duty Manager follows up with the guest and the staff member separately.
G. Food & beverage (restaurant, room service, breakfast)	Mild / Serious	"I'm sorry your [meal / order] wasn't right. I'll have it replaced now / taken off your bill. Would you like something else while you wait?"	Allergy or illness is Critical: go to script J. <i>page continues in the file</i>

Real page from the kit (page 3 of 5).

D1 · Excel · 8 tabs

Hiring Scorecards: FO, HK and F&B

WHAT IT IS Two interviewers score each candidate 1 to 5 on their own. Gaps of 2 or more get flagged, a knockout overrides the score, and the recommendation calculates. No offer goes out until four people sign. Includes a 30-question bank and a candidate tracker.

WHO USES IT HR and the hiring department head.

WHEN Every interview, before any offer, verbal or written.

HOTELOPS TOOLKIT · LEADERSHIP EDITION

D1 · Front Office hiring scorecard · one copy per candidate

SAMPLE DATA: fictional Demo Hotel. Clear the yellow sample cells and enter your property name on Settings before live use.

Right-click this tab → Move or Copy → Create a copy, once per candidate. Each interviewer scores on their own before you compare. 1 clear no · 2 weak · 3 acceptable · 4 strong · 5 standout.

Candidate	Sample Candidate A	Role / vacancy	Front desk agent
Interview date	07 Jan 2099	Interviewer 1	Sample FO Manager
Interviewer 2	Sample HR Officer	Department head present?	Yes

#	Criterion	What to listen for	Weight	Interviewer 1 (1-5)	Interviewer 2 (1-5)	Average	Gap	Evidence / notes
1	Guest manner	Greeting, eye contact, calm under pressure; courteous without sounding scripted	1.0	4	4	4.0	0	
2	PMS and systems comfort	Prior system use, or learns screens fast; asks sensible questions about bills and room status	1.0	3	4	3.5	1	
3	Cash and integrity	Honest about float mistakes; serious about shortages, comps and guest data	1.0	4	5	4.5	1	Admitted a 5.00 shortage at last job; told the manager the same shift
4	Complaint handling	Listens first, owns the guest, escalates clearly, no blaming	1.0	4	3	3.5	1	
5	Language	Clear enough for the desk in your main guest language; note any others	1.0	4	4	4.0	0	
6	Handover and teamwork	Writes things down, hands over properly, respects the shift lead	1.0	3	3	3.0	0	
7	Availability	Shifts, nights, weekends and holidays they can actually work	1.0	5	4	4.5	1	
8	Rate integrity and selling	States a rate with confidence; never invents a discount	1.0	3	3	3.0	0	

KNOCKOUTS: ANY YES MEANS DO NOT HIRE, WHATEVER THE SCORE

#	Knockout	Found?	Evidence
1	Cannot work the required shifts or nights, with no workable plan	No	
2	Integrity concern: cash, keys, guest data or references	No	
3	Cannot communicate clearly enough for desk guests	No	
4	Blames guests or refuses to own a complaint in the interview	No	
5	(no property must-have set)		
6	(no property must-have set)		

RESULT (CALCULATED)

Criteria scored by both interviewers	8 of 8	Hire at 3.5 or more · hold from 3.0 (Settings)
Weighted average (1-5)	3.75	
Criteria where interviewers differ by 2+	0	
Knockouts found	0	
Recommendation	HIRE	

SIGN-OFF: NO OFFER, VERBAL OR WRITTEN, UNTIL ALL FOUR ARE SIGNED

Role	Name	Signed?	Date
Interviewer 1			
Interviewer 2			
Department head			
HR (or Director of Operations)			

Offer allowed?	NOT YET
Right to work / documents	

Check per your local law; mark N/A if not needed

Real page from the kit. Sample data is a fictional Demo Hotel.

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