

ABSTRACT

THE TRAINING OF HOTEL FRONT OFFICE CASHIERS

by Raymond P. Randuk

Purpose of the Study

To examine the problem of training hotel cashiers for the mutual benefit of the employee, the guest, and the hotel. Also, to formulate a training program to improve the proficiency of Front Office cashiers.

Procedure for Securing Data

Contacting, by letter and/or in person, representatives of the National Cash Register Company. Primary data pertaining to cashier training programs were obtained for this study by direct consultation with training representatives of various hotel and educational organizations.

Full advantage was taken of work that has been done by the American Management Association in the field of training techniques and fundamentals. There are portions of this study which reflect the research by the writer such as may be found in the training program for hotel cashiers which is Chapter V of this thesis.

Major Findings of the Study

Careful observation by the writer has produced the following findings:

- (1) 91.6 per cent decreases in cash overages and shortages.

- (2) **Small amount of supervision needed.**
- (3) **Hotel policies carried out properly.**
- (4) **Reduced labor turnover.**
- (5) **Proper handling of supplies and equipment.**
- (6) **Good guest service.**
- (7) **Proper cash control and front office procedures.**

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1961

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By

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A THESIS

**Submitted to
Michigan State University
in partial fulfillment of the requirements
for the degree of**

MASTER OF ARTS

Department of Hotel, Restaurant, and Institutional Management

1961

ACKNOWLEDGMENTS

To the hotel industry of America, the author appreciates:

- (1) the Establishment of the Curriculum in Hotel Management through which he feels valuable benefits were received;
- (2) the cooperation that was always given to the many requests which were made in connection with this study.

The author is also grateful for the aid given to him by Robert J. Emerson, Manager of the Kellogg Center, Michigan State University.

Finally, the author is indebted to Dr. Robert MacIntosh and to Dr. Ralph Wilson for their capable guidance and assistance in the writing of this study.

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CHAPTER I

INTRODUCTION

Purpose of the Study

The purpose of this study is: (1) to examine the problem of training hotel cashiers for the mutual benefit of the employee, the guest, and the hotel; and (2) to formulate a vigorous program of training which the hotel industry can use to improve the proficiency of the front office cashiers.

Importance of the Study

"There is nothing in this world which is permanent but change itself."¹ Certainly the history of American hotel industry has complied with this statement. Since, from our early colonial inns to the modern architecturally designed hotels, front office planning and equipment, hotels and motels of this atomic age, the housing of guests, like our very civilization, has become increasingly more complicated-- and better.

Innkeeping eras have come and they have gone, with each era making specific demands upon the hotel industry. Today this industry remains fundamentally in the era of guest service.

It has already been mentioned that each era makes specific demands upon the hotel industry during its reign. At this stage of the

¹Cushman, Frank, Training Procedure, (New York: John Wiley & Sons, Inc., 1940), p. 46.

present self-service motel era, the hotel industry of today realizes that competition, which not very many years ago, was essentially a battle of methods and hotel efficiency, has also become a battle of personnel.

One of the most important demands that guest service makes upon the hotel industry is a caliber of personnel that heretofore has never been asked. Progressive hotel management, realizing this, has placed particular emphasis upon training a public relations representative at the hotel level, the front office cashier. These hotel employees have more face-to-face contact with guests than any other member of a hotel organization. The guest relations facet of the cashier's job cannot be too strongly stressed; for in meeting the public, the cashier directly reflects the spirit and policies of the hotel itself. Today, the guest, as never before, is not only looking for better values, but for friendly and satisfying service. Guest preferences, as they are expressed through hotel selecting habits, point to the importance of, and necessity for, satisfactory front office personnel in hotels.

The cashier is also the only employee, other than the manager, the assistant manager and the auditor, who is entrusted with the handling of large sums of money. Accuracy by the cashier in the handling of guest accounts insures that the hotel receives every single cent due for the services sold. This, of course, works for the guest also. Inaccuracies by cashiers can dissipate the profits from the seventh largest sales volume industry in the world. For instance, an undercharge of one cent on the dollar of guest sales may seem like an insignificant amount; but on every million dollars of sales, ten thousand dollars would be lost-- which is a very significant amount. Consequently, one of the basic

purposes of training cashiers is to rectify as much as possible such situations. If losses were, as such, allowed to continue unabated, this would constitute a serious drain on hotel operating profits.

In the hotel industry, as in others, operating methods and procedures change. Training programs, therefore, should keep pace with these changes, because what was adequate five years ago for training hotel cashiers is not adequate today. Training techniques should also be revamped as they are important means through which cashier trainees are presented with the contents of a training program.

Definitions

The meaning of the word cashier, as used in this study, will refer to a hotel employee who, under the supervision of an assistant manager (or front office manager), operates a posting machine, accurately posts charges on a hotel posting machine, posts each charge to the proper department, takes cash, makes change, and performs other front office duties, such as room clerk, information clerk, and switchboard operator in a hotel with 200 rooms or less.

The definition of cashier training as used in this study is the action taken by hotel management to seek for the cashier, the hotel and the guests, the maximum in mutual benefits that may be had when a cashier is capable of extending friendly and satisfying service while maintaining proper cash control. Such training is organized with adequate follow-up procedures for evaluation purposes.

Procedure

The procedure employed for securing data for this study was primarily contacting, by letter and/or in person, representatives of the

National Cash Register Company. A very significant amount of secondary data in the form of cashier training manuals came from this source. Primary data pertaining to cashier training programs were obtained for this study by direct consultation with training representatives of various hotel and educational organizations, such as the American Hotel Institute, East Lansing, Michigan; Training Department, Palmer House Hotel, Chicago, Illinois; and the College of Education, Michigan State University, East Lansing, Michigan.

Full advantage was taken of work that has been done by the American Management Association in the field of training techniques and fundamentals. Secondary data for parts of this study came from that source. There are portions of this study which reflect the research by the author such as may be found in the training program for hotel cashiers which is Chapter V of this thesis.

CHAPTER II

REASONS FOR TRAINING HOTEL CASHIERS

Evidences of a Need for Training

Progressive hotel management, after years of operating experience, has turned to cashier training after observing evidences of a need for formal training and after recognizing that there are certain valuable benefits to be had not only for the hotel, but also for the cashiers and guests, as well.¹

The more important situations that indicated to management a need for formal cashier training were:

- (1) Excessive amount of close supervision needed.
- (2) Hotel policies not being carried out.
- (3) Excessive labor turnover and having to shift to other jobs within the hotel.
- (4) Improper handling of supplies and equipment.
- (5) Poor guest service.
- (6) Higher salary expense relative to sales.
- (7) Improper cash control and front office procedures.

Hotel managers, assistant managers, and auditors have many important duties to perform during their working hours. Their time is valuable and as a result they simply cannot "stand over" cashiers to

¹ Personal interview with Paul Valintine, Director of Training, Hilton Hotels Corporation, January 13, 1961.

see that their job is performed as it should be. Of course, a certain amount of supervision is normal and essential, but not for work that should have been done accurately and properly the first time. When cashiers are failing to carry out hotel policies, it is imperative that the situation be corrected as quickly as possible, for in many respects the good-will of an organization is firmly entrenched within its policies. Management, through formal cashier training, gives the "why" of hotel policies and strives to create a proper employee attitude toward the cashiering job. Loss of cashiers to other hotels, too many transfers from cashiering to other jobs within the hotel and too many "square pegs in round holes" have all been forceful indicators to management for the need for formal cashier training. Everything possible should be done to help the cashier be happy and satisfied with the job, as turnover, today, is a high-cost proposition--due, for one thing, to the necessity of paying unemployment compensation.

Another management indicator for training is the excessive waste of supplies by cashiers. Printed forms, as all supplies today, are expensive enough without having them wasted. By not using scratch paper for a note or by posting to an improper voucher so as to necessitate re-posting, cashiers are creating just as much drain on a hotel's operating profit as when rolls of audit tape are thrown away when only half used. Cashiers also create additional operating expense when posting registers are not used correctly as the machines cannot withstand continuous abuse.

Of all the operating costs that a hotel has, labor comes in for the largest share. Labor costs at the front office (for all help involved) is also a high percentage. Since a large amount of hotel labor expense is involved in the front office operation, money spent for such

labor should most definitely be for efficient labor. Every cashier that cannot, or will not, meet satisfactory job performance standards serves only to burden a hotel's labor expense.

As long as inefficient cashiers are in a hotel, the situation will be reflected in the net operating profit figure. Consequently, management has sought through training to increase cashier efficiency to obtain a better profit figure.

The last management indicator for the need of formal cashier training is the absence of cash control and the presence of improper and inefficient posting procedures. Whenever cashiers walk away on open cash drawers, have personal conversations with a person other than the guest at hand during a check-out operation, and commit errors in cashing checks and making change, the results of such activity are reflected in hotel operating records and reports. For all of these situations, management has sought to improve conditions by formal cashier training. Management also feels that the cashier today, by virtue of being a hotel's number-one public relations representative in a front office operation, holds a most important position for a very particular reason. The reason is that a guest's satisfaction or dissatisfaction is, in a large measure, influenced by the cashier. In fact, as may be deduced from what has been stated, a well operated hotel depends, to a great extent, upon the job performance level of cashiers.

Cashier Benefits

Because of the very nature of the technical tasks performed by the cashier, a maximum amount of training must be accomplished. The cashier, especially if a posting machine accounting system is used,

must have the "know-how" of processing guest's accounts. In addition, he must have the rudiments of friendly and satisfying service.

Of the total yearly hotel training appropriation, cashier training comes in for its share. It is imperative, due to competitive conditions within the industry, that a maximum beneficial relationship exist at all times between the "BIG THREE"--the cashier, the guest, and the hotel--in order to attain the maximum in benefits for all three. Actually, for best training results, it should be rather a "Three Musketeer," "one for all and all for one" situation. This is true because a cashier training program designed to benefit the cashier, as well as the company and the guest, will benefit the entire "BIG THREE;" and after all, this is really what progressive hotel management desires from a cashier training program.

Therefore, approaching the benefits of a cashier training program from a "BIG THREE" viewpoint, let us first examine the following list of the more important benefits a cashier may receive from formal training:

- (1) Increased earning power.
- (2) Greater security of employment.
- (3) Job made easier and fatigue lessened.
- (4) Better job understanding and greater interest in it.

How does training give a cashier increased earning power? One reason is that training enables personnel to make a greater economical contribution to a hotel. The level of job performance should be better, thus giving credence to the fact that a trained cashier is a more valuable employee, thereby commanding an earning power in excess of an untrained and less efficient cashier. It is logical that training should

increase job security as employers generally dislike losing their trained cashiers and retain them long after they have been forced to dismiss their untrained personnel.

In training programs, cashiers are shown the easiest ways of performing their job with the result that the human fatigue element is reduced. This is especially important to a cashier (as well as to the hotel and the guest) for a cashier usually works under pressure while handling large sums of money and extending friendly and satisfying service. Therefore, any additional physical energy that a cashier may have available for use would be very desirable for all concerned.

However, one of the most important benefits that cashiers may receive from training is a better understanding of the "why," "what," and "how" of their job. They see how cashiering is related to other phases of the front office operation, as well as within the hotel as a whole, and to the guests they serve. Policies are explained to them on a "why" basis in keeping with the belief that a well-informed cashier is capable of doing better work than an uninformed one. If the training program has been conducted effectively, the cashiers will bring back to their jobs a degree of enthusiasm for and an interest in their work, not to mention a spirit of over-all cooperativeness, that has never before existed. Why? It is simply because their craving for recognition, which is in all of us, has been catered to. They see clearly that hotel management feels that they are important enough to be brought together for a conference on cashiering as a job--of which each trainee has some knowledge. We are, today, essentially a country of wage earners. Private business ownership incentive is not found in most wage earners.

Therefore, it is the serious duty and responsibility of private enterprise management today (as wage earners themselves) to "get across" to its employees that everyone's success is directly dependent upon their success. To the degree that this is accomplished will be the degree to which management will succeed in instilling in its employees some "good old fashioned incentive" in their work--incentive which is sorely needed today and is conspicuous by its absence. Since cashiers, as nearly all other wage earners, do not have the intense desire to see that a hotel succeeds as does the manager or owner of a business, one of the most important objectives of training is, therefore, to stimulate in cashiers a greater interest in their hotel through attitude development.

Guest Benefits

What about the guests? As an integral component of the **BIG THREE**, what are some of the benefits they may receive? The two most important benefits that guests may receive from trained cashiers are:

- (1) Friendly service.
- (2) Satisfying service.

Mr. Conrad N. Hilton, President, Hilton Hotels Corporation, says that hotelmen have a heritage to service:

"Do you remember the old Greek fable of how fire first came to the earth? The story goes that once upon a time darkness and cold filled the world. Then the report went around that Prometheus, the son of a god was going to steal fire from the heavens and bring it to man. Lines and lines of men, women, and children stretching out from Mt. Caucasus to the ends of the earth, waited with dry sticks ready to catch the flame and pass it on.

"Suddenly came a flash of lightening and Prometheus broke through the clouds with a living flame and lit the first torch of the nearest man. Quickly the flame passed from hand to hand . . . four, twelve, thirty torches sprang into

being, a hundred, a thousand, ten thousand, from city to city, from continent to continent light and warmth filled all the earth.

"That is the story of our industry, of the hotelmen and women across the world and down the corridors of human history. It has been and continues to be our responsibility to fill the earth with the light and warmth of hospitality.

"That is our heritage. It has come down to us, passed from hand to hand like the old Grecian fire, through the ages from the lonely caravanseries on the desert's edge, through Biblical inns along the imperial highways of ancient Rome, dotted with the first crude hostelries; up the centuries into the Alpine Passes and the monastic shelters of the Great St. Bernard, the Simplon and Mont. Cenis, to the eighteenth and nineteenth century inns of Germany and England; then on to the greatest hotels in history here in twentieth century America. That is the march of your profession and mine across the centuries. That is our heritage, our tradition. Let us be proud of it. The torch of hospitality is ours. Let us hold it high and carry on."²

To the average traveling salesman, shopping for a hotel room is just another one of his chores and, as such, he looks upon his visit to the hotel in the light of a chore. Therefore, everything should be done that is humanly possible to make every trip to a hotel as pleasant as possible. Trained cashiers know the full importance and "why" of satisfactory guest relations. Consequently, there are fewer inhibitions on their part to prevent the extension of such service to guests. All of us appreciate receiving friendly service when we stay in a hotel, and staying in a hotel is made more pleasant for all guests when they receive a smile and a sincere "thank you." Everyone benefits, for being friendly not only makes everything better for the guest and the hotel, but also for the cashier.

²Training Department, Personnel Division, Palmer House Hotel, Room Clerk's Training Manual, December, 1956.

The second major benefit a guest receives from a trained hotel cashier is satisfying service. Hotels stand out in their emphasis on service, convenience, and personal comfort offered to the guest. Trained cashiers are more capable of giving such service than untrained cashiers, for one of the specific objectives of training is to help them in every way to give all guests satisfying service. The most crucial test in the successful operation of a hotel centers around the efforts by a cashier to extend a standard of courtesy, thoughtful consideration and anticipation of comforts and conveniences that induce a traveler to experience a sense of luxurious well-being. This is signaled by the knowledge of guest relation policies, cash control procedures, and room clerking procedures which serve to promote confidence in the cashier. Such job confidence goes far in helping cashiers give satisfying service. We all admire people who are efficient in their work and certainly it is comforting to guests waiting in a line to be served to feel that the cashier is working at maximum efficiency.

In the final analysis, guests keep hotels in business; and since the hotel is so dependent upon repeat business to keep volume up, guests must receive friendly and satisfying service. To illustrate friendly and satisfying service, a vending machine will give guests satisfying service--but not friendly service as human beings are then involved. Therefore, a cashier, to extend quality service, not only must give the "vending" type of service, but must also give friendly service at the same time. Trained cashiers are prepared to give their guests the two parts of quality service thereby assuring that all guests receive their two most important benefits from trained hotel cashiers--friendly and satisfying service.

Hotel Benefits

Naturally, hotel management, after spending money, time and effort in cashier training, expect to be sufficiently compensated. Here are some of the more important benefits a hotel may obtain from a well administered cashier training program:

- (1) Maximum production.
- (2) Lower relative salary expense.
- (3) Reduced labor turnover.
- (4) Lesser need for supervision.
- (5) Increased employee morale.
- (6) Increased sales and profits.

The training of cashiers helps them to achieve maximum efficiency in a minimum of time. The process of learning is shortened. New cashiers can be taught and drilled in the best methods in a considerably shorter time than would be possible under a trial and error procedure. Learning time is not only reduced for new cashiers but experienced cashiers tend to raise their established job performance level. Increased efficiency and greater production are normally associated with lower operating costs. By shortening the learning period, new cashiers are brought to the point of profitable productivity sooner than it is otherwise possible--which all means that well-trained cashiers cost management less than efficient ones.

Excessive absenteeism and costly labor turnover generally arise from some dissatisfaction of cashiers. They may resent the type of supervision they receive; they may feel insecure in their jobs; they may dislike their work or feel inadequate in its performance; or there may be some other way in which they are not adjusted to their job. Training is usually able to remedy this maladjustment by giving proper job instruction;

by, and this is most important, developing an understanding and appreciation of the problems and purposes of the hotel, or by preparing the cashier for more harmonious association with fellow employees. It is significant, though, that cashiers who have been instructed in job procedure and who feel that management has a definite interest in them, are less restless than untrained cashiers. As a result, they are not likely to be continually concerned with looking for better jobs elsewhere.

The president of a large eastern department store once said that a business can be "run" by a man who gives orders and never bothers to teach. But it can be managed only by the man who concerns himself with general principles and with teaching them to his workers. The man who runs a business carries it less well than could a group of good men--teaching is our principal tool of management.³

By "managing" a hotel, supervisory expense is reduced. Trained cashiers allow the manager, assistant manager and auditors to give minimum supervision which tends to develop a more pleasant and productive relationship. As for the improvement of cashier morale, the confidence and good-will promoted by intelligently applied training methods is, in itself, a most important factor in improving their morale. Cashiers who have been trained show more enthusiasm toward their work because their effectiveness toward cashiering and their attitude have been improved. On the other hand, cashiers who have not been trained are prone to resort to their own ways of cashiering and these methods are likely to reflect their own divergent personalities rather than the personality of the whole hotel with a result that they have less incentive to cooperate for

³Robinson, O. P., Retail Personnel Relations (New York: Prentice-Hall, Inc., 1949), pp. 253-254.

the common good. The last of the more important benefits a hotel may receive from a well administered cashier training program is increased sales and profits. Trained and efficient cashiers satisfy guests who, in the end determine the sales of a hotel. Mr. Mike Kane of Training Within Industry, a section of the War Manpower Commission during World War II has aptly said, "Good Management and Training are somewhat the same."⁴

Progressive hotel management realizes that cashiers learn in some fashion or other, to a greater or lesser degree and with better or poorer methods. If cashiers do not learn the best ways, if they do not learn in the shortest time, if they become discouraged or fail, it is largely management's fault. The fault being in sins of omission and/or commission as pertaining to the relationship between cashiers and the quality of training that management gives them.

Hotel management, made up as it is of men with intelligence, aggressiveness and keen students of human nature, certainly can see the benefits of formal cashier training. A hotel, as a sound operating business, must have quality service, quality values, satisfied guests and proper business practices. To have this type of hotel, both management and cashiers must make their own particular contributions. The spirit of training undertaken by a hotel should be to aid cashiers in contributing to the success of a front office operation. For in so doing, all of the BIG THREE--the guest, the cashier and hotel--will receive the maximum in benefits.

⁴Calhoon, Richard P., Problems in Personnel Administration (New York: Harper & Brothers, 1949), p. 148.

CHAPTER III

REQUIREMENTS FOR AN EFFICIENT CASHIER

TRAINING PROGRAM

When hotel management decides to embark on a cashier training program, five very important factors present themselves. In order for such training to be most effective, management should give extremely careful consideration to these five factors, which are:

- (1) Job breakdown.
- (2) Training techniques.
- (3) Training facilities.
- (4) Follow-up procedures.
- (5) Training instructor.

After the training plan has evolved from the job breakdown, management should then seek to find the training techniques best suited for the plan. Next, the most satisfactory training facilities and follow-up procedures should be sought. When all of the above have been accomplished, management should then consider the fifth factor--the training instructor. The selection criteria should be based on ability to carry out the first four factors. The training program should never be made to conform and adapt itself to the training instructor.

Each important factor shall now be discussed to show in greater detail its relationship to an efficient cashier training program.

Job Breakdown

Basic in the cashier training process is a written job analysis, or breakdown, in order to devise a proper plan of instruction. By careful analysis, it is possible to pull out the key points and/or difficult portions to permit further and more detailed study by the cashier trainees. Without a job breakdown or training analysis, there is a natural tendency to teach a job straight through, easy and difficult parts together.

Some of the more important reasons why the cashiering job should be broken down are as follows:

- (1) It is not possible for the cashier trainees to assimilate a complex operation all at once.
- (2) Learning should start from the simple and proceed to the complex.
- (3) The best method for teaching each step has to be determined.
- (4) It should be determined how many steps of the cashiering operation a trainee can learn at one time--this is known as the "learning block."
- (5) Before teaching an operation, it should be determined that the operation represents the best procedure--this requires the breaking down of the cashiering job and studying it.

A step in an operation represents a distinct task to be performed in which a distinct skill or habit must be acquired. Each step is a learning "point" and it should be determined how many of these "points" a cashier trainee should be taught at one time. The combination of steps to be taught at one time, as has been said, is a "learning block."

The three main methods by which the cashiering operation may be broken down are as follows:

- (1) By planning, based on experience.
- (2) By "trial and error" method--actually doing the work and noting the steps required.
- (3) By time and motion studies observing cashiers and/or taking motion pictures of the operation.

Concurrently with the process of breaking down the job of cashiering, it is an opportune time to try and simplify the job for purposes of increasing efficiency and making learning easier. The program outline that follows, which was primarily devised by planning based on experience and Operating Instructions Manual for National Posting Machine, is the result of a job breakdown analysis; the same program outline is used as the order of instruction for the cashier training program found in Chapter V of this study. The outline is broken down for a three-day presentation and is as follows:

First Day

Breakdown I

- Introduction
- Reasons for Training and Benefits of Training
- Importance of Cashiering
- Guest Relations

Breakdown II

- General Description of Machine
- Information on Operation
- How to Record Transactions and Practice
- General Review

Second Day

Breakdown III

- Cashiering Procedures

- Hotel Cashier's Policies
- Opening Duties
- Checkout Operation Procedure

Breakdown IV

- Posting Actual Transaction
- How to Handle Unusual Transactions

Breakdown V

- How to Balance Cash at the End of a Watch

Breakdown VI

- Kinds of Errors and How to Correct Them
- General Review

Third Day

Breakdown VII

- Posting Actual Errors and Corrections
- Supervision of Guest's Accounts and Miscellaneous Information
- Counterfeit Money and Cashing Checks Procedure
- Relief Cashier Procedure
- Closing

In determining the order in which skills should be developed, the following points were kept in mind:

- (1) Some skills are more easily acquired after other and more basic skills have been acquired.
- (2) The entire cashiering operation need not be taught in the order in which it will eventually be performed.
- (3) Determine the order in which skills are to be developed, rather than the order in which they will eventually be performed.

- (4) Determine which steps, or steps to be required will require particular attention and effort.

Training Techniques

Formal cashier training programs generally employ three major training techniques, which are as follows:

- (1) Conference method.
- (2) Visual aids.
- (3) Job instruction training procedures.

These three important training techniques should be "blended" together to drive home the content of the Operating Instructions of the National Posting Machine for Hotel Front Offices Manual and to achieve, after doing so, the highest possible retention factor in the minds of the cashier trainees. The conference method and visual aids are used to a greater extent when seeking to develop cash control and guest relation skill. Job instruction training procedures are principally employed for imparting skill in posting machine operation. However, the general principles of all three techniques are interspersed throughout the training program, and the most efficient combination is sought for training each step in the cashiering job.

The conference method is essentially a training technique in which a small group of cashiers, usually from two to four, discuss job problems under the leadership of a training instructor.¹ In a true conference, the cashier trainees have had room clerking experience (generally from ten weeks up to twenty weeks.) In such a situation, everyone has some information about cashiering, but no one knows the "whole" story. The

¹Department of the Air Force, Conference Leadership, AF Manual 50-8, July, 1959, p. 1-1.

training instructor serves as a "guide" who keeps the discussion flowing in the proper direction. The cashier trainees are also assisted in reaching proper conclusions. Through exchanging experiences and ideas, the trainees acquire broader views of their jobs. The combined thinking of the group may lead to solving problems which appear to be difficult when only one or two of the trainees attempt to attack them.

There are, however, certain limitations to the conference method when compared with lecturing or other methods of instructing to gain the same end. Another, is the shortage of training instructors who have the necessary personal qualities to make proper use of the method. Although training programs are conducted for cashier training instructors by some cash register companies, the fact remains that the skill needed to conduct successful conferences is indeed rare. Nevertheless, training small groups of cashiers, it is felt that the advantages of the conference method far outweigh the above mentioned disadvantages.

The following is one description of good use of the conference method which enumerates its logical steps as follows:

- (1) The leader asks why a certain subject constitutes a problem.
- (2) After group discussion of the nature of the problem, the causes of the problem are discussed.
- (3) This is followed by consideration of the wrong and right methods of handling the problem with a similar analysis of right and wrong ways to prevent the problem in the future.²

The trainees are encouraged to think out for themselves rational and worthwhile answers to the many problems with which they are confronted. By doing this, they begin to see the "why" factor of their

²Nystrom, Paul H., Marketing Handbook (New York: The Ronald Press Company, 1954), p. 1111.

job and gain an understanding of the "basis" of their job. Cashiers who know the "why" and "basis" of their work are definitely more cooperative and productive than those lacking such information.

Twelve of the more significant reasons why hotel management feels it is productive to conduct conference programs with cashiers are:

- (1) Opportunity is provided for the trainees to learn about the problems of management and their other supervisors.
- (2) Friction and jealousy often give way to good-will and cooperation as trainees get together to discuss matters of mutual interest.
- (3) Each trainee is given an opportunity to judge the soundness of his own ideas.
- (4) Each trainee learns that his experience differs from other trainee's experience; what one may not know, another may.
- (5) The trainees tend to become more open-minded to new ideas and methods.
- (6) The sum total of the knowledge of the conference group can be increased.
- (7) A practical means is provided for presenting management's viewpoints and problems to the trainee.
- (8) The sum total of the knowledge of the group can be pooled effectively in the solution of job problems.
- (9) Group thinking and acting is likely to be more effective than disjointed and unrelated individual action.
- (10) The gap between management and cashiers is bridged.
- (11) Improved human relations.
- (12) The cashier trainees are aided and stimulated to get quality and quantity performance in the best, the easiest and quickest way and at the least cost to earn a profit--a profit that benefits the cashier and guests as well as the hotel.

The second major training technique employed in some cashier training programs by hotel management is the utilization of visual aids. The

cashier training instructor of today has many more visual aids at his command than we have had in the past. Among them are:

Blackboards	Models	Visual cast
Charts and graphs	Actual objects	Opaque projectors
Maps	Specimens	Manuals
Posters	Slide films	Demonstrations
Photographs	Strip films	Moving pictures

A major philosophy behind the use of visual aids in cashier training programs is the feeling that words alone contain great meaning; but when unaided by more direct sense impressors, they are likely to go in one ear and out the other. If a cashier trainee is to learn well and quickly, the training program should be designed to utilize visual aids to the fullest extent. In so doing, the trainee is able to sense a problem vividly and directly. Among the more important reasons for using visual aids are that the trainees may learn more, remember longer, learn faster and give better attention; the following figures bear witness to the importance of visual aids.

Attracting Attention³

Sight.	87.0 per cent
Hearing.	7.0 per cent
Smell.	3.5 per cent
Touch.	1.5 per cent
Taste.	1.0 per cent

Another important viewpoint from the psychologist is that, on the average, people remember 10 per cent of what they hear, 50 per cent of what they do, and 90 per cent of what they see and participate in.

³Hass, Kenneth B. and Claude H. Ewing, Tested Training Techniques (New York: Prentice-Hall, Inc., 1950), pp. 80-81.

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Therefore, the new sales slogan that should be used in the present, "You have to show him to sell him" might also be used in training as, "You have to show him to train him."⁴

A survey by Mr. Louis W. Lerda, Director of the Esso Training Center at Elizabeth, New Jersey, showed that pictures used in industrial training:

- (1) Increased interest 40 per cent.
- (2) Increased range of understanding 25 per cent.
- (3) Reduced course completion time 25 per cent.
- (4) Increased retention of information for one year 35 per cent.⁵

Although these figures are for industrial training, it is felt that they are also indicative for cashier training. Every cashier trainee learns through the five senses which are sight, hearing, smell, touch, and taste. Visual aids are the key to reaping maximum training benefits from the sight sense.

The last of the major training techniques used in cashier training programs is the Job Instruction Training (J.I.T.) procedures. During World War II, many instructors and supervisors in the hotel field, as well as in other industries, went through the Training Within Industry Program of "J.I.T." The accomplishments of this program, now a matter of historical record, are many.

The four basic steps of "J.I.T." training procedure are shown on the following page.

⁴Thompson, Joseph W., "Discussions and Demonstrations That Motivate Your Prospects," Hotel Monthly, December, 1959, Vol. 68, No. 813, p. 29.

⁵Lerda, Louis W., "Audio-Visual Aids in Industrial Training," Personnel Journal, February, 1950, Vol. 28, No. 9, p. 331.

HOW TO INSTRUCT
(Get Ready)

1. Plan the training--
Use Training Schedule--decide:
Who is to be taught What
Where and When to instruct
Performance expected
2. Analyze the material
Use Job Break-down for:
Skill Training
List: Important Steps
Key Points
Information Training
List: Important Facts
Minor Points
Attitude Situations
List: Observed Behavior
Probable Causes
Possible Solution
3. Prepare to instruct--
Review Training Checklist:
Secure teaching supplies and equipment
Arrange work place
Study Job Break-down
Review Four Basic Steps

HOW TO INSTRUCT
(Use Four Basic Steps)

- Step I. Prepare the learner:
Put learner at ease.
State specific job.
Find out what he knows about job.
Develop interest and desire to learn.
Place in correct learning sequence.
- Step II. Present the material:
Tell-show--demonstrate--question.
Present one step at a time clearly, patiently and in correct learning sequence.
Stress Key Points
Present no more than learner can master.
- Step III. Apply the learning:
Have learner do job--correct errors.
Have him repeat and explain steps and key points.
Question him--why--what--how.
Continue until you know he knows.
- Step IV. Check on learning:
Check on understanding and performance.
Correct errors--reteach.
Put him on his own.
Tell him where to go for help.
Taper off coaching to normal supervision.
- "If the Instructor Has Taught, The Worker Can Perform."⁶

⁶Haines, Peter G., Job Instruction Training (East Lansing, Michigan: Business and Distributive Teacher Education, College of Education, Michigan State University, September 20, 1960).

A key point is defined as anything in a step that might make or break the job or make work easier to do--this includes "knacks," "tricks," special timing or any special job information.

As has been said, a proper "blending" of the three major training techniques--the conference method, visual aids and job instruction training procedures--tend to result in maximum cashier training benefits. Up to the present time, this "blending" has been found to be the most satisfactory method for training cashiers.

Training Facilities

Hotel management should never overlook the proper arrangement of the cashier training room. It is surprising what an influence this has upon the success of a program. Many of the seemingly unimportant factors which go to make up the general atmosphere of a conference play an important part in maintaining the interest of the cashier trainees.

The training room should provide proper temperature and good ventilation. It should be well lighted and as cheerful as possible--every effort should be made to make it comfortable. The room should lend prestige and importance to the cashier training program. It is not necessary for the facilities to be on a level used by the manager; however, a well appointed place is helpful by adding to the group's sense of well being. On the contrary, a dingy, dark and dismal meeting room tends to lessen the liveliness of the training program. Experience has asserted that there is a definite relationship between freedom of discussion and the comfort and agreeableness of the surroundings.⁷ If management fails to provide an appropriate training room, the cashier

⁷Department of Air Force, Conference Leadership, AF Manual 50-8, July, 1959, p. 6-3.

trainees will tend to feel that top management lacks interest. Therefore, the comfort of the cashier trainees should be one of the first things provided for in arranging the training room. All seats should be comfortable--preferably with cushions. Also, they should not have to endure the unpleasant experience of having to sit in a glaring ray of light while in the training room. An effective way to put a person at a distinct disadvantage is to locate him so that a light shines directly in his eyes. All glaring lights should be eliminated. Because of the importance of heat and ventilation, no effort should be spared to make the training room comfortable as far as these important factors are concerned. The cashier trainee having to sit through a training session with a draft blowing on the body may develop a decided dislike for the training. One of the most successful discussion leaders in the country experimented at length with the regulation of the temperature in the meeting room. He found that the best temperature was 68 degrees. If the temperature was allowed to get above that point the group became sluggish and he found it harder to draw them out. If the temperature was allowed to go over 72 degrees, he found that many of the group began nodding and had difficulty staying awake. It is quite evident that if the temperature is not conducive to wide-awakeness, the cashier training program is certain to suffer.

The seating arrangement should never be left to the haphazard choice of the trainees as they come in and take their places. If the seating is left to mere chance, it is quite certain that a very disorganized grouping will result. Probably the very best seating arrangement is to gather trainees around a table. No arrangement is more conducive to free discussion. In such an arrangement, every cashier

trainee may look straight into the eyes of whoever is talking. There is considerably more freedom in speaking in a group if everyone can see the faces of all in the group. There is something about gathering around a table that breaks down the formality of a meeting. It is also a very comfortable arrangement. This arrangement permits the trainees to lean on the conference table with their elbows or sit back to suit themselves. Furthermore, the table makes the individual trainee conscious of the presence of the other trainees which tends to promote a sense of mental kinship induced by physical proximity. Some of these matters may appear insignificant but the fact remains that the sum total of all these details goes to make up an effect on the group of cashier trainees. They, themselves, may not realize what it is that influences them favorably or unfavorably. If management sincerely believes in the importance of cashier training, satisfactory training facilities should be provided.

Follow-up Procedures

Equally important to the success of cashier training is the action taken by management to follow-up on training. After trainees finish their training, it is suggested that they work an actual cashier's shift with the training instructor for approximately four days to check on the progress being made and if necessary provide help in any problems the cashier may be experiencing. It has been found that after cashiers have gone through the formal training and the on-the-job training, instructors should visit them every second shift that they are working, complimenting those with good records and helping those who are having trouble.

The following distribution of value has been found that the hotel should not only provide the usual follow-up procedures, but also give

accuracy tests to make certain that trainees are maintaining their training-school accuracy. Below is the suggested scorecard form to be used in testing the progress of training and the follow-up of the cashier. The value points of each question are assigned according to importance.

**WHAT IS YOUR CASHIERING SCORE?
(As Rated by Trainer)**

	Points	Score
(1) Is the posting machine ready to operate?	<u>15</u>	_____
(2) Are the guests asked for return of key?	<u>10</u>	_____
(3) Is the uniform system of posting being used?	<u>20</u>	_____
(4) Is the Clear and Sub-total lever being used properly?	<u>5</u>	_____
(5) Is the cash drawer arranged properly?	<u>5</u>	_____
(6) Are the amounts of balance due and amount received called out, and the change counted from drawer and aloud to the guest?	<u>10</u>	_____
(7) Is the guest statement given to the guest?	<u>5</u>	_____
(8) Are recent charges checked for with the guest?	<u>5</u>	_____
(9) Are charge accounts handled properly?	<u>15</u>	_____
(10) Is there a "thank you" with a smile?	<u>15</u>	_____
Total	<u>100</u>	_____

Is the work area neat? _____

Is correction sheet being used? _____

Are rebate vouchers recorded correctly? _____

Is the cashier's cash envelope completed properly? _____

Cashier _____ Shift _____

Trainer _____ Date _____

(Use back of card for additional remarks)

Scorecard results are a good source from which to point out mistakes and to compliment the cashier. Scoring also provides the hotel with an index of whether it is receiving top performance from its cashiers. Each cashier is scored individually and the results should be first discussed with the manager by the cashier trainer. The perfect score for the ten points covered is 100 and the higher the cashier's score, the more confident the manager can be that he is getting an accurate performance in his cashiers. Listed on the scorecard are five other questions which help the manager in following-up the complete cashiering operation.

Adequate follow-up procedures help to insure that management is receiving maximum cashier training results. After all, benefits that may be had from training are realized only through the degree with which the trainees carry out the training.

Training Instructor

It is suggested that before the formal training of hotel cashiers begins that the instructor use the following check list to prepare himself for an efficient training program:

JOB INSTRUCTION TRAINING CHECK LIST

(A Reference and Guide for Instructors)

Can I say "Yes" in answering the following questions?

A. Get Ready to Instruct

1. Plan the training--

In planning do I know

(a) Of the worker:

That he needs to learn a job?	_____	_____
The job he must learn?	_____	_____
What can he do now?	_____	_____
From his background and interests, what can be used in his training?	_____	_____
How quickly he learns?	_____	_____

(b) Of the training situation:

Where instruction will be most effective?	_____	_____
When instruction can be arranged?	_____	_____
When instruction will be most effective?	_____	_____

(c) Of the job:

What specific job operations are to be learned?	_____	_____
The level of performance the job requires?	_____	_____
How to do the job myself at that level?	_____	_____

2. Analyze the material--

"Have I asked myself--"	Yes	No
Is the learning time available adequate to teach the job?	_____	_____
What type of break-down to use?	_____	_____

If a Manipulative Skill, --

Is the job title descriptive of job?	_____	_____
Do I know where training should be done?	_____	_____
Do I know time required in training?	_____	_____

Are training equipment and supplies available at training place?	_____	_____
Are important steps arranged in logical order?	_____	_____
Are all Key Points included?	_____	_____
Has break-down been checked against job?	_____	_____

If Information Training, --

Type of "information" needed?	_____	_____
"Purpose" for which it is needed?	_____	_____
Time required?	_____	_____
Equipment and supplies needed?	_____	_____
Important steps?	_____	_____
Logical order of steps for the "purpose"?	_____	_____
Technical names and minor points?	_____	_____
Have I checked information needed against the break-down?	_____	_____

If Attitude Situation, --

Do I know the attitude needing correction?	_____	_____
Do I know the parties concerned?	_____	_____
Have I considered the personalities involved?	_____	_____
Have I considered the best time to discuss the problem?	_____	_____
Have any needs for equipment and supplies been arranged?	_____	_____
How much time will be needed?	_____	_____
Do I have all the facts on "observed behavior"?	_____	_____
Have I considered all possible causes?	_____	_____
Have I satisfactory remedies to suggest?	_____	_____
Have I considered all possible results of failure?	_____	_____

B. Use of Four Step Method Yes No

Step I - Prepare the learner

Have I considered how to
Put learner at ease--

What actions will put him at ease?	_____	_____
What interests can be aroused to get us on a cordial basis?	_____	_____
How to make a natural approach?	_____	_____
How I can make an honest and tactful approach?	_____	_____

State specific job -- Can I

Describe job accurately and simply? _____
 Relate it to his work? _____

Find out what he knows about job -- Do I

Know what his experience has been? _____
 Know what questions to ask to find
 out what he knows about job? _____

Develop interest and desire to learn -- Do I know

The interesting features of the job? _____
 The story of the job? _____
 The importance of the job to his success? _____
 The need he has for the job in satis-
 fying a natural urge? _____

Place in correct learning position -- Have I considered

Where learner can more nearly be in
 position of the operator? _____
 Where learner can see, hear, and get
 the "feel" of the job? _____

Step II - Present the material:**Have I considered how I shall****Tell-show-demonstrate-question-**

What I shall "tell" and how? _____
 What I shall "show" and how? _____
 What combinations of various methods
 I shall use? _____
 Use I can make of visual aids and ex-
 hibits? _____
 How I can provoke thought through
 questions? _____

**Present one step at a time, clearly, patiently, and in
 correct learning sequence -- Have I considered**

How to explain steps clearly? _____
 The places at which the learner can go
 wrong and how to overcome them? _____
 The best approach to each step? _____
 The reasons for each step (if needed)? _____

Stress Key Points

Do I know all the Key Points? _____
 Can I show their bearing on the
 important step? _____

Present no more than learner can master

Am I sure of the safety precautions? _____
 Do I know what the learner can master? _____
 Do I realize difficulty of the job to
 a beginner? _____
 Have I made special preparation to pre-
 sent the job in a simple manner? _____
 Have I considered how much to teach
 before asking for a response from
 learner? _____

Step III - Apply the learning:

Have learner do the job -- correct errors

Am I prepared to provide adequate prac-
 tice by the learner? _____
 Have I decided what errors are commonly
 made and have I prepared to reteach
 them? _____

Have him repeat and explain steps and Key Points

Am I sure he clearly understands the
 steps and Key Points? _____

Question him-why-what-how

Do I have questions in mind I can ask? _____
 Will my questions indicate the worker's
 judgment of the job? _____

Continue until you know he knows

Am I prepared to insist on sufficient re-
 petition to get correct performance? _____

Step IV - Check on learning:

Have I considered how to

Check on understanding and performance --

Is questioning enough? _____
 Is watching his performance enough? _____

Correct error--reteach --

Am I prepared to stop the learner courteously and reteach when he makes an error? _____

Put him on his own --

Have I considered how soon to put him on his own? _____

Tell him where to go for help --

Have I decided to whom he should go?
Does the other person know he may come for help? _____

Taper off coaching to normal supervision --

Have I considered how often to check on learner?
Have I made note on a calendar of gradually reduced checking until it becomes normal supervision? _____

Do I feel that success of the worker in learning the job is largely my responsibility? _____

Am I ready to teach? _____ 8

The training instructor is most likely to command the respect of the cashier trainees if he is mature, possesses judgment and has wide experience. The experience should be sufficient to provide a practical knowledge of hotel operations and problems. Certainly the training instructor should have a first-hand knowledge of the job and problems of the cashiers. Of course, the training instructor, to be effective, should be interested in the trainees as human beings, be a good mixer and want to become acquainted with each one. This facilitates dealing with them in terms of their unique personal characteristics as well as in terms of their "peculiar" problems. The training instructor should guard against the tendency of talking too much. Especially if the

⁸ Op. cit.

instructor has had considerable experience, there may be a temptation to feel that this is so important that it should be discussed. The point here is that the training instructor should not talk so much that the interest of the group is destroyed.

One authority feels that the leader's participation should never exceed 25 per cent of the total talking done in the conference period, and that 15 to 20 per cent is a better participation factor.⁹

The training instructor should possess the ability to stimulate the trainees to do their own thinking and to express their own ideas. The ability to get them to say what they really do feel and think is also very important. They will not do this unless the instructor has their confidence and respect. Nor will they tell freely what they feel and think unless pertinent questions which elicit more than a "yes" or "no" answer are asked.

A good sense of humor is a great asset to a training instructor. Many a sensitive situation can be eased out by the interjection of a bit of humor. Good humor also helps to liven the training program and to hold the interest of the cashier trainees. Also, it often helps to drive home a point without hurting the trainees.

Of course, the training instructor should be analytical, observant of what is transpiring in the group, quick in reactions and forceful enough to keep the training program under control. The instructor should not only be able to think before the trainees but should strive to keep a jump or two ahead of them.

⁹Personal interview with Peter G. Haines, Associate Professor, College of Education, Michigan State University.

Tactfulness is another asset. Patience is closely akin to it. Some of the cashier trainees may be persistent in holding to a viewpoint about the job which does not coincide with recommended procedures. The training instructor should be diplomatic and fair at all times to correct without giving offense. The personality of the instructor permeates the success of the whole training picture. Indeed, a good personality helps the leader to win the confidence of the group which is so essential for an efficient training program.

CHAPTER IV

THE "HIGH-RETENTION AND EFFICIENCY" CASHIER TRAINING PHILOSOPHY

The training program for hotel cashiers, which is Chapter V of this study, has as its foundation the "high-retention and efficiency" cashier training philosophy. By such a philosophy, it is meant those broad, general principles which permeate the entire cashier training process, and which have as their purpose the securing of maximum training benefits for the money, time and effort that is expended. The general principles referred to in the above philosophy are ones which seek to instill in cashier trainees a high retention of the training program content; and, at the same time, to create and strengthen an attitude and desire on the part of the trainees to efficiently carry out such content whenever working on the job.

The purpose of this chapter is to thoroughly discuss and directly relate the above philosophy to the training program found in Chapter V of this study. However, as this cashier training program is designed primarily for only particular types of hotel organizations, a description of such an organization shall be furnished. I felt that by so doing a more practical grasp of the philosophy may be had if its relationship with the training program of this study is discussed within the framework of an organization for which such a program is specifically designed. Consequently, a hypothetical description follows, which is broken down

under the headings of Hotel Background, Hotel Cashier Training, Training Room Layout and Hotel Cashier Equipment.

HOTEL BACKGROUND

We shall assume that the hotel has 200 rooms and also is a training center for students studying hotel management, in a midwest metropolitan city of over 1,000,000 persons, with weekly hotel volume from \$15,000 to \$55,000. The hotel front office is completely equipped with a National Cash Register Model 2000 for hotel posting accounts, with seventeen major departments--Miscellaneous, Laundry, Valet, Restaurant, Local Phone, Room, Long-distance Phone, Transfer from Charge Account, Transfer Debit Forward, News, Porter, Telegram, Paid Out, Paid, Adjustment, Transfer to Charge Account, and Transfer Credit Forward. Cashiers perform other duties such as room clerk, information clerk, and switchboard operator when needed. Thus, the combination of jobs performed eliminates excess labor, consuming house operating profits when business is irregular. Along the same line, all checks are cashed with permission of Assistant Manager or Manager only.

The hotel also employs the Willmark Service System, a nationwide personnel testing service. This Willmark service furnishes the hotel; for example, with refund test reports that are made to disclose any irregularities in the refund system which may cause losses. Another test example of cashier honesty is when two investigators are in the hotel and one prepares to check-out and proceeds to the front desk to make payment. Usually it is a rather dull part of the business day and preferably if it is felt that the cashier knows where the manager and every other employee in the front desk area is at the moment. The investigator,

who is checking out, gives the cashier the exact amount due and hurries out of the hotel--not waiting for a guest statement receipt that may be had only if the transaction is run "paid" on the machine. The other investigator remains in the front office area to observe the actions of the cashier being tested to see if the money is run on the machine and placed in the cash drawer. The Willmark service also furnishes the hotel another valuable service. Willmark maintains a central reference file for the exclusive use of its subscribers. This file contains the detailed records of hundreds of thousands of employees who have committed irregularities on Willmark tests. Therefore, at any time the hotel may send in names and descriptions of employees for comparison with these records.

Every cashier in the hotel is provided with the following bulletin which has as its purpose to explain to them that the Willmark service operates for the benefit of the entire organization.¹

WHY WE OPERATE A SERVICE SYSTEM

WHAT WILLMARK SERVICES MEANS TO YOU

Most of our employees are loyal and conscientious in their work, but like every other organization we occasionally have in our employ certain individuals who persist in violating the rules and policies of our hotel.

Recognition for Loyalty and Efficiency

To eliminate inefficiencies and to give proper consideration to the deserving, we subscribe to the Willmark Service System. Willmark enables us to maintain direct contact with our employees, thereby giving accurate

¹Willmark Service System, Inc., The Modern Willmark Program in Action in Your Hotel (New York 19, N.Y.).

knowledge of the loyal and efficient within our organization.

When any employee fails to follow our rules or falls below our standards of alertness and efficiency in cashiering, we want to know of it. On the other hand, when any of our people are doing exceptionally good work, when they are serving every guest in a courteous manner, it is most important that we know that, too. Willmark tests and reports keep us in touch with the actual methods you are using with guests, enabling us to help you further develop your ability.

Your Success Depends on Performance

We want you to realize that your record and your future in our hotel is dependent upon your integrity, ability and interest in your work. Do everything possible to serve the best interests of our business, and then you may be certain that your commendable performance will receive attention. You are thoroughly familiar with the rules and policies in our company. We know you will adhere to them and carry them out faithfully in every transaction. You will find that, in the long run, it is much easier and more rewarding to abide by rules than to violate them.

.....

Date _____

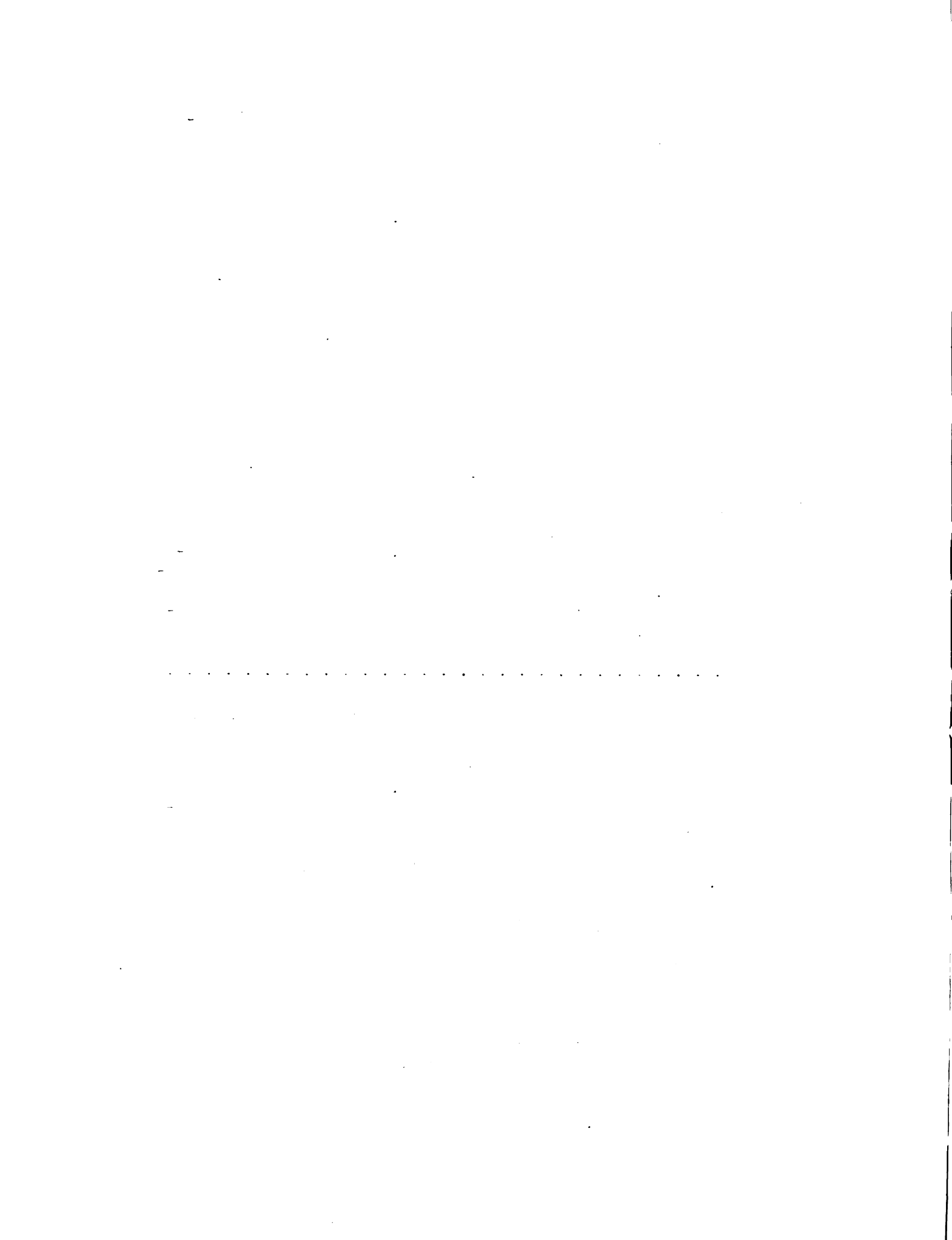
I have read the attached bulletin, "Why We Operate a Service System," and understand thoroughly the importance of being conscientious in my work. I will adhere to the rules and policies of this organization in every particular.

Employee's Signature _____

The major policies of the hotel, for the cashier, are few in number but they reflect the spirit and integrity of the organization.

The hotel policy is to always:

- (1) Do what is honest, fair, sincere and in the best interest of each guest.
- (2) Extend friendly and satisfying service to everyone.



- (3) Give every guest the most good service for his money.
- (4) Assure accurate accounting procedures.
- (5) Give accurate count and totals.
- (6) Charge the correct price.
- (7) Cheerfully refund guest's money if for any reason a charge is not satisfactory.

The hotel also has the following important cashiering procedures, which are:

- (1) Guests checking out are asked the room occupied and return of key.
- (2) Guest account is checked as to recent charges that have not been posted.
- (3) All long-distance phone calls and charges are confirmed to the guest.
- (4) When account is to be charged to another individual or firm, he should sign on the account card, his name as well as the name of the other individual or firm to be charged, after management approval. No guest receipt is given on a charge of this nature.
- (5) After the above steps have been completed, the cashier calls out the balance due, and runs transactions concerning the "PAID" key on the posting machine.
- (6) The cashier, when taking the guest's money, calls the amount of money received. Examples: \$8.32 out of \$10.00, or \$15.83 out of \$20.00.
- (7) In making change, the cashier places money received from the guest on the change slab, and counts from the drawer to his hand, then to the guest with all bills in uniform order. This will prevent most errors in making change as the money has been counted three times; once by the cashier in taking it from the cash drawer, again by the cashier in counting it to the guest, and finally by the guest in receiving it. After this guest has been given the proper change, the money

originally received from the guest is placed, uniformly, in the proper section of the cash drawer and the drawer closed.

- (8) To avoid the possibility of cash losses, keep the cash drawer closed at all times.
- (9) Hand the guest statement receipt to the guest. Guests need their receipt to check expenditures.
- (10) When a rebate is due the guest, run it while the guest is waiting to assure a proper receipt, on approval of the management.
- (11) When errors are made on guests' accounts while waiting to check out--keep calm and think; run correction and collect proper amount. Post on correction sheet.
- (12) All "paid-outs" must have approval of management.
- (13) Whenever the detail audit-tape becomes colored, insert a new tape. To check for proper operation of the tape, run a zero miscellaneous transaction twice and watch the tape for proper printing.
- (14) Whenever the posting machine fails to operate, stop and report it to management at once.
- (15) Cash pickups are made regularly by management in order that the amount of cash in the drawer does not exceed \$500.00 at any time. All pickups are first counted by the cashier.
- (16) All funds taken from the cash drawer are verified by the cashier by signing with management for the amount involved in the space under "vouchers and checks" on the department cashier's report envelope.
- (17) Relief trays are furnished with each National Cash Drawer. These are used whenever it is necessary for someone other than the regular cashier to run the posting machine.
- (18) Transactions are balanced each night by the night auditor. Important cash differences, at the end of each shift, are called to the attention of management, who immediately discusses it with the cashier concerned.
- (19) The "running" bank of \$300.00 is in the cash drawer at all times. When starting your shift, if this amount is not present, do not accept bank from the previous cashier.

- (20) Cash overages or shortages which develop when the posting machine is balanced, at the end of a shift, are entered as is on the department cashier's report.
- (21) At the completion of each guest check-out the cashier says, "Thank you and we hope you enjoyed your stay."

The hotel also, at the time of guest registration, gives each guest a rack slip with the following information: Room number, printed full name, check-in date, check-out date, clerks initials, and the room rate. This relieves cashiers from having to verify the original rate quoted to the guest or to memorize any rates. Also, each transaction "run" to a guest's account is recorded and verified by a charge or credit voucher. This builds guest confidence in the hotel and reduces slow check-out service due to costly guessing of charges. Memory posting, the posting of transactions by memory and not by actual priced marked vouchers, has always been an undesirable situation in any hotel operation as it is a direct avenue to losses. Therefore, to eliminate such a situation, all transactions posted to guest accounts must be accompanied by a machine verified voucher.

Hotel Cashier Training

The management of the hotel has just revised its cashier training program--the training program for hotel cashiers that is found in Chapter V of this study. In the process of doing so, several major decisions had to be made. Since the hotel is able to provide central training in one of its many conference rooms in the hotel, it was decided to retain the central training program with four trainees assigned to one trainer for a three-day program. Before revision of the training program, a formal training as such was not taught. However, it was decided that the new cashier-training program would teach using the

National Cash Register Company system of operating instructions. This decision was made only after considerable thought on the subject.

Mr. Joseph Leach of the National Cash Register Company, Branch Manager of the Lansing, Michigan branch, was asked his opinion of whether it was feasible to teach the operating instructions of the National Cash Register Model 2000, system in a three-day cashier training program. Mr. Leach said:

"It is my conviction that if persons who are to be trained as cashiers are selected properly; that is, they have proper finger dexterity to operate a machine as well as the mental capacity and willingness to learn, you will experience no difficulty in teaching them the N.C.R. operating instructions in a three-day period. I would strongly suggest that proper supervision by an experienced, capable instructor be employed to see that the recommended course of procedure be followed. At the end of the three-day training period, perhaps, the speed and accuracy of operation would not be as fast or as accurate as desired on the posting machine, but be assured that the tempo and accuracy of the operator will improve rapidly once he is placed under actual working conditions."

The management of the hotel, in order to make better selections of cashier prospects, set forth the following four major requirements:

- (1) Pleasant personality--courteous, friendly, easy smile.
- (2) Accuracy on arithmetic, fractions, and making change.
- (3) Knowledge of hotel operations--should be trained for ten to twenty weeks as room clerk prior to cashier job.
- (4) Good guest approach--background knowledge of hotel, and hotel policies, appreciation of job and good guest attitude.

The hotel uses various types of tests for selection of cashiers, including commercial tests, developed by the personnel department of a nearby college. Tests emphasize manual dexterity, mathematical ability, intelligence, and aptitude. The hotel has men as well as women cashiers;

however, where the job includes cashiering only, women are usually used since it is felt that men are not too well satisfied when they are assigned as cashiers only. No difference in ability is noticed, but when men are used they are available for other jobs, can handle heavier work loads, can work longer hours and have a lower turnover. When women are used as cashiers, the hotel feels that they are better satisfied with the job and possibly are faster and have a lower pilferage record.

It was also decided, since the trainees would have front office experience before entering the course, that correct work habit patterns would have to be thoroughly ingrained in the trainees to assure that the training be used by them upon returning to work. The hotel felt that unless the operating instructions system became firmly entrenched as a habit, any number of deviations on the job could take place. This is one reason why the hotel has felt that the four-day on-the-job and follow-up training are so important--to check and correct methods and to see how cashiers are progressing and feeling about their work in order to prevent wrong habit patterns from cementing themselves. Therefore, the hotel designed their revised cashier training program to better ingrain correct work habit patterns in order to realize maximum training benefits. Work habits have to be learned through the five senses--sight, touch, smell, hearing and taste. Consequently, the hotel decided to do everything that could practically be done to try to make learning as easy as possible for the cashier trainees. It was decided, though, that no films would be used in the training course. Instead, the instructor was asked to devise and use other visual aids to the fullest to illustrate and drive home the content of the training course. The feeling was to reinforce hearing with sight and that a cashier trainee must

sense a problem directly, vividly and in varied ways in order to learn well and quickly the correct work habit patterns. It was felt that by so doing the hotel would secure a higher "retention" factor among the trainees of the training problem content. The hotel also wanted to "share the business" more with the cashier trainees in the revised training program. By that is meant, the giving of information (this is actually a variation of economic education) that pertains to hotels for mental consumption by the cashier trainees for the furtherance of a cooperative and productive attitude. For example, the trainees are shown the breakdown of the average hotel dollar based on a study by Horwath and Horwath, Hotel Accountants and Consultants, and it is explained why "who" received "what." Such business information is presented to the trainees under the "Importance of Cashiering" portion of the first day part of the training program. The hotel gives each prospective trainee a N.C.R. operating instructions manual, one week prior to training, including the pictures of the hotel manager, cashier trainer, and the training room. Its purpose is to serve as a "catalyst" to achieve maximum trainee adjustment to the training program within a minimum of time.

The hotel also decided to retain rest periods in the revised training program. These "breaks" are of ten minutes duration and come once in the morning and once in the afternoon. The hotel has always felt that rest periods for employees are beneficial and are gratified to learn the results of a recent survey of 1160 companies in 45 states that was made by the Fact Finders Associates for the Pan-American Coffee Bureau. Results showed that reduction of fatigue was the biggest single benefit reported (by 82 per cent of the companies). Next was the

improvement in employee morale (75 per cent of the companies claimed this factor). And a big 62 per cent said that worker productivity increased as the result of coffee breaks. Reduction in employee turnover was cited by 32 per cent of the companies. There was no mention in the survey report as to just how the companies decided which benefits they had experienced; but, even as estimates, the figures were impressive to the company. The survey reported that it was honest to call rest periods "coffee breaks" because 76 per cent of the workers in the companies surveyed drank coffee.²

In revising the cashier training program, the hotel was aware of the fact that as soon as the trainees learned something they would begin to forget it--fast.³ Studies concerning the curve of forgetting show, for instance, that if a person has carefully studied an important report all morning, by the time the same person awakes the following morning about 60 per cent of that report will have slipped away beyond recall. If the person fails to go back and review the report another 20 per cent is lost in the following few days. And the next month will take away another 10 per cent, leaving the person just about 10 per cent for his effort.⁴

Therefore, the hotel has a short review of what has transpired at the end and beginning of every training day in order to try to take the edge off, so to speak, of the big loss. In addition to follow-up reviews after learning, the revised training program also tried to build

²Murphy, M. J., "Tips to Good Human Relations," Factory Management and Maintenance, Vol. 110, No. 3 (March 1955), p. 135.

³Weinland, James D., "How to Improve Your Memory," Factory Management and Maintenance, Vol. 110, No. 3 (March 1955), p. 88.

⁴Ibid.

up associations as the trainees learn the material by getting as many sense organs into the learning process as possible.

Training Room Layout

The layout of the hotel's training room is pictured in Figure I on page 50 of this study. It is located at the hotel; and as the classes are limited to only four trainees, two complete National Posting Machines for hotel front offices are provided--so two trainees may act as cashier while the other two act as guests. However, there are two extra posting machines on rollers (so they may be pushed aside to save space) which are used by two trainees whenever practicing posting or correction transactions. It was decided to meet the rental expense of two additional machines, when needed, because the hotel felt that each trainee needed to receive as much drill in the posting and correction transactions as was possible to give them. If only two machines are provided, two trainees would have to wait their turn or reduce the number of trainees to two--thus losing valuable practice time. The walls of the room are painted with pastel shades of peach and there are cushions in the chairs. Each trainee is furnished with paper and pencil.

Hotel Front Office Equipment

The hotel has recently undergone a modernization program as to the type of registration or check-in procedure and forms to reduce labor costs at the front office. This was taken into consideration in the revised training program and was a factor in the decision to revamp the cashier training.

Figure II on page 51 shows the type posting machines used, and Figure III on page 52 shows the layout of the front office now in use.

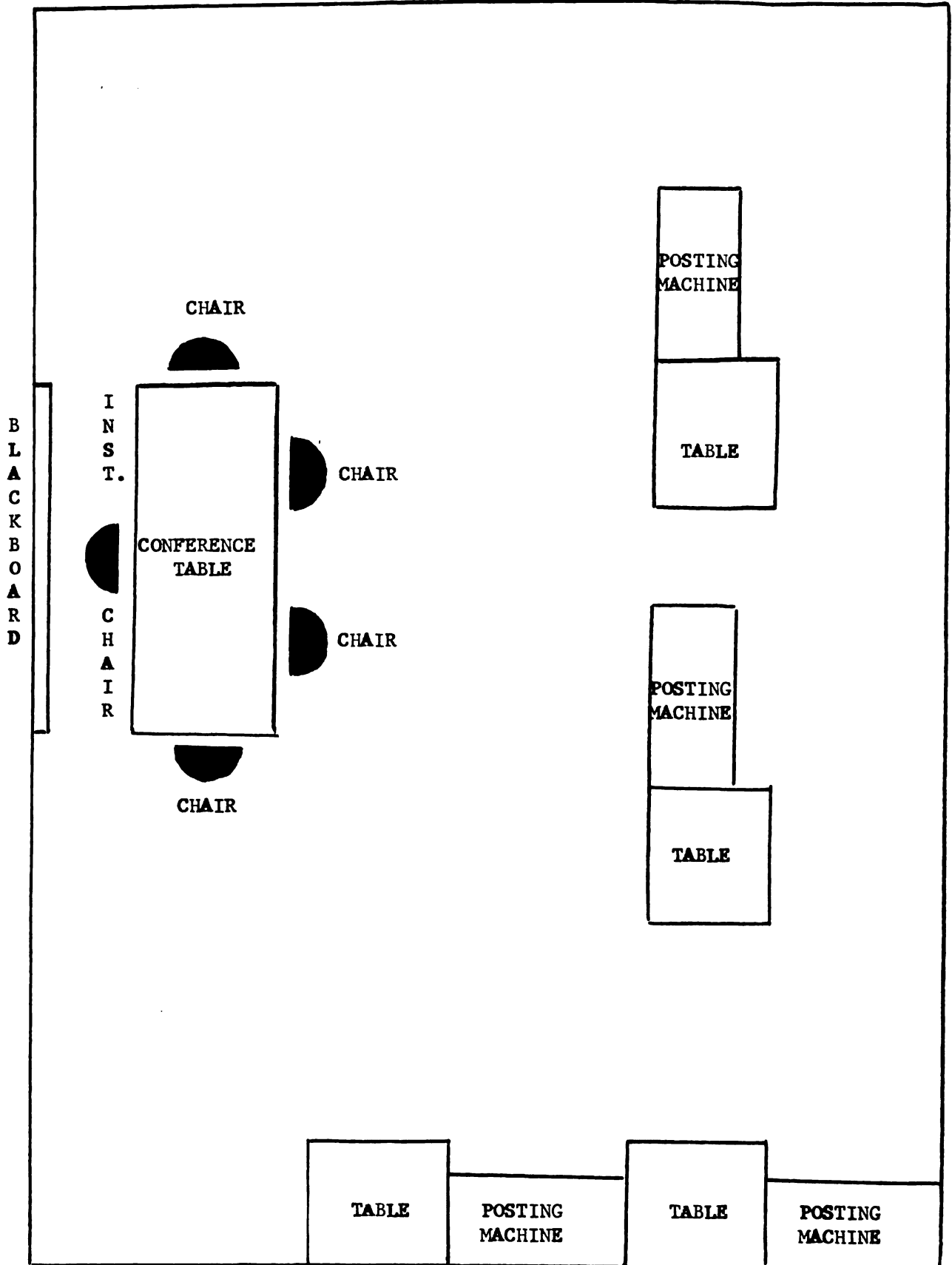


Figure I. Training Room Layout

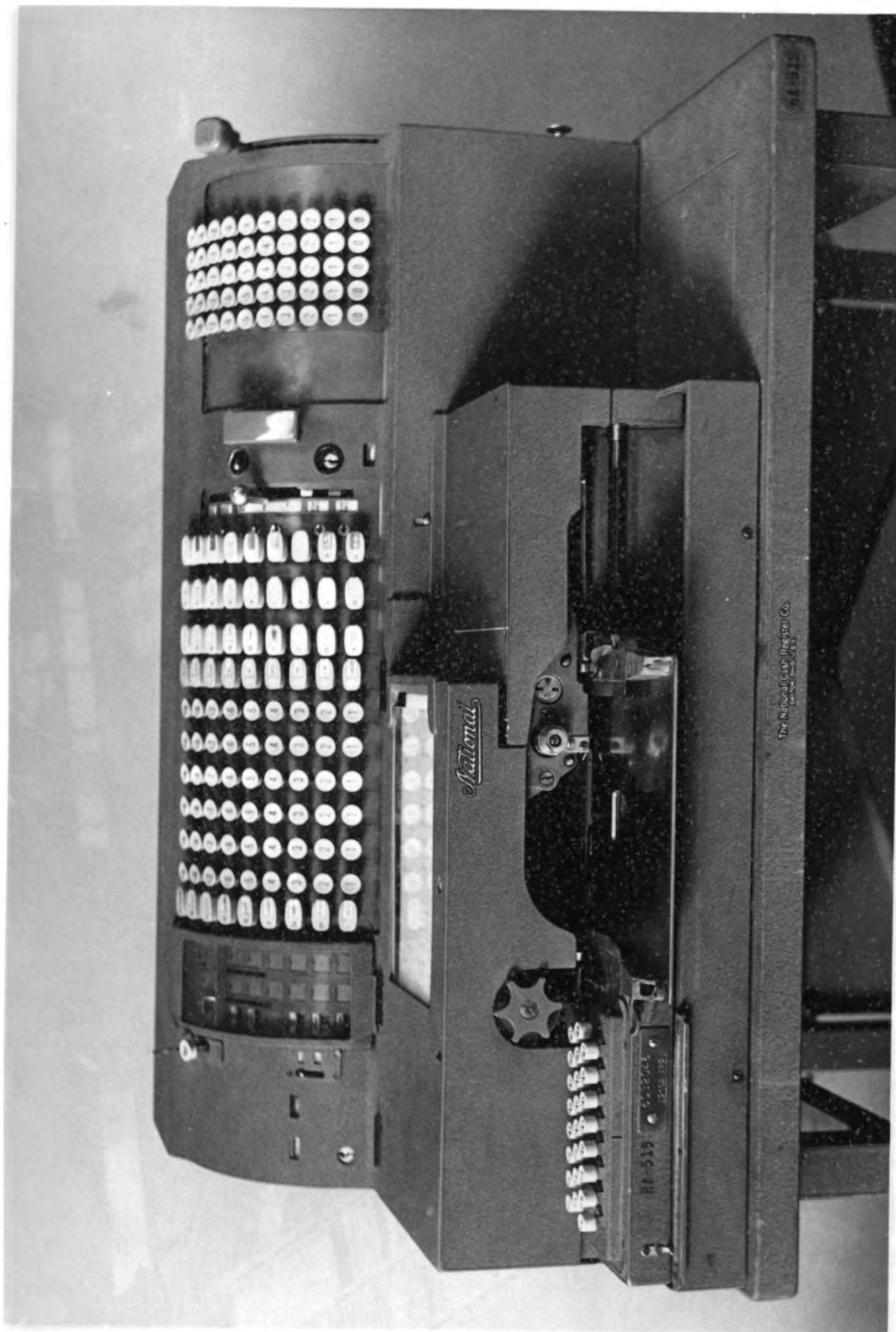


Figure II. Posting Machine Used by Hotel



Figure III. Layout of the Front Office in Typical Modern Hotel

CHAPTER V

THE THREE-DAY "HIGH-RETENTION AND EFFICIENCY" CASHIER
TRAINING PROGRAM

Order of Instruction*

<u>First Day</u>	Page
Breakdown I	
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- Reasons for Training and Benefits of Training	55
- Importance of Cashiering	55
- Guest Relations	56
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- General Description of Machine	58
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- How to Record Transactions and Practice	60
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<u>Second Day</u>	
Breakdown III	
- Cashiering Procedures	65
- Hotel Cashier's Policies	68

*The order of instruction was previously written in Chapter III as one of the factors that management recommended in a cashier's training program.

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- Opening Duties	Page 68
- Checkout Operation Procedure	70
 Breakdown IV	
- Posting Actual Transactions	71
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 Breakdown V	
- How to Balance Cash at the End of a Watch	74
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- Posting Actual Errors and Corrections	86
- Supervision of Guest's Accounts and Miscellaneous Information	101
- Counterfeit Money and Cashing Checks Procedure	102
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Breakdown I (First Day)

INTRODUCTION (Time: 8:00 A.M.)

- | | |
|-------------------------------------|--------------------|
| 1. Introduce yourself and trainees. | - Be informal. |
| | - Use first names. |

2. Ask each trainee to give his previous hotel experience. - Be brief.

REASONS FOR TRAINING AND BENEFITS OF TRAINING (Time: 8:15 A.M.)

1. Explain to the group why we are here.
- To make our work easier and more pleasant.
 - To do a better job.
 - To do the job the correct way.
 - To understand our job and hotel better.
 - To become a more valuable employee.

IMPORTANCE OF HOTEL CASHIERING (Time: 8:30 A.M.)

1. Discuss "Why is cashiering important?"
- Represent the hotel to the guest.
 - First and last contact with the guest.
 - Involves handling large sums of money.
 - Mistakes are costly.
2. List following on blackboard:

Where the Hotel Dollar Comes From

Room Sales	48.3 per cent	- Point out that hotel cashiers are the ones who "take in" the sales dollar.
Food Sales	30.4 per cent	
Beverage Sales	12.1 per cent	
Telephone Sales.	3.0 per cent	
Store Rentals.	1.6 per cent	
Other Sources.	4.6 per cent	

Where the Hotel Dollar Goes

Payroll.	38.3 per cent	- Drive home the low profit margin of the business
Cost of Food	10.7 per cent	
Cost of Beverages.	4.0 per cent	
Departmental Expenses.	11.6 per cent	

Administrative Expenses.	6.8 per cent	- Then stress the need
Advertising & Promotion.	2.0 per cent	for accuracy in hand-
Heat, Light, and Power	3.5 per cent	ling.
Repairs and Maintenance.	3.3 per cent	
Municipal Taxes.	3.8 per cent	- Figure an under-charge
Depreciation	6.1 per cent	of one penny on a dol-
Federal Income Tax	2.7 per cent	lar sale.
Return on Investment	7.2 per cent	¹

GUEST RELATIONS (Time: 8:45 A.M.)

1. Ask the group:

- (1) How many of you have checked-out of hotels where cashiers were unfriendly? - Get answers from each trainee.
- (2) How did unfriendliness make your trip an unpleasant experience? - Get answers from each trainee having such an experience.
- (3) Can we agree that if we are friendly to all guests we shall make their trips to our hotel a pleasant experience? - Get agreement

2. To the group: Since our job requires contacting many guests, how can we be friendly at the front desk?

- Be yourself. Develop a pleasant manner.
- Greet every guest by name, if possible. All guests, like us, want recognition.

Draw the key points from the group not necessarily in this order.

- Smile and guests will smile since they take their "cue" from you.

As points are mentioned ask group "how," "when," and "where" we can put these points to use.

- Acknowledge guest's question--answer them in a helpful, friendly and business-like manner.

- Be patient.

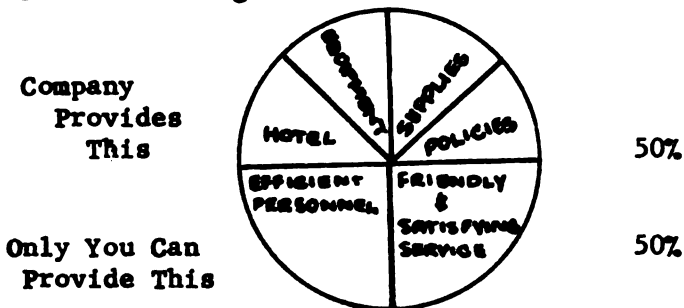
- Show a sincere interest in guest's problems--

¹Horwath and Horwath, Hotel Operations in 1959 (New York: 1959), p.3.

help them or have someone help them. This attention "invites" our guests back.

- Place yourself in your guest's shoes; they may have personal problems on their mind and need friendly handling.
- Guests have a right to expect friendly treatment--we expect it when we are a guest of a hotel.
- Thank your guests--mean it. Satisfying them is our first responsibility. Their continued patronage make our jobs better and more secure.
- Use accepted standards of good conduct.
- Be friendly to all-- fellow employees as well as guests. Everybody responds to friendliness.

3. Draw following circle chart on blackboard:



- Stress that hotel can provide everything but friendly and satisfying service--which rests squarely with them.
- Point out that today guests are looking not only for better rooms and values, but also for better service.

4. Trainer demonstrate friendliness.

Trainer play role of cashier

Have trainee play role of guest.

- Cover all points of friendliness possible.
- Briefly discuss demonstrations.
- Stress point that as we depend upon "repeat"

business our goodwill
is ALL IMPORTANT.

5. Instruct the group.
- Let us begin now to form the friendliness habit and practice it in all our guest contacts.

Breakdown II (First Day)

GENERAL DESCRIPTION OF MACHINE (Time: 9:15 A.M.)

Move posting machine to conference table in place of instructor's chair. Instructor stands behind machine. Trainees may look at the machine and its parts. Tell and show trainees the machine and its parts.

1. Have trainees turn to page 5 of Operating Instructions Manual, and unfold page 42.
2. Explain that each trainee will read a section aloud and that we will discuss each section.
3. **Amount Keys:** Show location of keys and that they must be depressed.
 - To record amount.
4. **Descriptive Print Keys:**
 - Not motorized.
 - Used in conjunction with the Miscellaneous Key or Paid-Out Key to more fully describe a change or paid-out.
5. **Control Total Keys:** Discuss each key and explain its purpose.
 - All motorized except the Trial key.
 - The debit charges are shown in black; the credits in red.
 - Thirty-six control total keys.

(Break from 9:50 A.M. to 10:00 A.M.)

Have each trainee return to conference table.

6. **Clear and Sub-Total Lever:** Show that lever must be in "Add" position during normal posting operation and in Clear Balance position to clear the balance.
 - Only position that allows charges to be posted and added.

7. **Motor Bar:** Show twist of wrist, after the clear lever has been placed in clear balance position, to strike motor bar.
 - To do two operations in one.
8. **Room Number Keys.**
 - Note zero keys, all numbers must be depressed.
9. **Upper Printer:** Place voucher in upper printer and run transaction to demonstrate.
 - There must be a voucher placed in the upper printer for every transaction "run."
10. **Audit Tape:** Show how to lift cover and replace cover over audit tape.
 - Reduce abuse to machine.

Pass out examples of Audit Tape.

 - Posting in Columns.
11. **Audit Tape Winding Key:** Show clockwise movement of key.
 - At end of each cashier watch you advance the audit tape five inches to denote the end of your shift.
12. **Printing Table:** Stress importance of inserting account cards and guest statements the full depth.
 - Moves to the right manually.
 - Position of forms must be correct to be printed properly.
 - Selection of proper line finding keys avoids "overprinting."

Explain importance of depressing proper line finding keys.

 - "Post"--should be in this position unless you are working the Night Audit.
13. **Printing Table Control Lever:** Show positions of lever, Post and Total.
 - For Management's and Auditor's control.
14. **Transaction Counter.**
 - Clears the key board, except line finding keys.
15. **Key Release Lever:** Explain use of release lever.
 - Single - prints on account card only.
 - Double - prints on account card and guest statement.
16. **Single-Print Key:** Explain the Single and Double printing again.
 - Machine does not operate without this key.

Demonstrate operation of key and key lock.
17. **Cashiers Identification Key:** Explain insertion and lock release removal.

- Show identification printing on Audit Tape samples. - Each cashier has his own identification key.
18. Have each trainee tell and show you the machine and its parts, explaining each part. - Builds trainee confidence.

(Lunch from 11:30 A.M. to 12:30 P.M.)

INFORMATION ON OPERATION (Time: 12:30 P.M.)

Have each trainee return to conference table.

1. Tell what happens when the bell rings. Demonstrate with bell ringing. - Status changes from debit balance or credit balance or vice versa.
2. Show what to do when the machine will not operate. - Should check for faulty electrical connections before notifying management of machine failure.
3. Operating the machine. - Stress importance of each and discuss each fully.

Have each trainee read in order steps 1 through 10 on page 9 in Operators Instructions Manual.

HOW TO RECORD TRANSACTIONS AND PRACTICE (Time: 1:15 P.M.)

Line up the two auxiliary machines with the other two and assign each trainee to "his" machine. Trainees may work at the keyboards during the following drills in step by step procedure.

1. Explain to group why we are going to learn a uniform system of posting transactions. - Point out that the system reduces errors, enables them to work more easily and quickly.

Write on blackboard:

The uniform system (1) gives the smoothest operation.

(2) requires the least effort.

2. Tell and show trainees how the left hand is used to hold account card and right hand is used to operate the machine. - Stress "relaxed position."
- Insert guest statement in printing table.

3. Tell and show how to set the line-finding carriage for the last line on which printing occurred.
 - Right hand, first fore-finger used to depress keys.
 - Watch for trainees that set carriage incorrectly.
 - Stress importance for Cashier as well as for guest.
4. Tell and show how to set up the amount of the old balance due by depressing the amount keys.
 - Omit if there is no "pick-up."
 - Known as "pick-up" transaction.
 - Check to see if correct finger is used to depress keys.
5. Tell and show the insertion of the account card in the printing table and depress the old debit balance key.
 - Omit if there is no "pick-up."
 - Note room number.
 - Stress development of head movement from Account Card to Amount Keys.
6. Tell and show the setting up of the room number on room keys.
 - Not needed on "pick-up" transaction.
 - Pull out account card, verify room number.
 - Explain about "zero" keys.
 - Explain identifying symbols.
7. Holding the voucher in the left hand, tell and show the setting up of the charge or credit on the amount keys, insertion of voucher in the upper printer, and pressing of the related control total key.
 - Carriage moves to next line of account card automatically.
 - Voucher is inserted face up in upper printer except dining room check vouchers.

- Explain three white lines and positioning of voucher into upper printer.
 - Tell how voucher ejects from upper printer and must be caught by right hand.
 - Account card must be caught by left hand, this allows printing on guest statement. Must be re-inserted in order to continue to post, or to extend the new balance.
 - Explain importance of concentration on the depressing of proper control total key. Motorized key.
 - Stress maintaining "home positions" of right and left hands after proper departmental motorized key has been depressed.
 - Observe the "finger-path" pattern of right hand. Check to see that the correct finger is used.
 - Stress development of the "motorized key to voucher in upper printer" head movement.
 - Help any trainee having difficulty.
8. Tell and show upon completion of posting a charge or charges how to move the control lever to the "clear" position and press the motor bar to extend the new balance.
- Remind trainees to reject the account card.
 - Show "roll" of right hand from control lever to motor bar.
 - Explain that machine has added or subtracted.

- Line-finding carriage returns home.
- 9. Remove account card and guest statement from machine, check posting transactions for errors, and replace in the account file.
 - Slide card and statement with right hand into left hand.
 - Stress importance of checking for errors.
 - Stress achievement of the uniform system of posting transactions.

(Break from 2:50 P.M. to 3:00 P.M.)

HOW TO RECORD TRANSACTIONS AND PRACTICE, CONTINUED
(Time: 3:00 P.M.)

Encourage trainees to memorize the uniform system of posting transactions.

1. Explain to group why we have covered the posting system.
 - In order to receive a working "mental picture" of the posting machine.
 - To observe the "finger path" patterns of both hands.
2. Give each trainee five account cards and guest statements.
 - File on table according to room number.
3. Have trainees post the following vouchers:
 - Stress the achievement of the uniform posting system.
 - (1) Laundry \$2.53
 - Stress proper pick-up line, and not necessary to depress room keys.
 - (2) Valet \$4.63
 - Stress depressing of room keys.
 - Proper insertion of account card.
 - (3) Restaurant \$2.00
 - Check for correct insertion of voucher in the upper printing table.
 - Help any trainee having difficulty.

- (4) Local Phone \$.15
- Check for catching of voucher from upper printing table.
 - Check for catching of account card from printing table.
- (5) Long-Distance \$1.60
- Stress the "roll" of right hand from control lever to motor bar.
- (6) Porter \$.50
- Stress complete pattern of right hand and proper finger to use.
- (7) Telegram \$1.70
- Stress holding account card in left hand while depressing amount keys for "pick-up."
 - Watch for trainees having most difficulty.
- (8) Paid Out \$.75 (Tip)
- Watch for proper use of explanation keys.
 - Stress the importance of checking for improper "pick-up."
 - Stress first credit transaction.
- (9) Paid \$15.87
- Stress the rejection of account card.
 - Go over the importance of checking for errors.
 - Help any trainee having any difficulty.
4. Have trainees post the same vouchers in reverse order, using reverse side of vouchers.
- Watch each trainee for degree of progress.
 - Help any trainee having most difficulty.
 - Check account cards and vouchers.

- Explain importance of checking for errors, helps cashier, helps night audit, and helps guest.
- Stress importance of using uniform system of posting.

GENERAL REVIEW (Time: 4:50 P.M.)

- | | |
|---|--|
| 1. Answer any questions on what has been covered. | - Compliment the trainees on the progress they have made. |
| 2. Pass out copies of the cashiering procedures and the hotel policies. | - Ask trainees to read them so that we can discuss them tomorrow morning. |
| 3. Tell trainees how to read. | - Read to get the purpose, the big idea, the general picture.

- Read again to fit the material into that picture.

- Read for details and exact meanings. |
| 4. Ask trainees to read the section "Kinds of Errors and How to Correct Them" on page 27, in the Operating Instructions Manual. | - Stress how to read again. |

END OF FIRST DAY (Time: 5:00 P.M.)

Breakdown III (Second Day)

CASHIERING PROCEDURES (Time: 8:00 A.M.)

See that all trainees have a copy of cashiering procedures and hotel policies.

Read and discuss regulations with the trainees--at times have a trainee read a procedure.

- | | |
|---|-----------------------------------|
| 1. Guests checking out are asked the room occupied and return of key. | - Tell the cost to replace a key. |
|---|-----------------------------------|

2. Guest account is checked as to recent charges that have not been posted.
 - Drive home the low percentage of profits.
3. All long-distance telephone calls and charges are confirmed to the guest.
 - To inform guest "where" he has called.
4. When an account is to be charged to another individual or firm, he should sign on the account card, his name as well as the name of the other individual or firm to be charged, after management approval. No guest receipt is given on a charge.
 - Stress importance of getting management's approval for permission to charge an account.
 - Explain the guest statement is not given to the signing guest as it is sent to the payer of the account.
5. After the above steps have been completed, the cashier calls out the balance due, and runs transactions concerning the "PAID" key on the posting machine.
6. The cashier, when taking the guest's money, calls out the amount of money received. Examples: \$8.32 out of \$10.00, or \$15.83 out of \$20.00.
7. In making change, the cashier places money received from the guest on the change slab, and counts from the drawer to his hand, then to the guest with all bills in uniform order. This will prevent most errors in making change as money has been counted three times; once by the cashier in taking it from the cash drawer, again by the cashier in counting it to the guest, and finally by the guest in receiving it. After the guest has been given the proper change, the money originally received from the guest is placed, uniformly, in the proper section of the cash drawer and the drawer closed.
 - Explain that overages and shortages mainly caused by giving change.
 - Stress importance of this procedure.
 - Keeping money in uniform order in your cash drawer is a convenience to the cashier in counting and to the guest when he places it in his wallet.
8. To avoid the possibility of cash losses, keep the cash drawer closed at all times.
9. Hand the guest statement receipt to the guest. Guests need their receipt to check expenditures.
 - Never lay the guest statement on the desk.

10. When a rebate is due the guest, run it while the guest is waiting to assure a proper receipt, on approval of the management.
 - Stress that you should not make guest wait, because of longer work on rebate transaction, do it then.
11. When errors are made on guest's account while waiting to check out--keep calm and think; run correction and collect proper amount. Post on correction sheet.
 - Explain that we will go into corrections late this afternoon.
12. All "paid-outs" must have approval of management.
13. Whenever the detail audit-tape becomes colored, insert a new tape. To check for proper operation of the tape, run a zero miscellaneous transaction twice and watch the tape for proper printing.
14. Whenever the posting machine fails to operate, stop and report it to management at once.
 - Check for faulty electrical connections.
15. Cash pick-ups are made regularly by management in order that the amount of cash in the drawer does not exceed \$500 at any time. All pick-ups are first counted by the cashier.
16. All funds taken from the cash drawer are verified by the cashier by signing with management for the amount involved in the space under "vouchers and checks" on the department cashier's report envelope.
17. Relief trays are furnished with each National Cash Drawer. These are used whenever it is necessary for someone other than the regular cashier to run the posting machine.
18. Transactions are balanced each night by the night auditor. Important cash differences, at the end of each shift, are called to the attention of management, who immediately discusses it with the cashier concerned.
19. The running bank of \$300 is in the cash drawer at all times. When starting your shift, if this amount is not present, do not accept bank from the previous cashier.

20. Cash overages and shortages which develop when the posting machine is balanced, at the end of a shift, are entered as is on the department cashier's report.
21. At the completion of each guest check-out the cashier says, "Thank you and we hope you enjoyed your stay." - Guest is not only thanked for his money, but also understands that he is "welcome" again.

HOTEL POLICIES (Time: 8:30 A.M.)

Trainer read policies four and five--have trainees read the others.

1. Do what is honest, fair, sincere and in the interests of each guest. - Guest is the one who provides for our job and benefits.
2. Extend friendly and satisfying service to everyone. - Guest want today, better values and better service.
- Guest always appreciate suggestions made in their interest.
- Vending machines can give satisfying service, but only you can give friendly service.
3. Give every guest the most good service for his money. - By doing our jobs efficiently, we shall be able to do this.
- Training will help us do our job efficiently.
4. Assure accurate accounting procedures.
5. Give accurate count and totals.
6. Charge the correct price. - In so doing fair to both guest and hotel.
7. Cheerfully refund guest's money for any reason a charge is not satisfactory. - Retains goodwill of guest.

OPENING DUTIES (Time: 8:45 A.M.)

Get the cash trays and place one on each work table.

Have trainees write down the eight opening duties of a cashier.

1. Count cash tray for \$300 bank.
 - Do not accept bank from cashier being released unless bank is correct.
 - Recount bank if not correct on first count.
 - Recount again with leaving cashier, if bank is not correct on second count.
 - Notify management.

2. Insert cashier's identification key into machine.
 - Must be inserted for machine to operate.
 - Print cashier's identifying symbol on the guest's account card, voucher, and audit tape with each posting made.

3. Record totals of "PAID" and "PAID-OUT" on the cash report card "A." Beginning of first shift.
 - Using the "A" card, set the Line Finding Key and Carriage on Line #2.

Have this procedure listed on the back of an actual Cash Report Card "A." Give one to each trainee.

 - Set the Control Lever in the "sub-total, Row 2" position. The Sub-total Control Lever Stop is pulled back by sliding the lug which is under the upper part of the Motor Bar to the right.
 - Press the "Paid" key.
 - Advance the Line-Finding Key and Carriage to Line #6 and depress the "PAID-OUT" key.
 - Remove the card and clear the machine.

4. Check to see that you have a completed Cash Report "A" card, Department Cashier's Report envelope, and an ample supply of vouchers, and a new correction sheet for the day.

5. Check to see that there is an adequate supply of detail audit tape in the machine as well as under the counter. - Tape may be obtained from assistant manager's office.
6. Check to see that proper date recording is set.
7. Check supply of account cards and guest statements.
8. Dust posting machine and work area. - Stress necessity for keeping work area neat.

Get identification keys from conference table drawer. Use conference table as the assistant manager's office.

Have trainees actually go through the eight opening duties.

CHECK-OUT OPERATION PROCEDURE (Time: 9:15 A.M.)

Be the cashier and have the trainees assemble around the posting machine.

1. Tell and show trainees that they must not neglect to ask each guest for the return of key. - Cost of each key.
2. Tell and show trainees how to check for recent charges.
 - Most common recent charges, local phone, long-distance phone, and restaurant charges.
 - Check "pigeon-holes" for non-posted vouchers.
 - Check with switchboard operator.
 - Above checks are visual checks.
3. Tell and show trainees how to confirm long-distance phone calls. - Reason for writing the city called on account card.
4. Tell and show trainees how to handle a request for charge.
 - Notify assistant manager.
 - Have guest sign account card.

- Do not give signing guest the guest statement.
 - Guest statement mailed to the payee.
 - Informs guest of amount due.
 - Before posting "paid" to guest account.
 - Point out that system reduces errors, enables cashier to work easily and quickly.
 - Stress the relaxed position.
 - Call out money received.
 - Make change in accurate order. Stress importance.
 - Hand statement to the guest.
 - "Thank you and we hope you enjoyed your stay."
5. Tell and show trainees how to call out the balance due to the guest.
 6. Tell and show trainees how to post the "paid" transaction using the uniform system of posting.
 7. Tell and show trainees how to receive money and make change for the guest.
 8. Tell and show trainees how to give the guest statement and thanks to the departing guest.
 9. Have trainees tell and show you the check-out operation procedure steps 1-8 of this learning block.

(Break from 10:00 A.M. to 10:10 A.M.)

Breakdown IV (Second Day)

POSTING ACTUAL TRANSACTIONS (Time: 10:10 A.M.)

Assign trainees to posting machines.

Pass out packets of account cards, guest statements and vouchers to each trainee.

1. Have each trainee post transactions in packet, at least twice, using both sides of vouchers. Vouchers in packets:
 - Stress importance of posting each transaction to the right department.

- | | |
|--|--|
| (1) Laundry \$3.00 | - Stress importance of posting correct amount to each department. |
| (2) Valet \$1.00 | |
| (3) Long Distance Call \$1.83 | |
| (4) Telegram \$2.53 | |
| (5) Two local phone calls \$.15 each | - Stress importance of making correct "pick-up." |
| (6) Porter \$.50 | |
| (7) Restaurant charge \$5.00 to city ledger | |
| (8) News \$.55 | - Stress importance of setting line-finding carriage to proper line. |
| (9) Paid-out (Tips) \$1.50 | |
| (10) Local phone \$.15 | |
| (11) Misc. (Florist) \$5.00 | |
| (12) Day Rate \$4.00 | - Stress use of expansion keys. |
| (13) Postage Due \$.65 | |
| (14) Valet \$1.68 | |
| (15) Long Distance Call \$5.63 | - Check for transactions run in succession before extending the new balance. |
| (16) Local Phone \$.15 | |
| (17) Telegram \$1.73 | |
| (18) Paid Out (Tip) \$40.00 | |
| (19) Cash Local Phone Call \$.15 | - Stress achievement of uniform posting system. |
| (20) Cash Telegram \$1.38 | |
| (21) Room Service \$10.00 | |
| (22) Restaurant \$1.68 with \$.25 tip | - Help slow learners. |
| (23) Restaurant \$2.50 (Signed by the Manager) | - Help trainees with questions. |
| (24) Adjustment \$3.80 | |
| | - Stress accuracy rather than speed. |
| | - Check account cards for correct postings. |
| | - Compliment trainees on progress. |
| | - Stress necessity for keeping work area neat. |
| | - Stress the correct way. |
| | - Stress the need for good cash control when so much money is involved. |
| | - Check on ability to carry out the posting procedure. |

HOW TO HANDLE UNUSUAL TRANSACTIONS (Time: 11:15 A.M.)

- | | |
|---|--|
| 1. Tell and show trainees how to forward a balance when account card is filled. | - Pen in account card number--cross-reference. |
|---|--|

2. Tell and show trainees how to post to city ledger accounts.
 - Explain "Transfer Charge and Transfer Credit" keys.
 - Old ledger card inserted in upper printer.
 - Explain double "pick-up" and release key, row one.
 - Single print lever.
 - Complete address must be written in explanation column.
 - Explain "which" transactions are posted to the city ledger and "why."
3. Tell and show the use of the Old Credit Balance due key.
 - Bell rings.
 - Advance on room rate.
4. Tell and show "when" the Adjustment Key is used and "why."
 - Rebate credit.
 - Management approval.
5. Tell and show the use of Charge Account Keys.
 - Posting to special accounts.
6. Tell and show when money paid out at the front office does not affect a guest account.
 - Must use paid-out voucher.
7. Tell and show how to handle accounts known as "skippers."
 - Stamp account card "Guest left without paying."
 - Transfer charge to City Ledger, with full name and address in the explanation column.
 - Use old account card in upper printer to verify transfer.
8. Tell and show how to handle situation when a guest checks out and instead of paying cash, signs his account card to be charged to himself, another individual or a firm.
 - Guest must sign account card.

- Do not give signing guest the guest statement--send to payee.
- Transfer to City Ledger.

(Lunch from 12:00 noon to 1:00 P.M.)

Breakdown V (Second Day)

HOW TO BALANCE CASH AT THE END OF A WATCH (Time: 1:00 P.M.)

Have trainees write down the nine closing duties of a cashier.

1. Record totals of "PAID" and "PAID-OUT" on the cash report cards "A" and a "B" card. (Have trainees post on machine.)
 - Set the Line-Finding Key and Carriage on Line #1.
 - Set the Control Lever in the "sub-total, Row 2" position. The Sub-Total Control Lever Stop is pulled back by sliding the lug which is under the upper part of the Motor Bar to the right.
 - Insert the "A" card and a "B" card.
 - Depress the Paid key. This will print the total on the closing balance line on the "A" card and on the opening balance line of the "B" card.
 - Advance the Line-Finding Key and Carriage to Line #5 and depress the Paid-Out key. (Again, this total is printed on both cards.)
 - Remove the cards and clear the machine.
- Have this procedure listed on the back of an actual Cash Report Card "A." Give one to each trainee.
2. The opening "PAID" totals are subtracted from the closing "PAID" totals to determine the balance.

3. The opening "PAID-OUT" totals are subtracted from the closing "PAID-OUT" totals to determine the balance.
4. The balance of the "PAID-OUT" totals are subtracted from the balance of the "PAID" totals, which determine the grand balance.
5. The credit corrections are subtracted from grand balance and the debit corrections are added to the grand balance to determine the NET RECEIPTS.
6. Count out the NET RECEIPTS from your cash drawer.
 - To balance--the remainder of money in cash drawer should be \$300.
 - Does not balance--recount cash, check addition and subtraction on cash card, call management.
7. Explain how Department Cashier's Report envelope is filled out. Give each trainee an envelope.
 - Fill out completely all spaces printed on the envelope. Write in the net receipts only after counting and being satisfied completely that it is there.
 - Stress that when this is done, the cashier assumes responsibility for the money enclosed.
8. Deposit envelope into vault.
 - On-coming cashier's approval. Must have witness.
9. Remove identification key from machine.

Have trainees actually go through the nine closing duties.

Breakdown VI (Second Day)

KINDS OF ERRORS AND HOW TO CORRECT THEM (Time: 2:00 P.M.)

Have trainees write down the following points about corrections.

1. Definition of a correction.
 - Debit and Credit corrections.

Draw "T" accounts on blackboard:

 - Work "T" accounts on blackboard to show accounting procedure work out errors.

2. Corrections do not affect totals in the posting machine.

3. Corrections made with the machine avoid inking-in or red lining accounts.
 - Correction Sheet.
 - All corrections must be made by the machine.

4. The correction key removes the original incorrect posting, returning the total on the account card to the amount before the incorrect charge was posted.
 - Correction keys are not motorized.
 - Then, correct charge is posted.

Have trainees gather around the first posting machine. Tell and show trainees how to make a correction of a correct amount posted to the wrong department. Explain to group why we have briefly covered one correction. That the account card will be kept by each trainee as a permanent record. On the back of each account card the trainee will write out the step-by-step procedure of each correction.

5. The correction of a correct amount posted to the wrong department. - Explain error, explain correction--have trainees post error, correction, and write procedure on back of account card.

	FROM FOLIO							
	To FOLIO							No.
	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY	
LOCAL PHONE CALLS								

MEMO.	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE	PICK-UP	ROOM No.
	1	DEC28-60 VALET --	★ 2.00			★ 2.00	K - ●
	2	DEC28-60 VALET CORR		★ 2.00			K - ●
	3	DEC28-60 LNDRY --	★ 2.00		★ 2.00		K - ●
	4						
	5						
	6	<u>Correction of Correct Amount Posted to the Wrong Department</u>					
	7	1. Pick up old balance. 2. Enter amount posted to wrong department, depress credit correction key, and press control total key of the department for which the charge was incorrectly posted. 3. Re-insert folio and post charge to correct department. 4. Enter correction on correction sheet. 5. Show all charges and corrections made on the original voucher.					
	8						
	9						
	10						
	11						
	12						
	13						
	14						
	15						
	16						
	17						
	18						
	19						
	20						
	21						
	22						
	23						
	24						

REMARKS

TRANSFER TO CITY LEDGER

GUEST'S SIGNATURE _____
 CHARGE To _____
 ADDRESS _____
 APPROVED BY _____

6. The correction of an incorrect amount posted to the correct department.

- Explain error, explain correction--have trainees post error, correction, and write procedure on back of account card.

FROM FOLIO
To FOLIO

No.

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
LOCAL PHONE CALLS							
MEMO.	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE	PICK-UP	ROOM No.
	1	DEC28-60 REST'R —	* 5.00			* 5.00	K - ●
	2	DEC28-60 REST'R CORR		* 5.00			K - ●
	3	DEC28-60 REST'R —	* 3.00		* 3.00		K - ●
	4						
	5						
	6						
	7	<u>Correction of Incorrect Amount Posted to the Correct Department</u>					
	8						
	9	1. Pick up old balance.					
	10						
	11	2. Enter amount incorrectly posted, depress credit correction key, and press control key for department concerned.					
	12						
	13	3. Re-insert folio and post correct charge.					
	14						
	15	4. Clear machine.					
	16						
	17	5. Record the correction on the correction sheet.					
	18						
	19	6. Show all charges and corrections made on the original voucher.					
	20						
	21						
	22						
	23						
	24						

REMARKS

TRANSFER TO CITY LEDGER

GUEST'S SIGNATURE _____

CHARGE TO _____

ADDRESS _____

APPROVED BY _____

LOCAL P
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7. The correction of a charge posted to the account without setting the line-finding carriage (Posting on line #24 or the account card.) - Explain error, explain correction--have trainees post error, correction, and write procedure on back of account card.

FROM FOLIO
To FOLIO

No.

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
LOCAL PHONE CALLS							

MEMO.	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE	PICK-UP	ROOM No.
1	DEC28-60	ROOM —	★ 8.00		★ 8.00	★ 8.00	K - ●
2	DEC28-60	REST'R —	★ 5.00		★ 13.00	★ 13.00	K - ●
3	DEC28-60	PHONE CORR	★ 0.15		★ 13.15		K - ●
4							
5							
6							
7	<u>Correction of a Charge Posted to the Account Without Setting the Line-Finding Carriage</u>						
8							
9							
10							
11		1. Pick up old balance correct line.					
12		2. Post correct charge by depressing debit correction key and pressing related department key.					
13							
14		3. Red line the original transaction, line #24.					
15							
16		4. Recording on correction sheet is not necessary.					
17							
18							
19							
20							
21							
22							
23							
24	DEC28-60	PHONE ←	★ -0.15		★ 13.15	★ 13.00	K - ●

REMARKS

TRANSFER TO CITY LEDGER

GUEST'S SIGNATURE _____

CHARGE To _____

ADDRESS _____

APPROVED BY _____

LOCAL PHONE
CALLS

8. The correction of a charge posted over another charge due to incorrect line selection.

- Explain error, explain correction--have trainees post error, correction, and write procedure on back of account card.

FROM FOLIO

To FOLIO

No.

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
LOCAL PHONE CALLS							

MEMO.	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE	PICK-UP	ROOM No.
	1	DEC28-60 ROOM	★ 8.00		★ 8.00	★ 8.00	K - ●
	2	DEC28-60 REST'R	★ 5.00				K - ●
	3	DEC28-60 BRKFAST	★ 5.00		★ 13.00	★ 13.00	K - ●
	4	DEC28-60 L'DIST CORR	★ 4.00				K - ●
	5	DEC28-60 VALET CORR	★ 3.00		★ 20.00		K - ●
	6						
	7	<u>Correction of a Charge Posted Over Another Charge, Due to</u>					
	8	<u>Incorrect Line Selection (Over Printing)</u>					
	9						
	10	1. Pick up old balance on correct line.					
	11						
	12	2. Enter amount of first charge (recorded before over print) and depress debit correction key and related department key.					
	13						
	14	3. Enter amount of second charge (charge causing the over print) and depress debit correction key and related department key.					
	15						
	16						
	17						
	18	4. Red line over print.					
	19						
	20	5. On memo column note the line # of the over print next to the correction.					
	21						
	22	6. No recording on the correction sheet is necessary.					
	23						
	24						

REMARKS

TRANSFER TO CITY LEDGER

GUEST'S SIGNATURE _____

CHARGE TO _____

ADDRESS _____

APPROVED BY _____

10. The correction of an incorrect amount posted on paid to a guest's account. (A and B)

- Explain error, explain correction--have trainees post error, correction, and write procedure on back of account card.

		FROM FOLIO							
		To FOLIO						No.	
		MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY	
LOCAL PHONE CALLS									

MEMO.	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE	PICK-UP	ROOM No.
	1	DEC28-60 ROOM —	★ 8.00		★ 8.00	★ 8.00	K - ●
	2	DEC28-60 — PAID		★ 80.00	★ 72.00	★ 72.00	K - ●
	3	DEC28-60 CORR PAID	★ 80.00		★ 8.00		K - ●
	4	DEC28-60 — PAID		★ 8.00	★ 0.00		K - ●
	5	<u>Correction of an Incorrect Amount Posted on Paid Key to a</u>					
	6	<u>Guest's Account</u>					
	7	(A)					
	8	1. Pick up incorrect amount balance due.					
	9	2. Enter amount of error in cash and depress debit correction key and paid key.					
	10	3. Enter correct amount cash received and depress the paid key.					
	11	4. Clear machine.					
	12	5. Write up on correction sheet.					
	13	DEC28-60 ROOM —	★ 8.00		★ 8.00	★ 8.00	K - ●
	14	DEC28-60 — PAID		★ 6.00			K - ●
	15	DEC28-60 — PAID		★ 2.00	★ 0.00		K - ●
	16	(B)					
	17	1. Pick up incorrect amount balance due.					
	18	2. Post additional amount to paid.					
	19	3. Clear machine.					
	20	4. No correction entry need be made.					
	21						
	22						
	23						
	24						

REMARKS

TRANSFER TO CITY LEDGER

GUEST'S SIGNATURE _____

CHARGE To _____

ADDRESS _____

APPROVED BY _____

LOCAL PHONE
CALLS

11. The operator fails to insert guest statement or ledger card or both into machine.

- Explain error, explain correction--have trainees post error, correction, and write procedure on back of account card.

FROM FOLIO
TO FOLIO

No.

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
LOCAL PHONE CALLS							

MEMO.	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE	PICK-UP	ROOM No.
	1 DEC28-60	ROOM —	* 4.00				K - ●
	2 DEC28-60	MISC. — TAX	* 0.16		* 4.16	* 4.16	K - ●
	3 DEC28-60	PHONE CORR	* 0.15		* 4.31		K - ●
	4						
	5						
	6						
	7	<u>Operator Fails to Insert Guest Statement or Ledger Card or Both Into Machine</u>					
	8						
	9						
	10	1. Pick up last balance due, (A) if charge is a debit post debit correction with debit charge, (B) if charge is a credit, post credit correction with credit charge.					
	11						
	12						
	13						
	14	2. Clear machine.					
	15						
	16						
	17						
	18						
	19						
	20						
	21						
	22						
	23						
	24						

REMARKS

TRANSFER TO CITY LEDGER

GUEST'S SIGNATURE _____

CHARGE TO _____

ADDRESS _____

APPROVED BY _____

LOCAL PHONE
CALLS

12. Correction of correct amount posted to wrong department, affecting cash turn in. - Explain error, explain correction--have trainees post error, correction, and write procedure on back of account card.

FROM FOLIO
To FOLIO No.

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
LOCAL PHONE CALLS							

MEMO.	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE	PICK-UP	ROOM No.
	1	DEC28-60	PHONE —	★ 0.15		★ 0.15	K - ●
	2	DEC28-60	REST'R —	★ 2.52		★ 2.67	K - ●
	3	DEC28-60	ROOM —	★ 7.50			K - ●
	4	DEC28-60	MISC. — TAX	★ 0.30		★ 10.47	K - ●
	5	DEC28-60	PHONE —	★ 0.75		★ 11.22	K - ●
	6	DEC28-60	— ADJ'ST		★ 11.22		K - ●
	7	DEC28-60	CORR ADJ'ST	★ 11.22			K - ●
	8	DEC28-60	— PAID		★ 11.22	★ 0.00	K - ●
	9						
	10						
	11	<u>Correction of Correct Amount Posted to the Wrong Department, Affecting Cash Turn in</u>					
	12						
	13						
	14	1. Enter amount posted to wrong department, depress credit					
	15	correction key, and press control total key of the de-					
	16	partment for which the charge was incorrectly posted.					
	17	2. Re-insert folio and post charge to correct department.					
	18	3. Enter correction on correction sheet.					
	19	4. Show all charges and correction made on the original					
	20	voucher.					
	21						
	22						
	23						
	24						

REMARKS

TRANSFER TO CITY LEDGER

GUEST'S SIGNATURE _____

CHARGE TO _____

ADDRESS _____

APPROVED BY _____

GENERAL REVIEW (Time: 4:45 P.M.)

1. **Answer any questions on what has been covered during the first two days.** - **Commend trainees on their progress.**

End of Second Day (Time: 5:00 P.M.)

Breakdown VII (Third Day)

POSTING ACTUAL ERRORS AND CORRECTIONS (Time: 8:00 A.M.)

Have trainees go through opening duties on their posting machines.

Have trainees continue posting errors and corrections and explain their importance.

LOCAL PH
CALL

13. The correction of a charge posted correctly as to amount and department, but is posted on wrong guest account. If error is not discovered on same day as original posting a correction to the department cannot be made, rather a transfer credit posted on wrong guest account add a transfer charge on correct guest account.

- Explain error, explain correction--have trainees post error, correction, and write procedure on back of account card.

FROM FOLIO

To FOLIO

No.

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
LOCAL PHONE CALLS							

MEMO.	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE	PICK-UP	ROOM No.
	1	DEC28-60 ROOM —	★ 8.00		★ 8.00	★ 8.00	K - ●
	2	DEC28-60 VALET —	★ 2.75		★ 10.75	★ 10.75	K - ●
	3	DEC28-60 — FWARD		★ 2.75	★ 8.00		K - ●
	4						
	5						
	6	<u>Corrections of a Charge Posted Correctly as to Amount and Department, But is Posted on Wrong Guest Account</u>					
	7						
	8	If error is not discovered on same day as original posting,					
	9	a correction to the department cannot be made, rather a					
	10	transfer credit posted on wrong guest account add a trans-					
	11	fer charge on correct guest account.					
	12						
	13	1. Pick up balance due on folio of guest receiving incorrect					
	14	charge.					
	15						
	16	2. Post correction					
	17						
	18	(a) If charge is a debit, make credit correction.					
	19	(b) If charge is a credit, make debit correction.					
	20						
	21	3. Clear machine.					
	22						
	23	4. Transfer charge on correct folio in the usual manner.					
	24						

REMARKS

TRANSFER TO CITY LEDGER

GUEST'S SIGNATURE _____

CHARGE To _____

ADDRESS _____

APPROVED By _____

14. The correction of a correction made improperly.

- Explain error, explain correction--have trainees post error, correction, and write procedure on back of account card.

FROM FOLIO
TO FOLIO

No.

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
LOCAL PHONE CALLS							

MEMO.	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE	PICK-UP	ROOM No.	
	1	DEC28-60 L'DIST —	★ 0.67		★ 0.67	★ 0.67	K - ●	
	2	DEC28-60 L'DIST —	★ 0.84		★ 1.51	★ 1.51	K - ●	
	3	DEC28-60 L'DIST CORR		★ 0.76			K - ●	
	4	DEC28-60 L'DIST CORR		★ 0.84	★ 0.09 ³	★ 0.09 ³	K - ●	
	5	DEC28-60 L'DIST CORR	★ 0.76				K - ●	
	6	DEC28-60 L'DIST CORR		★ 0.67	★ 0.00		K - ●	
	7	DEC28-60 L'DIST —	★ 0.70				K - ●	
	8	DEC28-60 L'DIST —	★ 0.90		★ 1.60		K - ●	
	9							
	10							
	11	<u>Correction of a Correction Made Improperly</u>						
	12							
	13							
	14	1. Pick up incorrect balance due.						
	15	2. Run off-setting correction to incorrect correction.						
	16							
	17	3. Run correct correction.						
	18							
	19	4. Clear machine.						
	20	5. Post correct charge.						
	21							
	22							
	23							
	24							

REMARKS

TRANSFER TO CITY LEDGER

GUEST'S SIGNATURE _____

CHARGE TO _____

ADDRESS _____

APPROVED BY _____



15. The correction of an overcharge room rate not noticed until after paid is run.

- Explain error, explain correction--have trainees post error, correction, and write procedure on back of account card.

	FROM FOLIO						
	To FOLIO						No.
	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
LOCAL PHONE CALLS							

MEMO.	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE	PICK-UP	ROOM No.
	1	DEC28-60 ROOM —	★ 13.75				K - ●
	2	DEC28-60 MISC. — TAX	★ 0.55		★ 14.30	★ 14.30	K - ●
	3	DEC28-60 PHONE —	★ 0.15		★ 14.45	★ 14.45	K - ●
	4	DEC28-60 — PAID		★ 14.45	★ 0.00		K - ●
	5	DEC28-60 CORR PAID	★ 14.45		★ 14.45	★ 14.45	K - ●
	6	DEC28-60 — ADJ/ST		★ 2.86			K - ●
	7	DEC28-60 — PAID		★ 11.59	★ 0.00		K - ●
	8						
	9						
	10	<u>Correction of an Overcharge Room Rate Not Noticed Until After</u>					
	11	<u>Paid is Run</u>					
	12						
	13	1. Run debit correction to paid.					
	14	2. Clear machine.					
	15						
	16	3. Pick up incorrect balance due.					
	17						
	18	4. Run rebate credit of amount overcharged.					
	19						
	20	5. Clear machine.					
	21	6. Pick up new correct balance due.					
	22						
	23	7. Run paid for correct amount.					
	24	8. Clear machine.					

REMARKS

TRANSFER TO CITY LEDGER

GUEST'S SIGNATURE _____

CHARGE TO _____

ADDRESS _____

APPROVED BY _____

16. The correction of an incorrect balance due, when paid is run.

- Explain error, explain correction--have trainees post error, correction, and write procedure on back of account card.

FROM FOLIO
To FOLIO No.

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
LOCAL PHONE CALLS							

MEMO.	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE	PICK-UP	ROOM No.	
	1	DEC28-60 PHONE —	★ 0.15		★ 0.15	★ 0.15	K - ●	
	2	DEC28-60 L'DIST —	★ 1.93		★ 2.08	★ 2.08	K - ●	
	3	DEC28-60 ROOM —	★ 7.50				K - ●	
	4	DEC28-60 MISC. — TAX	★ 0.30		★ 9.88	★ 9.88	K - ●	
	5	DEC28-60 REST'R —	★ 3.68		★ 13.56	★ 13.56	K - ●	
	6	DEC28-60 — PAID		★ 13.56	★ 0.00		K - ●	
	7	DEC28-60 CORR PAID	★ 13.56		★ 13.56	★ 13.56	K - ●	
	8	DEC28-60 REST'R CORR		★ 3.68			K - ●	
	9	DEC28-60 — PAID		★ 9.88	★ 0.00		K - ●	
	10							
	11	<u>Correction of an Incorrect Balance Due, When Paid is Run</u>						
	12							
	13							
	14	1. Run debit correction to paid.						
	15	2. Clear machine.						
	16							
	17	3. Pick up incorrect balance due.						
	18							
	19	4. Run correction to posting that was in error.						
	20							
	21	5. Clear machine.						
	22	6. Make old debit pick up of correct amount.						
	23							
	24	7. Run paid for correct amount.						

REMARKS 8. Clear machine.

TRANSFER TO CITY LEDGER

GUEST'S SIGNATURE _____

CHARGE TO _____

ADDRESS _____

APPROVED BY _____

LOCAL PHONE
CALLS

17. The correction of error on pick up of an old debit balance, instead of an old credit balance, before any posting.

- Explain error, explain correction--have trainee post error, correction, and write procedure on back of account card.

FROM FOLIO

To FOLIO

No.

MONDAY		TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY	
LOCAL PHONE CALLS								
MEMO.		DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE	PICK-UP	ROOM No.
	1	DEC28-60	- PAID		* 45.00	* 45.00	* 45.00	K - ●
	2						* 45.00	
	3	DEC28-60	L'DIST -	* 4.50		* 40.50		K - ●
	4							
	5	<u>Correction of Error on Pick Up of an Old Debit Balance,</u>						
	6	<u>Instead of an Old Credit Balance, Before Any</u>						
	7	<u>Posting</u>						
	8							
	9	1. Remove folio-rule out incorrect pick up.						
	10							
	11	2. Clear machine.						
	12							
	13	3. Start on next unposted line, pick up correct old credit						
	14	balance, continue posting.						
	15							
	16							
	17							
	18							
	19							
	20							
	21							
	22							
	23							
	24							

REMARKS

TRANSFER TO CITY LEDGER

GUEST'S SIGNATURE _____
 CHARGE TO _____
 ADDRESS _____
 APPROVED BY _____

18. The correction of picking up wrong (too large) balance due and noticing before additional charge is run.

- Explain error, explain correction--have trainees post error, correction, and write procedure on back of account card.

FROM FOLIO
To FOLIO

No.

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
LOCAL PHONE CALLS							

MEMO.	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE	PICK-UP	ROOM No.
1	DEC28-60	LDIST —	★ 5.00		★ 5.00	★ 15.00	K - ●
2						★ 5.00	
3	DEC28-60	PHONE —	★ 0.15		★ 5.15		K - ●
4							
5							
6	<u>Correction of Picking Up Wrong (Too Large) Balance Due and</u>						
7	<u>Noticing Before Additional Charge is Run</u>						
8							
9							
10		1. Remove ledger card and statement from machine and clear machine.					
11							
12		2. Rule out wrong balance pick up.					
13							
14		3. Pick up correct balance due on next unposted line, and continue posting in regular manner.					
15							
16							
17							
18							
19							
20							
21							
22							
23							
24							

REMARKS

TRANSFER TO CITY LEDGER

GUEST'S SIGNATURE _____

CHARGE TO _____

ADDRESS _____

APPROVED BY _____

(Break from 10:00 A.M. to 10:10 A.M.)

19. To reconstruct overprint and balance due, not picked up.

- Explain error, explain correction--have trainees post error, correction, and write procedure on back of account card.

FROM FOLIO
To FOLIO No.

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
LOCAL PHONE CALLS							
MEMO.	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE	PICK-UP	ROOM No.
	1 DEC28-60	ROOM —	★ 3.90				K - ●
	2 DEC28-60	MISC. — TAX	★ 0.16		★ 4.06	★ 4.06	K - ●
	3 DEC28-60	REST'R —	★ 0.72		★ 4.78	★ 4.78	K - ●
	4 DEC28-60	ROOM —	★ 3.90				K - ●
	5 DEC28-60	MISC. — TAX	★ 0.16		★ 8.84	★ 8.84	K - ●
	6 DEC28-60	REST'R —	★ 0.93		★ 9.77	★ 9.77	K - ●
	7 DEC28-60	ROOM —	★ 3.90				K - ●
	8 DEC28-60	MISC. — TAX	★ 0.16		★ 13.83	★ 13.83	K - ●
	9 DEC28-60	REST'R PAID	★ 0.82	★ 14.65	★ 14.65	★ 14.65	K - ●
	10 DEC28-60	CORR PAID	★ 14.65				K - ●
	11						
	12						
	13	<u>To Reconstruct Overprint and Balance Due, Not Picked Up</u>					
	14						
	15	1. Debit balance due not picked up.					
	16	2. Paid run on line 9--overprint.					
	17	3. Cleared machine, \$14.65 credit balance due.					
	18						
	19	To correct:					
	20						
	21	1. Pick up incorrect credit balance due of \$14.65.					
	22	2. Run debit correction to paid of \$14.65.					
	23	3. Clear machine.					
	24						

REMARKS

TRANSFER TO CITY LEDGER

GUEST'S SIGNATURE _____

CHARGE TO _____

ADDRESS _____

APPROVED BY _____

LOCAL PHONE
CALLS

B.

20. The correction of an incorrect pick up with a debit balance due.

- Explain error, explain correction--have trainees post error, correction, and write procedure on back of account card.

FROM FOLIO
To FOLIO No.

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY	
LOCAL PHONE CALLS								
MEMO.	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE	PICK-UP	ROOM No.	
1	DEC28-60	REST'R --	* 5.50		* 5.50	* 55.00	K - ●	
2	DEC28-60	L'DIST --	* 3.40		* 58.40	* 58.40	K - ●	
3	DEC28-60	MISC. --	* 0.00		* 8.90		K - ●	
4								
5	<u>Correction of an Incorrect Pick Up With a Debit Balance Due</u>							
6								
7								
8		1. Set to correct line and place folio into the machine.						
9		2. Pick up last incorrect old debit balance due.						
10		3. Remove folio from machine.						
11		4. Credit incorrect pick up (old credit balance key).						
12		5. Enter correct pick up (old debit balance key).						
13		6. Replace folio into machine.						
14		7. Set line-finding carriage to correct line.						
15		8. Enter zero Misc charge (Misc key).						
16		9. Clear machine.						
17								
18								
19								
20								
21								
22								
23		<u>Do not place error on correction sheet.</u>						
24								

REMARKS

TRANSFER TO CITY LEDGER

GUEST'S SIGNATURE _____
 CHARGE TO _____
 ADDRESS _____
 APPROVED BY _____

LOCAL PHONE
CALLS

M

21. The correction of an incorrect pick up with a credit balance due.

- Explain error, explain correction--have trainees post error, correction, and write procedure on back of account card.

FROM FOLIO
TO FOLIO

No.

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
LOCAL PHONE CALLS							

MEMO.	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE	PICK-UP	ROOM No.
1	DEC28-60	— PAID		* 60.00	* 60.00	* 6.00	K - ●
2	DEC28-60	L'DIST —	* 4.50		* 1.50	* 1.50	K - ●
3	DEC28-60	MISC. —	* 0.00		* 55.50		K - ●
4							
5	<u>Correction of an Incorrect Pick Up With a Credit Balance Due</u>						
6							
7		1. Set to correct line and place folio into the machine.					
8		2. Pick up incorrect old credit balance due.					
9							
10		3. Remove folio from machine.					
11							
12		4. Debit incorrect pick up (old debit balance key).					
13							
14		5. Enter correct pick up (old credit balance key).					
15							
16		6. Replace folio into machine.					
17		7. Set line-finding carriage to correct line.					
18							
19		8. Enter zero Misc charge (Misc key).					
20							
21		9. Clear machine.					
22		10. Do not place error on correction sheet.					
23							
24							

REMARKS

TRANSFER TO CITY LEDGER

GUEST'S SIGNATURE _____

CHARGE TO _____

ADDRESS _____

APPROVED BY _____

22. The correction of error made on pick up of an old debit balance, instead of an old credit balance.

- Explain error, explain correction--have trainees post error, correction, and write procedure on back of account card.

		FROM FOLIO To FOLIO					No.	
		MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
LOCAL PHONE CALLS								
MEMO.	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE	PICK-UP	ROOM No.	
	1	DEC28-60 — PAID		★ 50.00	★ 50.00	★ 50.00	K - ●	
	2	DEC28-60 REST'R —	★ 5.00		★ 55.00		K - ●	
	3				★ 45.00			
	4							
	5	<u>Correction of Error Made on Pick Up of an Old Debit Balance,</u>						
	6	<u>Instead of an Old Credit Balance</u>						
	7							
	8							
	9	1. Pick up incorrect balance due. If a debit balance has been picked up, enter the same amount as the pick up and depress credit balance due.						
	10							
	11							
	12	2. Remove folio and clear machine.						
	13							
	14	3. Enter correct balance due, set line to correct line and clear machine.						
	15							
	16							
	17							
	18							
	19							
	20							
	21							
	22							
	23							
	24							

<p style="text-align: center;"><u>REMARKS</u></p> <hr/> <hr/> <hr/>	<p style="text-align: center;"><u>TRANSFER TO CITY LEDGER</u></p> <p>GUEST'S SIGNATURE _____</p> <p>CHARGE To _____</p> <p>ADDRESS _____</p> <p>APPROVED By _____</p>
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LOCAL PHONE
CALL

23. The correction of error on incorrect pick up of old debit balance, instead of old credit balance. Error discovered after posting is done, but before machine is cleared.

- Explain error, explain correction--have trainees post error, correction, and write procedure on back of account card.

FROM FOLIO
TO FOLIO

No.

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
LOCAL PHONE CALLS							

MEMO.	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE	PICK-UP	ROOM No.
1	DEC28-60	— PAID		★ 50.00	★ 50.00	★ 50.00	K - ●
2	DEC28-60	REST'R —	★ 6.25				K - ●
3	DEC28-60	— Pdout TIPS	★ 1.50		★ 42.25	★ 42.25	K - ●
4	DEC28-60	REST'R —	★ 3.50			★ 42.25	K - ●
5	DEC28-60	MISC. —	★ 0.00		★ 38.75		K - ●
6							
7	<u>Correction of Error on Incorrect Pick Up of Old Debit Balance,</u>						
8	<u>Instead of Old Credit Balance. Error Discovered After</u>						
9	<u>Posting is Done, but Before Machine is Cleared</u>						
10	1. Remove folio.						
11							
12	2. On amount keys insert amount of old debit balance incor-						
13	rectly picked up.						
14	(a) if recorded as debit balance, pick up old credit balance.						
15							
16	(b) if recorded as credit balance pick up, release key, and						
17	old credit balance.						
18							
19	3. Cross out on folio, incorrect old balance, picked up.						
20	4. Insert correct old balance on amount keys.						
21							
22	5. On last posted line, insert folio.						
23							
24	6. Depress correct old balance key.						

REMARKS 7. Run zero Misc charge.

TRANSFER TO CITY LEDGER

8. Clear machine.

GUEST'S SIGNATURE _____

CHARGE TO _____

ADDRESS _____

APPROVED BY _____

LOCAL P
CAL

24. The correction of no pick up made on charge after guest account was paid. After guest account is closed an additional charge is made and additional charge is not picked up properly before recording payment.

- Explain error, explain correction--have trainees post error, correction, and write procedure on back of account card.

		FROM FOLIO TO FOLIO						No.	
LOCAL PHONE CALLS		MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY	
MEMO.		DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE	Pick-UP	ROOM No.	
	1	DEC28-60	ROOM —	★ 11.00				K - ●	
	2	DEC28-60	MISC. — TAX	★ 0.44		★ 11.44	★ 11.44	K - ●	
	3	DEC28-60	— PAID		★ 11.44	★ 0.00		K - ●	
	4	DEC28-60	PHONE —	★ 0.15		★ 0.15		K - ●	
	5	DEC28-60	— PAID		★ 0.15	★ 0.15	★ 0.15	K - ●	
	6	DEC28-60	CORR PAID	★ 0.15		★ 0.00		K - ●	
	7								
	8								
	9	<u>Correction of No Pick Up Made On Charge After Guest Account Was Paid. After Guest Account is Closed An Additional Charge is Made and Additional Charge is Not Picked Up Properly Before Recording Payment</u>							
	10								
	11								
	12								
	13								
	14		1. Pick up old credit balance due.						
	15		2. Depress debit correction to paid.						
	16		3. Depress paid key.						
	17		4. Clear machine.						
	18		5. Do not enter on correction sheet.						
	19								
	20								
	21								
	22								
	23								
	24								

REMARKS

TRANSFER TO CITY LEDGER

GUEST'S SIGNATURE _____

CHARGE TO _____

ADDRESS _____

APPROVED BY _____

LOCAL PHONE
CALLS

25. The correction of selecting incorrect line - Explain error, explain correction--have trainees post error, correction, and write procedure on back of account card.

FROM FOLIO
TO FOLIO

No.

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
LOCAL PHONE CALLS							

MEMO.	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE	PICK-UP	ROOM NO.
	1	DEC28-60 PHONE —	* 0.15		* 0.15		K - ●
	2	DEC28-60 MISC. —	* 0.00			* 0.15	K - ●
	3	DEC28-60 PHONE —	* 4.25				K - ●
	4	DEC28-60 MISC. — TAX	* 0.17		* 4.57	* 4.57	K - ●
	5	DEC28-60 REST'R —	* 1.29		* 5.86		K - ●
	6						
	7						
	8	<u>Correction of Selecting Incorrect Line for Pick Up, With</u>					
	9	<u>Correct Amount</u>					
	10						
	11	1. Set line-finding carriage to incorrect line that pick up					
	12	was run on.					
	13						
	14	2. Depress zero Misc key.					
	15	3. Do not enter on correction sheet.					
	16						
	17						
	18						
	19						
	20						
	21						
	22						
	23						
	24						

REMARKS

TRANSFER TO CITY LEDGER

GUEST'S SIGNATURE _____

CHARGE TO _____

ADDRESS _____

APPROVED BY _____

26. The correct procedure of picking up an amount of over \$9,999.99.

- Explain procedure--have trainees show procedure on back of account card.

26

FROM FOLIO
To FOLIO

No.

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
LOCAL PHONE CALLS							

MEMO.	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE	PICK-UP	ROOM No.	
	1					9,000.00		
	2	DEC28-60	REST'R —	*850.00			K - ●	
	3	DEC28-60	— PORT'R	*200.00			K - ●	
	4	DEC28-60	— PdOut TIPS	*150.00	10,200.00	1,200.00	K - ●	
	5	DEC28-60	REST'R —	*125.00	10,325.00		K - ●	
	6							
	7							
	8	<u>Correct Procedure of Picking Up An Amount of Over \$9,999.99</u>						
	9							
	10	1. Make pick up of \$9,000.00 with folio out of machine and						
	11	line-finding key not set.						
	12							
	13	2. Set line key on proper line, insert folio.						
	14							
	15	3. Pick up remaining balance--depress release key and old						
	16	debit balance key simultaneously (together).						
	17	4. Post charges as usual.						
	18							
	19							
	20							
	21							
	22							
	23							
	24							

REMARKS

TRANSFER TO CITY LEDGER

GUEST'S SIGNATURE _____

CHARGE TO _____

ADDRESS _____

APPROVED BY _____

Have trainees place account cards in folder. Stress the need of them for a permanent record.

(Lunch from 12:30 P.M. to 1:30 P.M.)

Have trainees sit around conference table and answer any questions on corrections.

SUPERVISION OF GUEST'S ACCOUNTS AND MISCELLANEOUS INFORMATION

(Time: 2:30 P.M.)

Have trainees write down the following points about supervision of guest's accounts.

- | | |
|---|---|
| 1. Look over the check-outs for unusual transactions. | - A daily practice.
- Prevents losses of revenue. |
| 2. Check local phone call vouchers. | - Drive home the loss taken from the telephone systems in hotels.
- Accurate count. |
| 3. Check for Did-Not-Stay accounts. | - Guest registers and leaves shortly after registering.
- Mark account card D.N.S. |
| 4. Check for city and delinquent ledger transfers. | - Report to assistant manager for approval to transfer. |
| 5. Check for missed charges. | - Transfer all missed charges to the city ledger regardless of the amount and fill in explanation column with full name and address. |
| 6. Check all rebate vouchers. | - Each voucher must have full explanation, the reason for the rebate.

- Must be signed by the manager or assistant manager only. |
| 7. Look over the audit tape each day. | - Look for unusual transactions. |

- When possible, check after each posting.
 - Numbered consecutively and each one must be accounted for.
 - Check when making daily "room rack check."
8. See that there are no ledger cards missing.

Have trainees turn to page 40 and 41, illustrations 1, 2, and 3, and read each step aloud.

- Discuss each step.
 - Never operate machine without tape.
 - End of roll indicated by color of tape.
 - Tape is a journal book for the auditor.
 - Used for bookkeeping purposes.
 - Tape color at end of roll.
 - Remind trainees there is a complete tax chart on face of posting machine.
9. How to put on a new audit tape.
10. Show how to change audit tape.
11. Assign each trainee to a posting machine to put on audit tape.
12. List the following on blackboard:

State Sales Tax

1¢ to 12¢ - charge no tax
 13¢ to 37¢ - charge 1¢
 38¢ to 62¢ - charge 2¢
 63¢ to 87¢ - charge 3¢
 88¢ to \$1.12 - charge 4¢
 \$1.13 to \$1.37 - charge 5¢
 \$1.38 to \$1.62 - charge 6¢
 \$1.62 to \$1.87 - charge 7¢
 \$1.88 to \$2.12 - charge 8¢

COUNTERFEIT MONEY AND CASHING CHECKS PROCEDURE
 (Time: 3:30 P.M.)

Give each trainee a five and a one dollar bill.

1. For the one dollar bill, tell and show the trainees: the portrait check; the Treasury Seal check; and the silk threads check.
 - On portrait, background circling head should be light.
 - The saw-teeth on the rim of the Treasury Seal should be sharp and even.
 - Red and blue silk threads should be present in bill.
 - Contrary to popular notions, rubbing a bill on a piece of paper is no test--ink can be rubbed from good bills as well as bad bills.
2. For the five dollar bill, same checks as one dollar, plus numbers in the "shrubbery."
 - Four numbers may be observed in the "shrubbery." (Lower left hand corner of the Lincoln Memorial.)
3. Counterfeit coins are light in weight, oily and have a "dull" ring.
4. The check rule: "Let the manager or assistant manager handle it."
 - All checks must have approval of assistant manager or manager.
5. Pass out to each trainee the Willmark bulletin, "Why We Operate A Service System."
 - Recognition for a job well done.
6. Answer any questions in this section.

RELIEF CASHIER PROCEDURE (Time: 4:00 P.M.)

Have each trainee return the one and five dollar bills.

Have group gather around the first posting machine.

1. Inform and show trainees the procedure to follow when being relieved by relief cashier.
 - Get \$25.00 ready in petty cash for relief cashier.
 - Lock cash drawer.
 - Remove identification key.

2. Inform and show trainees the procedure to follow when coming back to work.
 - Relief cashier, in presence of regular cashier, count net receipts, and turn over to cashier along with \$25.00 petty cash.
 - Take relief cashier's place.
 - Insert cashier's identification key.
3. Have trainees perform the procedures to follow with relation to relief cashiers.
 - Stress the importance of proper cash control.

(Time: 4:15 P.M.)

4. Have each trainee Lock his posting machine.

CLOSING (Time: 4:30 P.M.)

1. Closing address by manager.

End of Third and Final Day (Time: 5:00 P.M.)

OPERATING INSTRUCTIONS
and SYSTEM INFORMATION

**Posting Guest Accounts
with
the National Posting Machine
for Hotel Front Offices**

Foreword

THIS MANUAL describes the National Class 2000 Posting Machine for Hotel Front Offices, its:

Features
Installation
Operation
Control and
Supervision

Such subjects as night auditing, correction of errors, the handling of unusual transactions, and the general supervision of the machine operation are fully explained.

A careful study of the following pages will help you understand and appreciate the many advantages to be gained from the proper use of this National Posting Machine. The descriptive picture of the machine (at the back of this book) should be unfolded while reading instructions. Reference to this picture while studying will help you to better understand the machine's features and their functions.

As a reference book, this manual should prove invaluable. We suggest that you keep it where it will be quickly available.

The National Cash Register Company

DAYTON 9, OHIO



Trade-Mark—Reg. U.S. Pat. Off.

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What Every Hotel Manager Should Know to Properly Control Guests' Accounts Receivable . . . That:

- all charges and credits have been properly posted to guests' accounts.
- a correctly itemized and totaled statement is ready when each guest departs.
- the proper record is made at the time the money is received.
- the amount of cash remitted by each cashier is correct.
- a statement of revenue posted by departments (rooms, phone, restaurant, valet, laundry, etc.) is available at all times.
- the guests' ledger accounts are in balance with the Accounts Receivable Control.

What the National Posting Machine System in the Hotel Front Office Does for the Manager . . . It:

- enforces the making of a record of each transaction.
- provides individual cashier responsibility over all charges posted and cash received.
- permits cash to be balanced quickly at any time during the day or night.
- eliminates hand posting and transcribing.
- mechanically posts, computes and extends balances.
- clearly describes all charge and credit postings.
- makes four original printings at one time in the proper columns on:
 - guest statement
 - ledger account card
 - charge voucher
 - detailed audit tape
- automatically distributes and accumulates charges and other revenue, as they are posted, into departmental totals.
- automatically distributes and accumulates credits, as they are posted, into individual totals.
- replaces the hand-written transcript with a chronologically printed detailed audit tape record of all transactions.
- eliminates the losses due to "Late Charges" usually experienced under the manual system.

PART I

General Description of the Machine

Amount Keys

The Amount Keys are on the left side of the keyboard. Six rows of keys with a recording capacity of 9,999.99 and an accumulating capacity of 99,999.99 are used in conjunction with the Control Total Keys to post charges and credits.

Descriptive Print Keys

Immediately to the right of the Amount Keys is a row of Print Keys which print abbreviated word descriptions of miscellaneous transactions in the Explanation column of the guest statement and ledger. These keys are used in conjunction with the Miscellaneous Key or Paid Out Key to more fully describe a charge or paid out.

Immediately to the left of the Amount Keys is a row of Symbol Keys which print A-B-C-D-E-F-G-H-√ (check mark) to the left of the amounts in either the charge or credit column when used with the Control Total Keys.

These keys, when used with corresponding code explanations on the bottom or back of the guest statement, will describe miscellaneous charges or credits to the guest and eliminate the necessity of manually describing these entries in the Memo column on the guest statement and the ledger card.

Control Total Keys

Immediately to the right of the Amount Keys and row of Print Keys are three rows of Control Total Keys. These keys determine the control total into which the amount will be added, whether the amount will be added or subtracted from the balance total, and the selection of the column or columns in which the printing is to occur. The control rows are referred to as 1-2-3, from right to left. All of the Control Keys with the exception of the Plus Correction, Minus Correction, Trial, and Release are motorized. When an amount is set up, it is only necessary to depress an operating Control Total Key to operate the machine.

There are eighteen Control Total Keys in Rows 2 and 3.

Thirteen of them are Charge, four are Credit, and one is Trial Balance. The Release Key at the top of Row 1 is used in conjunction with the Dr. Bal. Forward or Old Dr. Balance keys when these keys become inoperative due to the following causes:

- operator attempted to pick up an old debit balance the second time.
- operator failed to clear the balance after the last posting.
- the balance on the last account was a credit balance.
- a posting was made before the balance was picked up.

When these keys become inoperative due to any of the above conditions, the operator should determine the cause of this condition before proceeding.

The Old Dr. Balance Key is used to pick up old debit balances while posting.

The Plus Correction Key cannot be used alone, but must be used in conjunction with one of the Control Total Keys in Row 2 or 3. It is used to correct wrong credit postings or charges posted on the wrong line. It automatically selects the charge column on the ledger card. It adds to the balance and, when used in conjunction with a credit key, causes the amount to print in the charge column. It also prevents amounts from adding into the charge or credit control total with which it is used, and permits addition to the balance only.

The Inactive Account Key is used to pick up a debit balance when posting guest accounts while taking the Trial Balance at night and there are no further charges to be made to that particular account at that time. It adds the balance of that account into the Trial Balance total only, and prevents the amount from affecting any other total.

The Minus Correction Key cannot be used alone, but must be used in conjunction with one of the Control Total Keys in Row 2 or 3. It is used to correct wrong charge postings or credits that may have been posted on the wrong line. It automatically selects the credit column on the ledger card. It subtracts from the balance and prevents amounts from adding into the charge or credit total with which it is used.

The Number Key in Row 1 is used to print a Room or other identifying number, either as a separate operation or when the cashier fails to record the number when making a regular posting. On machines which do not have Room Number Keys to the right of the control keys, the number must be set up on the amount keys and the machine operated by depressing the Number Key.

The Old Cr. Balance Key is used to pick up old credit balances while posting.

The Bal. Forward keys in Row 1 (Debit and Credit) are of value when transferring the account balances to the new (machine) ledger cards at the beginning of the machine installation. The balance will print in the Bal. Due column of the new card and the amount will add into or subtract from the balance total.

Clear and Sub-Total Lever

Immediately to the right of the Control Keys is the Clear and Sub-Total Lever, so named because its function is to control the clearing and sub-totaling of the amounts in the balance, and the various totals in the machine.

When setting up amounts during a normal posting operation, the lever must be in the center position marked "Add." The first position above Add is used to sub-total the balance. The first position below Add is used to clear the balance.

The second and third positions above Add are used to sub-total the totals in the second and third rows of Control Total Keys. The second and third positions below Add are used to clear the totals in the second and third rows of Control Total Keys.

Motor Bar

The Motor Bar is used to operate the machine when extending or sub-totaling the new balance and, on some machines, to clear the debit Trial Balance total.

Room Number Keys

At the extreme right-hand side of the machine is an auxiliary keyboard with five rows of print keys which are used to print the guest's room number or any other identifying number on the ledger card, department or transaction voucher, and the detailed Audit Tape.

Upper Printer

Immediately below and to the right of the Audit Tape is the Upper Printer, used for validating vouchers and other media. The department vouchers, or posting media, are validated in this printer at the time the posting is made on the ledger and the guest's statement. The Upper Printer will print the date, department, charge or credit, cashier's identifying symbol and the guest's room number on the voucher or posting medium.

Audit Tape

At the front of the machine, immediately below the Amount Keys, under a glass cover, is the detailed Audit Tape.

Every transaction recorded on the machine is printed on the detailed Audit Tape in the order of its occurrence. This tape replaces the transcript.

The postings on the Audit Tape are arranged in columns reading from left to right as follows: First column, Department Description; second, Charges; third, Credits; fourth, New Balances (also Forward Balances and Inactive Balances); fifth, Old Balances; sixth, Cashier's Identifying Symbol and Room Number.

Audit Tape Winding Key

The Audit Tape may be spaced forward by manually turning the Audit Tape Winding Key to the right. It cannot be spaced backward.

Printing Table

The Printing Table, at the lower front of the machine, holds and positions the forms on which the machine is to print. The line on which the machine will print is selected by depressing one of the Line Finding Keys at the extreme left of the Printing Table.

For example, if the machine is to print on line one (1), Line Finding Key No. 1, at the left end of the Printing Table, is depressed and the Printing Table is moved manually to the right until it stops. This places the inserted forms in proper position for printing on line one (1).

The table will move automatically to the next line if multiple charges or credits are posted, but will remain stationary to permit the balance to be extended after the last item is posted.

The machine will print automatically on three inserted forms, in addition to the Audit Tape: a ledger card, a guest statement, and a voucher or other medium. Both ledger card and statement are inserted in the Printing Table for posting at the same time. The ledger card is placed on top of the guest statement. The voucher is placed in the Upper Printer face downward. When a charge or credit Control Total Key is depressed, the entry is first printed on the card, and then the card ejects to permit the same original entry to be printed automatically on the statement. The ledger card must be reinserted before another entry is made or the balance extended.

Printing Table Control Lever

The Printing Table Control Lever is located to the left of the Transaction Counters Cover and below the Single-Print Key. This lever has two positions, lettered "Post" in the upper position and "Tot" (total) in the lower position.

The lever should be in the "Post" position *except* when sub-totals or totals are made on the night auditor's balance report, at which time the control lever is placed in the "Tot" (total) position. With the lever in the "Tot" position, the table advances from line to line automatically when taking totals. With the lever in the "Post" position, the table will advance from line to line automatically while posting and return to the left after extending the new balance.

Transaction Counters

The Transaction Counters are located to the left of the Amount Keys. On standard machines there is a counter for each of the following control keys: Dr. Bal. Forward, Old Dr. Balance, Plus Corr., Inactive Acct., Minus Corr., Cr. Bal. Forward, Old Cr. Balance, and a counter showing the total number of transactions.

Key Release Lever

The Key Release Lever is located at the right end of the machine. When a number of Amount Keys or Room Number Keys are depressed in error, they all may be released simultaneously by pulling downward on the Key Release Lever. A single key incorrectly depressed may be released by tapping or depressing another key in the same row. Pulling downward on this lever also will restore the machine to normal from a partially tripped condition.

Single-Print Key

To the left of the Transaction Counters is the Single-Print Key. The operator should depress this key when only one form, a ledger card or guest statement, is to be posted. This key releases after each balance is extended, unless the latch above it is pulled forward at the time the Single-Print Key is depressed. This latch will retain the key until it is released manually by pushing the latch toward the rear of the machine. The Single-Print Key ordinarily is locked down when a number of successive single-print entries are to be made. The Old Dr. Balance and Old Cr. Balance keys automatically single print.

Over-Run Counter Lock

This lock will prevent further operation of the machine in the event any total exceeds its accumulating capacity. This lock can be released by unlocking the Transaction Counters Cover and pulling downward on the Over-Run Counter Lock Release Lever which is under the Transaction Counters Cover. The machine is equipped with an Over-Run Counter Lock Release Detector Counter, which advances one (1) each time the lock is released.

Cashier's Identification Key

The opening for the Cashier's Identification Key is located at the lower right side of the machine. The machine cannot be operated unless the cashier's key is inserted. The inserted key causes the cashier's symbol to print on the ledger card, voucher, and Audit Tape.

The lug which projects from the flat surface of the key must be in an upward position when the key is inserted. The key must be fully inserted, until it is retained by its latch.

When a cashier goes off duty, the Identification Key should be removed from the machine. In order to remove the key, the cashier must pull downward on the small latch found immediately below the key.

Date Setting Knobs

The Date Setting Knobs are located at the front of the printer. These knobs always should be locked and should never be changed by anyone but the night auditor. The date is set by first unlocking and then by pulling outward and turning the individual knobs until the proper month, day, and year figures appear in perfect alignment in top center position.

Locks

There are a number of locks on the machine, which are used for protective and control purposes. Their location, keys that fit them, and use are as follows:

1. **Clear Totals Lock:** Locks the clearing positions of the Clear and Sub-Total Lever below the balance position. Known as the Z 14-1 lock. Use Z 14-1 key. Immediately below this lock is a detector counter showing the number of times the lock has been opened.

2. **Audit Tape Cover Lock:** This lock is on top of the Audit Tape Cover. To the left of the lock is a detector counter showing the number of times the lock has been opened. Use Z 14-1 key.

3. **Transaction Counters Cover Lock:** This lock is at the left of the Transaction Counters Cover. Use Z 14-1 key. Above the lock is a detector counter showing the number of times the lock has been opened.

4. **Date Lock:** This lock is immediately to the right of the Date Knobs and locks the date into position after it has been set for the day. Use D1 key.

5. **Control Key Locks:** Use key 173 to lock and unlock the following Control Key Locks: Trial Balance, Release, Dr. Bal. Forward, Plus Corr., Inactive Acct., Minus Corr., Cr. Bal. Forward.

NOTES

PART II

Information on Operation

What Happens When the Bell Rings

When the bell rings it is an indication that the status of the account has changed from a debit balance to a credit balance, or vice versa.

If a credit is entered immediately following the extension of a debit balance, without any balance being picked up or when the credit exceeds the debit balance, the bell will ring, announcing that a credit balance has been created. This balance is extended in the regular manner; simply move the Clear and Sub-Total Lever to "Clear Balance" position and depress the motor bar.

When a charge is entered, or a debit balance is picked up immediately following the extension of a credit balance on a previous account, the bell will ring. This indicates that the nature of the balance has changed from minus to plus (changed from a credit to a debit balance).

What to Do When the Machine Will Not Operate

1. See that the Clear and Sub-Total Lever is exactly in one of the indexed positions.

2. Pull the Key Release Lever downward all the way. (This will restore any partially depressed keys and overcome any partially tripped condition of the machine.)

3. See that the Clear Totals Lock is locked and the key removed.

4. See that the electric current is turned on and that the plug is inserted into an electrical socket.

5. See whether the fuse on motor is "blown." If so, remove electrical plug from socket, insert new fuse, and complete the operation with machine crank. Reinsert electrical plug into socket. When current is shut off, and it is desired to operate the machine, it will be necessary to depress a control total key each time before turning the crank. Never use excessive force when operating the machine with a crank. Never, under any circumstances, short circuit the fuse or fuse terminals after the machine fuse has "blown."

6. See that the Single-Print Key is not partially depressed.

7. Determine if a balance remains in the machine.

8. If the last balance extended was a credit balance, or if the balance is not clear, in order to use the Old Dr. Balance or Dr. Bal. Forward key it is necessary to depress the Release Key with either of these keys.

9. See that the Cashier's Identification Key is completely inserted into the machine.

10. If the Motor Bar or any operating Control Total Key has been held down during the last machine operation, pull the Key Release Lever downward to restore the machine to normal.

11. If the Motor Bar was held down during a balance operation, the Total Lever could not restore fully to the "Add" position. To overcome this condition, pull downward on the Total Lever and, at the same time, pull downward on the Key Release Lever.

12. Check the Over-Run Counter Lock to determine if the capacity of any total has been exceeded.

Operating the Machine

1. Always follow a definite order of procedure when operating the machine.

2. Move Printing Table into position at a normal speed. Do not slam it.

3. When using the Motor Bar, tap it. Do not continue to hold it down or permit your hand to rest upon it. This also applies to motorized Control Total Keys.

4. Do not position the hand or body in such a manner that the ledger card will be prevented from ejecting properly.

5. Always depress the Single-Print Key when using only one form in the Printing Table.

6. Always finish a transaction before leaving the machine.

7. Always keep the Clear Totals Lock locked.

8. Do not tamper with motor or other parts of the machine.

9. See that the Printing Table Control Lever is in the "Post" position when posting.

10. Do not hold your hand on the voucher inserted into the Upper Printer while the machine is operating because it will prevent the voucher from ejecting.

PART III

How to Record Transactions

---			* 6.50 ^F	A	-
RTSC	RAD10	* 3.00		A	-312
---			* 9.50	A	-
---			* 24.50 ^F	A	-
RESTH		* 4.65		A	-411
---			* 29.15	A	-
---			* 12.39 ^F	A	-
PORTH		* 12.87		A	-422
---			* 25.26	A	-
---			* 45.35 ^F	A	-
VALET		* 4.00		A	-331
---			* 49.35	A	-
---			* 25.25 ^F	A	-
PAID		* 25.26		A	-422
---			* 0.00	A	-

422
Miller, Ralph 7.00
Any City 9/24/5-

From Folio
To Folio

No. **31105**

MEMO	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE	PICK-UP	ROOM NO.
	1	SEP 24-5- PORTH	* 0.50		* 0.50	* 0.50	A -422
	2	SEP 24-5- TELCH	* 0.85		* 1.35	* 1.35	A -422
	3	SEP 24-5- VALET	* 0.75		* 2.10	* 2.10	A -422
	4	SEP 24-5- RESTH	* 1.25		* 3.35	* 3.35	A -422
	5	SEP 24-5- L'NBRT	* 1.74		* 5.09	* 5.09	A -422
	6	SEP 24-5- PHONE	* 0.30		* 7.00	* 7.00	A -422
	7	SEP 24-5- ROOM	* 12.87		* 12.39	* 12.39	A -422
	8	SEP 25-5- PORTH PAID		* 25.26	* 25.26	* 25.26	A -422
	9	SEP 25-5-			* 0.00		A -422

PORTER

DATE Sept 25 1955 12109

NAME Miller, Ralph Room 422

EXPLANATION Bus Ticket 12.87

SEP 25-5- -- PORTH * 12.87 A -422

DO NOT WRITE IN ABOVE SPACES

SIGNED BY: R.C.

422
Miller, Ralph 7.00
Any City 9/24/5-

31105

MEMO	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE
	1	SEP 24-5- PORTH	* 0.50		* 0.50
	2	SEP 24-5- TELCH	* 0.85		* 1.35
	3	SEP 24-5- VALET	* 0.75		* 2.10
	4	SEP 24-5- RESTH	* 1.25		* 3.35
	5	SEP 24-5- L'NBRT	* 1.74		* 5.09
	6	SEP 24-5- PHONE	* 0.30		* 7.00
	7	SEP 24-5- ROOM	* 12.87		* 12.39
	8	SEP 25-5- PORTH PAID		* 25.26	* 25.26
	9	SEP 25-5-			* 0.00

When a guest registers at the hotel, a ledger card and a guest statement are immediately headed up, showing room number, guest's name, rate of room, and date of arrival. The room, mail, information and telephone rack slips are written at the same time. This is generally done on a flat-bed typewriting machine. The day the guest should receive his bill (statement) should be indicated by a check mark in the proper day "square" at the top of the ledger.

The ledger card and guest statement are then filed together in a (house guest) tray behind the proper room number index, where they will be convenient for posting.

On guest charges (other than for Room), the department involved makes out a voucher showing department, guest's name, room number, nature of charge, and the amount.

This voucher should be sent promptly to the front office to be posted to the guest's account.

When the voucher is received in the front office, the cashier notes the room number and secures from the file, at the side of the machine, the ledger card and guest statement for that room. She next compares the name and room number on the voucher with the name and room number on the card and statement. Finding them in agreement, she posts the charge to the guest's account in the following manner:

1. Reading from the ledger card, sets up old balance, if any, on the Amount Keys.
2. Depresses the proper line-finding key for the last line on which printing occurred, inserts the statement and

ledger card into the printer, moves table to right until it stops, and depresses the proper old balance key (debit or credit).

3. Sets up amount of the charge on the Amount Keys, sets up the room number on Room Number Keys, inserts the voucher into the Upper Printer (face downward), and depresses the proper control total key to operate the machine and posts the charge. On machines not equipped with Room Number Keys, the room number must be recorded as a separate operation by setting up the room number on the Amount Keys and depressing the Number Key. (The Printing Table will space automatically to the next line with the depression of the control key and will con-

tinue to space the form for each charge or credit posted, but will hold for printing the balance on the same line upon which the last posting appeared.)

4. Reinserts ledger card into the printer, pulls Clear and Sub-Total Lever downward to the Clear Balance position, and depresses Motor Bar to extend the new balance.

5. Removes ledger card and guest statement from Printing Table.

With the exception of local phone charges which are noted on the ledger card in a special place provided for them, the operator posts all charges immediately upon their arrival in the front office.

NOTES

PART IV

How to Make Machine Installation

(Instructions to Installation Men)

Step One

See manager or auditor of hotel to make certain that all necessary forms and filing equipment are on hand and in good condition. Also arrange for space for the machine in the front office and for the proper electrical connection. If possible, have manager assign a room where the machine can be placed temporarily for the advance training of cashiers and the night auditor. Have the general auditor call the cashiers together and arrange schedule for training.

Have the machine delivered and set up. Also, see that there is a sufficient supply of 4E detail paper on hand.

INSTRUCTING CASHIERS

Give general description of the machine, explaining that it is built to post charges and credits to the guests' accounts. Also, explain in a general way the results to be obtained—positive control over cash received and paid out, and daily proof that the guests' Accounts Receivable are in balance.

Explain features of the machine, such as the:

- Amount Keys
- Control Keys
- Charge Keys (Add)
- Credit Keys (Subtract)
- Room Number Keys
- Motor Bar
- Clear and Sub-Total Lever
- Cashier's Identification Key
- Line-Finding Keys
- Date Setting Knobs
- Upper Printer
- Single-Print Key
- Printing Table Control Lever, etc.

Explain to cashiers:

- How ledger card and guest statement are inserted into machine.
- How voucher originates, and why and how it is validated.
- How to make a charge posting.
- Why ledger card is ejected.
- How ledger card, guest statement, voucher, and Audit Tape are all printed at one operation.
- Automatic column selection.
- How Control Totals are affected.

How to reinsert ledger card into printer.

The Balance and how it is affected.

How to move the Total Lever to the Clear Balance position and extend balance. How to Sub-Balance.

How to remove cards from Printing Table and how filed.

Balance column, old balance column.

Why the bell rings.

How Control Totals accumulate.

How Pick-Up Balance (no total) adds into Balance and how it affects balances.

How to pick up a debit balance and credit balance.

How to make credit postings.

How to use Forward keys.

Have cashiers practice picking up balances, posting charges and credits, and extending balances.

Explain to the night auditor, in addition to the foregoing, the use of the Trial Balance Key. Explain "D" report and results obtained—daily accounts receivable proof, balancing control totals.

Step Two

Explain how local phone calls are tabulated.

Explain posting of Advance Payments.

Explain the use of a Hold Account.

Explain how laundry and similar group charges are handled.

Continue to practice posting charges and credits to accounts with both charge and credit balances.

Step Three

Explain the use of the Plus Correction Key—correcting errors in credit postings and wrong line printing of charge postings.

Explain the use of the Minus Correction Key—correcting errors in charge postings and wrong line printing of credit postings.

Continue to practice posting charges and credits to charge and credit balance accounts and making corrections, pointing out importance of fully explaining all corrections on the vouchers and correction sheet.

Step Four

Arrange for general auditor to have ledger cards and guest statements headed up—room number, name, rate, date of arrival.

Arrange for the night auditor to balance day's work under old system, extending net balance to be transferred to each account.

Have night auditor furnish a proven add list of net balances in proper house sequence and floor totals.

Install machine and filing equipment in front office.

Make transfer on machine as night auditor finishes balancing accounts, using the Transfer Charge Key in Row 3 for debit balances and Transfer Credit Key in Row 2 for credit balances, if a separate total of debit and credit balances is desired. Record the amount of the balance on the Amount Keys, insert new ledger card and statement in the Printing Table, depress line-finding key No. 1 and move the table to the right until it stops. Place the old card in the Upper Printer, depress the proper Transfer (Dr. or Cr.) key and extend the balance on the new ledger card and guest statement. Secure net guest accounts receivable figure by subtracting total accumulated in the Transfer Credit Key from total accumulated in the Transfer Charge Key. Check this figure with general auditor's accounts receivable control figure. Clear machine and change date. Make sure sufficient Audit Tape paper is on machine to receive charges and credits for the day. Be sure all locks are locked.

If a (net) total of all balances transferred is desired, use the Dr. Bal. Forward Key for debit balances and the Cr. Bal. Forward Key for credit balances. To facilitate the location of errors, sub-balance or clear the net total of these balances by floors.

Succeeding Days

During these days, the installation man should be in or near the front office, not doing the work, but seeing that transactions are handled correctly, explaining different points that come up and offering any suggestions that he thinks will make work easier for the cashier and auditor.

Special Notes

Shortly after the machine is installed, review the system with the general auditor and one or two of the employees

in his office. Explain the "D" report and how to enter the figures on the journals. Also explain the "A" and "B" Cash Reports, showing how to prove cashiers' receipts.

The installation man should help the night auditor balance the work each night until the night auditor thoroughly understands every operation. Arrange routine of work, similar to schedule given in this manual under the heading Night Auditing. Show the night auditor the advantages of handling the work this way, insisting that it be done as explained to him.

In the case of accounts being out of balance, show the night auditor how to look for errors, but insist that he find and correct the error or errors, even if this means that he must stay over his time in the morning.

In this way the night auditor will quickly pick up the general idea of the system, what is expected, and how and where to look for errors.

The night auditing work should be explained thoroughly to the general auditor and to at least one of his assistants, so that in case the night auditor leaves or is sick, there will always be one or two people who can do the work or show someone how to do it.

If errors occur frequently in the day's work, after the first day or two, they are generally due to carelessness on the part of the day cashiers. It is a good idea to have the general auditor, or the night auditor especially, go to them and explain that errors of this kind, such as picking up balances incorrectly, posting charges on wrong department keys, etc., cause the night auditor much unnecessary work and lost time. This will usually have the effect of making the day cashiers more careful.

Several days before the installation men plan to leave, they should advise the general auditor of their plans, so that he can arrange his work, in order that he may give as much time as possible to the new system.

Twenty-Four-Hour NCR Service

Secure from The National Cash Register Company's Branch Manager the name or names of servicemen, home addresses, and telephone numbers. This information should be typewritten on a slip of paper and pasted on the inside of the Motor Door. This is important in the event that mechanical service is needed at night when the National Cash Register Company Office is closed and it is necessary to get in touch with the servicemen at their homes.

PART V

How to Balance Cash at the End of a Watch

B—CASH REPORT—FRONT OFFICE REGISTERS

On Duty 11 A.M.
Off Duty 7 P.M.
CASHIER Miss Watkins
MACHINE No. 1

RECEIVED (CASH CR.)	DATE	EXPLANATION	BALANCE	DIFFERENCE	MACH. TOTALS
CASH OPENING	1 SEP 25-5-	PATO	535.53		
CLOSING	2 SEP 25-5-	PATO	712.66	X-X-X-X-X	748.19
DISBURSED	4	NEWS		5.75	
	5	NEWS		9.55	9.30
	6	PORTH		25.50	
	7	PORTH		5.25	30.75
	8	TELEPH		3.65	
	9	TELEPH		3.78	7.43
	10	PAID OUT		25.37	
	11	PAID OUT	38.95	26.37	51.74
	12	BALANCE	173.71		
"CASH CR." DEDUCTIONS					
	13	DE			
	14	DE			
	15	DE			
	16	DE			
	17	NET	173.71		

A—CASH REPORT—FRONT OFFICE REGISTERS

On Duty 7 A.M.
Off Duty 11 A.M.
CASHIER Miss Whitmer
MACHINE No. 1

RECEIVED (CASH CR.)	DATE	EXPLANATION	BALANCE	DIFFERENCE	MACH. TOTALS
CASH OPENING	1 SEP 25-5-	PATO	535.53		535.53
CLOSING	2				
DISBURSED	4	NEWS		5.75	
	5	NEWS		25.50	
	6	PORTH		3.65	
	7	PORTH		25.37	
	8	TELEPH		60.27	
	9	TELEPH		475.26	
CORRECTIONS					
	17	SUBTRACT "CASH CR." DEDUCTIONS			
	18	ADD			
	19	ADD			
	20	ADD			
	21	ADD			
	22	ADD			
	23	ADD			
	24	ADD			

A—CASH REPORT—FRONT OFFICE REGISTERS

On Duty 7 P.M.
Off Duty 11 P.M.
CASHIER Miss Whitmer
MACHINE No. 1

RECEIVED (CASH CR.)	DATE	EXPLANATION	BALANCE	DIFFERENCE	MACH. TOTALS
CASH OPENING	1 SEP 25-5-	PATO			
CLOSING	2 SEP 25-5-	PATO			
DISBURSED	4	NEWS		9.30	
	5	NEWS		9.30	
	6	PORTH		30.75	
	7	PORTH		41.25	
	8	TELEPH		10.50	30.75
	9	TELEPH		7.43	42.18
	10	PAID OUT		2.78	44.96
	11	PAID OUT		67.22	112.18
CORRECTIONS					
	17	SUBTRACT "CASH CR." DEDUCTIONS	28.66	15.38	67.22
	18	ADD	121.78		112.18
	19	ADD			
	20	ADD			
	21	ADD			
	22	ADD			
	23	ADD			
	24	ADD			

At the end of the first watch (shift), the cashier secures copies of forms "A" and "B" Cash Reports. She then moves the Clear and Sub-Total Lever to the second position above Add. She inserts forms "A" and "B," depresses the correct Line-Finding Key (No. 1) and moves the Printing Table to the right until it stops. She depresses the Paid Key and the machine prints on both forms the amount accumulated in the Paid total. This represents cash received. She reinserts form "B" and spaces the Printing Table to the correct line. The amount of money paid out for News Stand, Porter, Telegram and Paid Out is secured by sub-totalling these totals (in Row 2) and printing the amounts on the "A" and "B" Cash Reports. "A" and "B" Cash Reports are shown above.

The cashier then takes form "A," makes the corrections affecting the cash, subtracts total of all the above amounts paid out from the cash received and writes the balance on the form in the space provided. This balance represents the amount of money to be turned in to the designated responsible party.

Form "B" is turned over to the oncoming cashier. At the end of the second watch of the day, the cashier going off

duty takes form "B" (which was turned over to her by the morning cashier) and a new copy of form "A." She inserts these forms into the printer and spaces table to line No. 2. She then takes sub-totals as described previously. Using form "B", the cashier going off duty balances her cash in the manner described previously, except that she secures her cash received and monies paid out totals by taking the differences between the sub-totals.

Form "A" is turned over to the oncoming cashier. At the end of her watch, using form "A" and a new copy of form "B," she selects line 1, takes sub-totals and balances her cash in the manner described previously.

This second form "B" is turned over to the night auditor, who, at the end of his watch, uses this form alone to take sub-totals and balance his cash. The machine totals are then cleared from the machine.

Note: The night auditor may have a few early morning check-outs before the cashier reports for the early watch. In this case, instead of making out a cash report on form "A" or "B," the cash and paid out totals are sub-totaled and printed on the Audit Tape and the money is checked and turned over to the oncoming cashier.

PART VI Night Auditing

D-NIGHT AUDITOR'S MACHINE BALANCE No. 1
DATE 9/25, 1955

MEMO	DATE	DEPARTMENT	NET TOTALS	CORRECTIONS	MACH. TOTALS	NUMBER OF ITEMS
MISCELLANEOUS	1	SEP 25-5- MISC.			* 167.50	
LAUNDRY	2	SEP 25-5- L'NRY			* 157.50	
VALET	3	SEP 25-5- VALET			* 234.45	
RESTAURANT	4	SEP 25-5- RESTN			* 455.75	
LOCAL PHONE	5	SEP 25-5- PHONE			* 1.50	
ROOM	6	SEP 25-5- ROOM			* 27.50	
LONG DISTANCE	7	SEP 25-5- L'DIST			* 245.00	
TRANS. FROM CHG. ACCT.	8	SEP 25-5- ChcAc			* 21.50	
TRANS. DEBIT FORWARD	9	SEP 25-5- FWARD			* 50.00	
NEWS	10	SEP 25-5- NEWS			* 9.30	
PORTER	11	SEP 25-5- PORTN			* 41.25	
TELEGRAM	12	SEP 25-5- TELGN			* 10.21	
PAID OUT	13	SEP 25-5- PDUt			* 67.12	
TOTAL DEBITS	14				* 898.63	
PAID	15	SEP 25-5- PAID			* 6.00	
ADJUSTMENT	16	SEP 25-5- AD/ST			* 21.50	
TRANS. TO CHG. ACCT.	17	SEP 25-5- ChcAc			* 50.00	
TRANS. CREDIT FORWARD	18	SEP 25-5- FWARD				
TOTAL CREDITS	19					
NET DEBITS	20				* 0.008	
OPENING DR. BALANCE	21				* 0.008	
TOTAL MACHINE DR. BAL.	22	SEP 25-5-				
LESS MACHINE CR. BAL.	23	SEP 25-5-				
NET OUTSTANDING	24					

PRINTERS 881-482
F-813-12-27-48-PAGE 1 OF THE NATIONAL CITY REGISTER CO., BUTTE, MONT.

AFTER CLEARING MACHINE AS ABOVE, SEE THAT THE FOLLOWING ARE DONE: (CHECK EACH AS DONE.)
 1. DATE WHEELS ARE CHANGED.
 2. ROWS 2 AND 3 ARE CLEARED ON NEW AUDIT STRIP.
 3. ITEM COUNTERS ARE SET AT ZERO.
 4. LOWER LOCK OF ROW 1 IS LOCKED.
 5. THERE IS SUFFICIENT AUDIT STRIP.

D-NIGHT AUDITOR'S MACHINE BALANCE No. 1
DATE 9/25, 1955

MEMO	DATE	DEPARTMENT	NET TOTALS	CORRECTIONS	MACH. TOTALS	NUMBER OF ITEMS
MISCELLANEOUS	1	SEP 25-5- MISC.			* 167.50	
LAUNDRY	2	SEP 25-5- L'NRY			* 157.50	
VALET	3	SEP 25-5- VALET			* 234.45	
RESTAURANT	4	SEP 25-5- RESTN			* 455.75	
LOCAL PHONE	5	SEP 25-5- PHONE			* 1.50	
ROOM	6	SEP 25-5- ROOM			* 27.50	
LONG DISTANCE	7	SEP 25-5- L'DIST			* 245.00	
TRANS. FROM CHG. ACCT.	8	SEP 25-5- ChcAc			* 21.50	
TRANS. DEBIT FORWARD	9	SEP 25-5- FWARD			* 50.00	
NEWS	10	SEP 25-5- NEWS			* 9.30	
PORTER	11	SEP 25-5- PORTN			* 41.25	
TELEGRAM	12	SEP 25-5- TELGN			* 10.21	
PAID OUT	13	SEP 25-5- PDUt			* 67.12	
TOTAL DEBITS	14				* 898.63	
ADJUSTMENT	15	SEP 25-5- PAID			* 6.00	
TRANS. TO CHG. ACCT.	16	SEP 25-5- AD/ST			* 21.50	
TRANS. CREDIT FORWARD	17	SEP 25-5- ChcAc			* 50.00	
TOTAL CREDITS	18	SEP 25-5- FWARD				
NET DEBITS	19				* 0.008	
OPENING DR. BALANCE	20				* 0.008	
TOTAL MACHINE DR. BAL.	21					
LESS MACHINE CR. BAL.	22	SEP 25-5-				
NET OUTSTANDING	23	SEP 25-5-				
	24				* 5061.278	
					* 125.758	

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F-813-12-27-48-PAGE 1 OF THE NATIONAL CITY REGISTER CO., BUTTE, MONT.

AFTER CLEARING MACHINE AS ABOVE, SEE THAT THE FOLLOWING ARE DONE: (CHECK EACH AS DONE.)
 1. DATE WHEELS ARE CHANGED.
 2. ROWS 2 AND 3 ARE CLEARED ON NEW AUDIT STRIP.
 3. ITEM COUNTERS ARE SET AT ZERO.
 4. LOWER LOCK OF ROW 1 IS LOCKED.
 5. THERE IS SUFFICIENT AUDIT STRIP.

The duty of the night auditor of a hotel is to prove that all department charges and credits for the day were posted correctly. If any errors were made in posting these items, the night auditor must correct them. Also, it is the duty of the night auditor to post local phone and room charges and to prove the total of guests' accounts receivable.

When the night auditor comes on duty, he proceeds with his work in the following manner:

Posts any charges (except local phone and room) and credits not posted by the day cashiers and also any charges and credits that come in late.

Audits "checked-out" ledger cards, proves that charges and credits agree and that they contain no balances.

Latches down Single-Print Key. Moves Printer Control Lever to the "Tot" position. Places a blank "D" Report in the Printing Table and spaces Printing Table to line 1.

Moves Clear and Sub-Total Lever to the third position above Add and takes sub-totals of the totals in Row 3. He then moves the lever to the second position above Add and

takes sub-totals of the totals in Row 2, starting with News Stand (and skipping line 14). These sub-totals are printed also on the Audit Tape and are designated by the symbols "S3" and "S2," for Rows 3 and 2 respectively, on the left side of the Audit Tape. Releases the Single-Print Key.

He first corrects the totals as shown on the Correction Sheet and then takes the control sheets received from the various departments, checks the totals shown thereon with the corrected sub-totals shown on the "D" Report. If a department does not furnish a control sheet, the night auditor makes an add list of all vouchers for that department. This total must check with that department's machine total. If any totals do not agree, he must locate the error and correct it.

(Note: The amount accumulated in the Room total, if any, at this time is made up of advance and day-use room charges, since these are the only two instances in which the day cashiers post room charges. [All other room charges are posted by the night auditor.] To prove this total, the

night auditor must secure and check the ledger cards on which these charges were posted. These cards must be segregated by floors to permit reconciliation of the trial balance run, which is processed by individual floors. The total must be analyzed by Day Rate and Advance Payments.)

The Auditor determines that the Transfer Charge and Transfer Credit totals agree. These keys are used only when transferring charges and credits from one account to another or when rendering weekly statements.

Checks ledger cards against room rack to prove correctness of rates on ledger cards and also to prove that there are no ledger cards in the file for which there are no corresponding rack slips or vice versa. The ledger file and rack must be always in agreement.

Determines, by taking a sub-total of the Trial Key, that the total is clear (0.00). Checks with telephone operators to determine that all local telephone charge slips have been given to the cashiers. The night auditor is now ready to post local phone and room charges. Locking down the Trial Key will provide a total of debit balances picked up plus local phone, room, and other charges (if any) posted.

Takes ledger cards and guest statements for rooms on the first floor from the file and proceeds to post local phone and room charges as follows:

1. Reading from the ledger card, records the Amount of the old balance on the Amount Keys.

(Note: If a balance is picked up incorrectly or by mistake, and the error is noticed before the phone and room charges are posted, remove forms and move the Clear and Sub-Total Lever to the balance position and clear the balance. Then, depress line-finding key corresponding to the next line of posting; set up correct old balance on Amount Keys. Insert guest statement and ledger, depress proper Old Balance Key and proceed. When forms are removed from the machine, rule out the incorrect old balance pick-up on the ledger card. The amount erroneously picked up must be written on the Correction Sheet as a deduction from the Trial Balance total, if a debit balance pick-up, or as a deduction from the Trial Credit Balance total [Group Total No. 3] if a credit balance pick-up.)

2. Depresses line-finding key corresponding to last line of posting, inserts guest statement and ledger card, moves Printing Table to the right, and depresses proper Old Balance Key.

3. Sets up amount of room charge on Amount Keys, depresses the proper Room Number Keys, and depresses the Room control key.

4. Reinserts ledger card into Printing Table.

5. Sets up amount of local phone charges, if any, on Amount Keys, and depresses the Phone Key (the Printing Table automatically spaces to the next line before printing).

6. Reinserts ledger card into printer.

7. Moves lever down to Balance position (the first position below "Add") and depresses Motor Bar to extend the new balance.

8. Removes forms from Printing Table, stacking them to one side, face down.

Note: If the night auditor makes an error in posting and notices it at the time of posting, he should correct the error immediately.

Credit balances are picked up through the Credit Balance Pick-Up Key, position No. 1 in Row 1. They will accumulate in Group Total No. 3 when the Trial Balance Key is down.

In going through the accounts the night auditor possibly might come across accounts to which there will be no posting of either local phone or room charges. These inactive accounts are generally either Hold Accounts or Guest Accounts with complimentary room charge.

In order to add any inactive debit balance, shown on these accounts, to the Trial Balance total, the amount of the balance is set up on the Amount Keys and the machine operated by depressing the Inactive Account Key if the account has a debit balance, and the Old Cr. Balance Key if the account has a credit balance. (If the Old Cr. Balance Key is used, the credit balance picked up must be cleared before proceeding with the next account.)

Note: By these operations, the following results are obtained: With the Trial Key locked down, the amounts picked up by means of the Old Dr. Balance or the Inactive Account Keys are automatically added into the Trial Balance total. The local phone and room charges also are added automatically into the Trial Balance total (as well as in their own totals), so that at the end of the run, if the work has been done correctly, the Trial total will be in reality a gross guest accounts receivable figure.

The total of credit balances picked up is cleared from Group Total No. 3 by unlocking and moving the Clear and Sub-Total Lever to the third position below Add, and depressing the Cr. Bal. Forward Key. Subtract this amount

from the gross Trial total in order to secure the total net guest accounts receivable.

The night auditor continues posting local phone and room charges until all guests occupying rooms on the first floor have been charged. He then sub-totals the Room Key. From this amount he subtracts the amount which was in the Room total when he started to post the first floor charges (and the incorrect room charges posted, if any), thus securing a net total of room charges posted for that floor. To secure total room revenue for the floor, he must add to this figure any advances or day rates (for this floor) that may have occurred.

The revenue for each floor must balance with the Room Rack Revenue Report. The night auditor continues in this manner until all the guest accounts are posted.

Posting Late Charges

During the posting of the room charges any late charges are posted by using the proper department keys in Row 3 as indicated by the vouchers.

After all posting is finished, the night auditor latches down the Single-Print Key and, using the "B" Cash Report turned over to him by the cashier, takes a sub-total of the Paid, News Stand, Porter, Telegram, and Paid Out totals. Using these figures, he balances his cash.

The night auditor is now ready to take off the report of the day's business, or night auditor's report, form "D." The Single-Print Key is depressed and latched down, the Printing Table Control Lever is placed in the "Tot" position, and he proceeds in the following manner:

Inserts form "D" into Printing Table.

Moves Clear and Sub-Total Lever to the third position above Add.

Depresses No. 1 line-finding key and moves Printing Table to the right until it stops.

Unlocks and releases the Trial Balance Key.

Depresses top key in Row 3 and the machine operates and prints the sub-total of this key on form "D" and on the Audit Tape. He proceeds in this manner until all the sub-totals in Row 3 have been printed on the form "D," moves lever to second position above Add and prints sub-totals of keys in Row 2, starting with the key next to the top because the Trial Total is to be printed on line 22.

Using form "D" as a guide, the night auditor will note that after the disbursements totals are printed it is necessary to skip one line (14) before depressing the Paid and other credit keys. This vacant line is for writing in a total of the charges.

After printing all the credit sub-totals on form "D," he spaces the Printing Table to line 22 and prints the Trial Balance (Debit Balance) sub-total, by depressing the Trial Balance Key and the Motor Bar. (On some machines, it is necessary to depress the Cr. Bal. Forward Key with the Trial Balance Key down to sub-total the Trial Balance Total.) On line 23 the sub-total of Credit Balances is printed by moving the lever to the third position above Add and depressing the Cr. Bal. Forward Key.

Removes form from the Printing Table.

Releases the Single-Print Key.

Places Printing Table Control Lever in "Post" position.

Then proceeds as follows:

1. Corrects totals on "D" Report.
2. Manually adds machine printed debits and enters the total on line 14 in the Machine Totals column.
3. Adds charge corrections and enters total on line 14 in the Corrections column.
4. Adds the net charges after corrections and enters the total on line 14 in the Net Totals column. This figure should equal the Machine Totals column of charges less the total of corrections.
5. In a like manner, adds and enters the total of the machine credits, credit corrections and net total of credits on line 19 in the proper columns.
6. Subtracts the net total of credits from the net total of charges (or vice versa, whichever figure is larger) and enters the net difference on line 20 in the Department column.
7. Enters opening debit balance (obtained from the previous day's closing "D" Report) on line 21 immediately below the net debit figure in the same column on line 20.
8. Adds line 20 and line 21 and enters the total on line 24 in the Department column.
9. Enters difference between line 22 and line 23 in the Net Totals column on line 24.
10. The net outstanding obtained by Step 8 above on line 24 *must* be in agreement with the difference between the machine printed totals on lines 22 and 23 and entered on line 24 in the Net Totals column.

Since the night auditor, when beginning work, proved the correctness of Control Totals, or corrected them if necessary, the net amount for the day's business should be correct. He also knows that the opening debit balance amount should be correct. Therefore, if the net accounts receivable amount secured in two ways does not check, the amount secured from the Trial Total might be wrong, due to the mistake of picking up a balance incorrectly some time during the day or night work.

To find this error, ledger cards are checked to verify the correctness of all balances picked up. When all errors have been corrected, the night auditor unlocks the Clear Totals Lock, Z 14-1, moves lever to the third position below Add and clears totals in Row 3, including Group Total 3 (Cr. Bal. Forward Key). Then, moving the lever to the second position below Add, he clears the totals in Row 2, including the Trial Total. Moving the lever to the first position below Add, he clears the balance. The machine prints "*3" and "*2" respectively for each row to indicate clearing.

Clears Transaction Counters.

Changes date.

Writes on the Audit Tape and "D" Report the figures

shown in the Audit Tape Cover Lock Detector Counter, Transaction Counters Lock Detector Counter, Over-Run Lock Release Lever Detector Counter, and Clear Totals Lock Detector Counter.

Removes, dates, initials, and fan-folds the Audit-Tape.

Makes sure that sufficient Audit Tape paper is on the machine to handle the day's work.

(Note: During the day, when a change of color on the Audit Tape indicates that the paper supply is exhausted, the cashier will inform the delegated responsible party who will sub-total immediately all totals in Rows 2 and 3, initial and date the tape. The responsible party will remove the tape, replenish with a new roll, sub-total the machine again, and copy the figures shown in the Audit Tape Cover Lock Detector Counter onto both tapes.)

Takes sub-totals of all control and group totals in Rows 2 and 3 to prove each is clear. Each total should print 0.00. This proves to the cashier who takes the first watch in the morning and to the general auditor that all totals have been cleared.

Locks Clear Totals Lock with Z 14-1 Key.

Again, writes on the Audit Tape the figures shown in all the Detector Counters.

NOTES

PART VIII

Value of Various Features in Connection with the Night Audit

Value of the Old Balance Pick-Up Printing on the Ledger Card

National Hotel Posting Machines were designed so that the visual check of the pick-up could be utilized in proving the accuracy of the old balances picked up.

Cashiers should make a visual check of the accuracy of the old balance pick-ups as they post ledgers during the day. Also, individuals who are refiling the folios should make this check.

If an error is made in picking up previous balances during the day, and it is not discovered or not corrected, the night auditor can easily locate any difference by visually comparing balances on the ledger cards.

Value of Detailed Audit Tape

During the day, all charges and credits to guests' accounts (with the exception of local phone, room, and other charges posted by the night auditor) will be posted by the cashiers as they occur.

A printed, permanent record of each transaction, in the order in which it was posted, is shown on the locked-in Audit Tape.

The Audit Tape furnishes the hotel with a printed journal or "Transcript" of the day's business.

In case of a lost ledger card, the balance due the hotel, at the time the last posting was made, can be easily deter-

mined from the Audit Tape by referring to the room number. A new card then may be started, insuring the hotel against loss.

Should an overprint on the statement or ledger card occur through the negligence of the operator due to selecting the wrong posting line, the correct amount of the item posted can be determined by referring to the Audit Tape for the day on which the previous posting was made.

In the event a voucher is lost, the nature and amount of the charge can be ascertained by checking the vouchers on hand with the Departmental Control Sheet for that particular department. Then compare the amount on the Audit Tape, for which there is no voucher, with the guest statement and ledger card affected.

Value of the 9 Additional Descriptive Keys Provided in Row 11

The nine keys in the last row to the left of the Amount Keys will print letters A through H and \surd (check mark). These code symbols print to the left of the amount in either the charge or credit column when used with any key in Row 2 or 3. By having an explanation of these symbols preprinted on the statement, they can be used to more fully explain the nature of a transaction.

The wording on these keys is easily changed by the insertion of different key caption inserts reading as desired.

NOTES

PART IX

How to Handle Unusual Transactions

312
Johnson, E. A., 9.00
Any City 9/21/5-

FROM FOLIO 34456 No. 22123
TO FOLIO

MEMO.	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE	PICK-UP	ROOM NO.
1	SEP 21-5	L'DIST	* 3.00		* 3.00	* 3.00	A -312
2	SEP 21-5	REST'R	* 7.50		* 10.50		B -312
3	SEP 21-5	L'DIST	* 4.00		* 14.50		B -312
4	SEP 21-5	PHONE	* 0.30				=# -312
5	SEP 21-5	PHONE	* 9.00		* 23.80	* 23.80	=# -312
6	SEP 22-5	MISC. RADIO	* 3.00				A -312
7	SEP 22-5	L'DIST	* 4.00		* 30.80	* 30.80	A -312
8	SEP 22-5	REST'R	* 7.50		* 38.30	* 38.30	B -312
9	SEP 22-5	PHONE	* 0.60				=# -312
10	SEP 22-5	ROOM	* 9.00		* 47.90	* 47.90	=# -312
11	SEP 23-5	MISC. STENO	* 5.00		* 52.90	* 52.90	B -312
12	SEP 23-5	VALET	* 2.50		* 55.40	* 55.40	B -312
13	SEP 23-5	REST'R	* 7.50				B -312
14	SEP 23-5	L'DIST	* 5.75		* 68.65	* 68.65	B -312
15	SEP 23-5	PHONE	* 0.60				=# -312
16	SEP 23-5	ROOM	* 9.00		* 78.25	* 78.25	=# -312
17	SEP 24-5	REST'R	* 1.90		* 80.15	* 80.15	A -312
18	SEP 24-5	MISC. DOCT'R	* 10.00		* 90.15	* 90.15	A -312
19	SEP 24-5	MISC.	G* 3.50				B -312
20	SEP 24-5	NEWS	* 1.25		* 94.90	* 94.90	B -312
21	SEP 24-5	PHONE	* 0.30				=# -312
22	SEP 24-5	ROOM	* 9.00		* 104.20	* 104.20	=# -312
23	SEP 25-5	VALET	* 2.50				A -312
24	SEP 25-5	REST'R	* 1.95		* 108.65	* 108.65	A -312

REMARKS: A34456, A22123

TRANSFER TO CITY LEDGER

GUEST'S SIGNATURE _____
 CHARGE TO _____
 ADDRESS _____
 APPROVED BY _____

F-99-8-21-47-PRESS OF THE NATIONAL CASH REGISTER CO. DAYTON, OHIO

312
Johnson, E. A., 9.00
Any City 9/21/5-

FROM FOLIO 22123 No. 34456
TO FOLIO

MEMO.	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE
1	SEP 21-5	L'DIST	* 3.00		* 3.00
2	SEP 21-5	REST'R	* 7.50		* 10.50
3	SEP 21-5	L'DIST	* 4.00		* 14.50
4	SEP 21-5	PHONE	* 0.30		
5	SEP 21-5	PHONE	* 9.00		* 23.80
6	SEP 22-5	MISC. RADIO	* 3.00		
7	SEP 22-5	L'DIST	* 4.00		* 30.80
8	SEP 22-5	REST'R	* 7.50		* 38.30
9	SEP 22-5	PHONE	* 0.60		
10	SEP 22-5	ROOM	* 9.00		* 47.90
11	SEP 23-5	MISC. STENO	* 5.00		* 52.90
12	SEP 23-5	VALET	* 2.50		* 55.40
13	SEP 23-5	REST'R	* 7.50		
14	SEP 23-5	L'DIST	* 5.75		* 68.65
15	SEP 23-5	PHONE	* 0.60		
16	SEP 23-5	ROOM	* 9.00		* 78.25
17	SEP 23-5	PHONE	* 0.30		* 80.15
18	SEP 24-5	REST'R	* 1.90		* 90.15
19	SEP 24-5	MISC. DOCT'R	* 10.00		
20	SEP 24-5	MISC.	G* 3.50		* 94.90
21	SEP 24-5	NEWS	* 1.25		* 104.20
22	SEP 24-5	PHONE	* 0.30		
23	SEP 24-5	ROOM	* 9.00		* 104.20
24	SEP 25-5	VALET	* 2.50		
	SEP 25-5	REST'R	* 1.95		* 108.65

REMARKS: A34456, A22123

TRANSFER TO CITY LEDGER

GUEST'S SIGNATURE _____
 CHARGE TO _____
 ADDRESS _____
 APPROVED BY _____

F-99-8-21-47-PRESS OF THE NATIONAL CASH REGISTER CO. DAYTON, OHIO

312
Johnson, E. A., 9.00
Any City 9/21/5-

FROM FOLIO 22123 No. 34456
TO FOLIO

MEMO.	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE	PICK-UP	ROOM NO.
1	SEP 25-5	FWARD	* 108.65		* 108.65		A22123
2	SEP 25-5	PHnt	* 3.50		* 112.15		A -312
3							
4							
5							

312
Johnson, E. A., 9.00
Any City 9/21/5-

FROM FOLIO 34456 No. 22123
TO FOLIO

MEMO.	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE
1	SEP 25-5	FWARD	* 108.65		* 108.65
2	SEP 25-5	PHnt	* 3.50		* 112.15
3					

Forwarding Balance When Ledger Card Is Filled

When an account balance prints on line 24, the ledger card and statement should be laid aside so new forms can be headed up at the first opportunity, thus avoiding delay in posting when that guest's account again becomes active. The new balance is forwarded to the new statement and ledger card in the following manner:

1. Reading from the ledger card, set up the old balance on the Amount Keys.
2. Insert the ledger card (only) into the Printing Table and move the table to the last line posted (line 24) on the ledger card.
3. Depress the proper Old Balance Pick-Up Key.
4. Remove the old ledger card. Set up the same amount (of the old balance) on the Amount Keys and the last five

digits of the new ledger card's serial number on the Room Number Keys.

5. Place the old ledger card face downward in the Upper Printer, so printing will occur in the Memo portion, and depress the Transfer Credit Key.

6. Set up the same amount (of the old balance) on the Amount Keys and the last five digits of the old ledger card's serial number on the Room Number Keys.

7. Insert the new ledger card and statement into the Printing Table, depress line-finding key 1 (one), and move the table to the right until it stops.

8. Reinsert the old ledger card into the Upper Printer on the first etched line, and depress the Transfer Charge Key.

9. Reinsert the new ledger card in the Printing Table and:

a. Clear the Balance, if no more postings are to be made.

b. Sub-Balance, if additional postings are to be made.

10. Write in, with pen and ink (for cross reference purposes), the proper transfer serial numbers on the top of both the old and new ledger cards.

(Note: This cross referencing of old and new ledger cards' serial numbers facilitates locating all ledger cards constituting a guest's account after the account is settled and the ledger cards permanently filed.)

Issuing Weekly Statements

Some hotels follow the practice of issuing a weekly statement to their house guests, especially to those who are on a permanent or monthly rate.

Some of those following this procedure will head up a new statement and ledger card and immediately transfer the guest's balance to the new records. Where this procedure is used, this transfer should be accomplished as follows:

1. Set up the balance showing on the old ledger card, insert card into Printing Table on the last posted line, and depress the proper old balance key.

2. Then place the old ledger card face down with the Memo portion in the Upper Printer, set up the last five digits of the new ledger card's serial number on the Room Number Keys, and record the amount of the balance shown on the old ledger card with the Transfer Credit Key. This shows the transfer credit validation on the left edge of the old ledger card.

3. Now place the new ledger card and guest statement in the Printing Table, depress line-finding key No. 1 and move the table to the right until it stops, reposition the old ledger card in the Upper Printer on line 1 so the validation will fall in the Memo portion of the ledger card, set up the last five digits of the old ledger card's serial number on the Room Number Keys, and record the balance with the Transfer Charge Key and extend the balance. The old ledger card will show both validations of credit and charge, proving to the auditor that the balance on the old ledger card has been properly transferred.

Other hotels which submit weekly statements do not use an additional ledger card (when the statement is issued) until all lines on the original ledger card are filled with postings.

When this procedure is followed, statements without serial numbers must be provided. One of these is used to serve as a second statement which is headed up with all the information contained on the heading of the ledger card, including the serial number. The balance shown on the ledger card is transferred to the new statement. This may be accomplished in the following manner:

1. Place a blank slip in the Upper Printer and sub-total the Transfer Charge Key and the Transfer Credit Key printing on this slip. Compare the two totals to see that they are the same.

2. Set up the amount of the ledger card balance on the Amount Keys.

3. Insert the new statement into the Printing Table, depress the line-finding key corresponding to the last posted line on the ledger card, and move the table to the right until it stops.

4. Depress the Single-Print Key and the Transfer Charge Key.

5. Extend the balance.

6. Continue in this manner until the balance has been forwarded to all such new statements.

7. Make an add list of all balances transferred to the new statements. Again sub-total the Transfer Charge Key. Subtract the total of the add list from this new sub-total. See that the result equals the first Transfer Charge sub-total.

8. Set up the amount of the add list on the Amount Keys and depress the Transfer Credit Key (the bell will ring).

9. Extend the balance printing on the Audit Tape only.

10. Place a blank slip in the Upper Printer and again

sub-total the **Transfer Charge** and **Transfer Credit Keys** printing on this slip. See that both these sub-totals are the same.

The new statement is then placed in the house tray with its ledger card.

Important: The serial number of the ledger card must be placed on the new statement to permit ready cross-reference to the ledger card after it has been filed in the permanent file.

How to Handle "Hold" Transactions

"Hold" transactions occur as a result of a hotel accepting and paying for telegrams and other items for guests before they register in the hotel, or for laundry and other items accepted and paid for by the hotel for guests who have checked out and who are expected to return within a few days. This type of transaction is quite common with traveling salesmen and other guests who register or use the hotel facilities at regular intervals.

All "Hold" transactions should be posted by using the proper departmental charge or a credit key to one account card headed "Hold" (when such transactions are few in number) which is identified by 00, and which is normally placed in the front of the house tray. When "Hold" transactions are numerous, they should be posted to account cards headed "Hold" and arranged in alphabetical group sequence, i.e., A-B-C (one card), D-E-F (another card), etc.

Opposite the posting, the name of the individual or firm, for whom the charge was "pre-paid" or from whom the credit was accepted, is written in the Memo column. A blank posting line may be allowed between each separate "Hold" posting made to this "Hold" account to permit the posting of the transfer credit or transfer charge and the balance of that particular posting to be reduced to zero as each specific entry is transferred to the guest account affected.

This transfer is accomplished by crediting the "Hold" card for the amount of the charge, using the Transfer Credit Key and identifying the disposition of this charge by the number of the room in which the guest is registered. The offsetting charge, for the same amount, is posted immediately to the guest's account, using the Transfer Charge Key, and the source of such charge is identified by using the Room Number Keys "00" and a written explanation of the charge.

Each of these transfer postings must be supported by a transfer voucher validated in the Upper Printer.

Credits appearing on the "Hold" account are transferred in a similar manner, using the Transfer Charge and Transfer Credit Keys.

The remaining balances shown on the "Hold" card or cards must be considered by the night auditor when processing the trial balance by adding the debit balances to and subtracting the credit balances from the trial balance total.

When Money Paid Out at the Front Office Does Not Affect a Guest Account

When cash is paid out for an expense item for the hotel, which does not and will not affect a guest account, it should not be recorded on the machine. If a bill or invoice is not presented to the cashier for payment, the explanation of the paid out, in detail, must be written on a memo or special voucher form properly authorized. This memo or special voucher form, when signed by the party receiving the money, is placed in the cashier's drawer to represent the cash taken out, and it is considered as cash when balancing.

City Ledger Accounts

In hotels there is another type of account known as the City Ledger Account. These are regular 30-day charge accounts and are for the purpose of extending credit to persons or firms whose credit has been established, but who are not registered guests of the hotel. There are two methods of handling these accounts. In the smaller hotel they are usually kept in the front office with the guests' accounts, but under a separate section of the file, and under separate control. In the large hotels these accounts frequently are kept in the back office or auditor's office.

When a Guest Checks Out and, Instead of Paying Cash, Signs His Hotel Account Card to Be Charged to Himself, Another Individual, or a Firm

A transaction of this kind usually occurs when an individual is a frequent guest of the hotel and is accorded the privilege of a charge account, or when a guest checks out

and his bill is to be charged to another individual or some particular firm.

The procedure to be followed in these instances depends on the hotel's policy as to whether the City Ledger is kept in the front or back office.

When a guest checks out and his account is to be charged to another individual or firm, he should sign, on the ledger card, his name as well as the name of the other individual or firm to be charged.

The explanation of the procedure to follow is given under the headings "When City Ledger Accounts Are Kept in the Back Office" and "When City Ledger Accounts Are Kept in the Front Office," which follow.

When City Ledger Accounts Are Kept in the Back Office

When the city ledger accounts are kept in the back office, an account card is headed each morning "City Ledger" and placed in the front of the guest ledger file. Charges and credits affecting the city ledger are listed on this card, using the proper department key, and the name of the party is written in the Memo column opposite the charge or credit.

Posting the charges affecting the City Ledger accounts kept in the back office is accomplished as follows:

1. Select the ledger card headed "City Ledger."
2. Depress the Single-Print Key.
3. Set up the amount of balance, if any, on the Amount Keys.
4. Insert "City Ledger" account card into Printing Table.
5. Select the proper line and move Printing Table to the right until it stops.
6. Depress the proper old balance key.
7. Insert the proper charge or credit voucher into the Upper Printer.
8. Record the amount of the charge or credit on the Amount Keys and 0000 on the Room Number Keys (to identify city ledger transactions) and depress the proper department or credit key.
9. Extend balance.
10. Remove the "City Ledger" card, and write in the Memo column the name of the individual or firm to be charged or credited.

During the night audit all charges and credits posted to the "City Ledger" card and the balance of this card must be taken into consideration by the night auditor in order

for him to prove his day's postings and to obtain the correct trial balance figure.

Releasing City Ledger Items to the Back Office

After balancing the daily work, the night auditor releases the "City Ledger" card from the front office and charges the back office with it (before finally clearing his machine) in the following manner:

1. Sets up the amount of the balance shown on the "City Ledger" card on the Amount Keys.
2. Depresses the Single-Print Key and the proper line-finding key, inserts the "City Ledger" card into the Printing Table and moves table to the right until it stops.
3. Depresses the proper old balance key.
4. Sets up the amount of the balance on the Amount Keys and 0000 on the Room Number Keys.
5. Inserts proper voucher in Upper Printer, depresses the Charge Account Key in Row 2 if the balance was a debit and the Charge Account Key in Row 3 if the balance was a credit.
6. Extends the balance.

In very large hotels, city ledger charges are sent direct to the Auditing Department to be checked later with the Department Control sheets furnished by each department, and there posted to the City Ledger Accounts.

When City Ledger Accounts Are Kept in the Front Office

Instead of using the regular room guides as used for the guest ledger, a set of alphabetical guides should be provided to handle the city ledger accounts. These guides may be placed in a separate tray or file, or they may be placed in the back of the guest ledger tray or file. This is determined by the number of city ledger accounts.

Under this method the charges and credits are made to the individual city ledger accounts in the regular way, using the proper department control key. This provides control over all postings to these accounts. After posting to a city ledger account it is offset or placed in the front portion of the guest ledger tray to facilitate balancing by the night auditor.

The procedure to follow when a guest's account is transferred to the City Ledger will be dependent upon the policy of the hotel as to whether a new ledger card and statement are to be headed up and used.

If a new card is to be used (usually of different series or color), the account card in the Guest Ledger is reduced to 0.00 by crediting the account with the amount of the balance (using City Ledger Voucher) by the use of the Charge Account Key in Control Row 2. The same amount is charged to the new account in the City Ledger by the use of the Charge Account Key in Control Row 3. When this procedure is followed, the amounts in the Charge Account (debit) and Charge Account (credit) keys must be in agreement.

When a guest account is transferred to the City Ledger and a new account card is *not* to be headed up, the account card that is transferred should be clearly identified by being validated in the Upper Printer, the posting showing on the Memo portion of the card. Some hotels following this procedure will maintain a control over the accounts in the City Ledger, placing the Control Card in front of the accounts in that ledger. When this procedure is followed, the transfer of the balance of the account in the Guest Ledger to the City Ledger is accomplished by the use of the Charge Account Key in Control Row 3. The posting is made as follows:

1. Set up the balance shown on the City Ledger Control Card on the Amount Keys.
2. Select the proper line-finding key, insert the City Ledger Control Card into the Printing Table, depress the Single-Print Key, and move the Printing Table to the right until it stops.
3. Depress the proper old balance key.
4. Reading from the guest ledger card, set up the amount of its balance on the Amount Keys, set up the room number on the Room Number Keys, place the guest ledger card face downward in the Upper Printer so that printing will occur in the Memo portion, and depress the Charge Account Key in Control Row 3.
5. Extend the balance and remove City Ledger Control Card.
6. Set up 0000 on Room Number Keys, reinsert the guest ledger in the Upper Printer on the first etched line and depress the Number Key. This is to identify the transaction on the Audit Tape.

Note: When this procedure is followed, the City Ledger Control Card must be credited (by use of the Charge Account Key in Control Row 2) and the card being transferred must be certified in the Upper Printer whenever an account is transferred from the City Ledger to the Guest

Ledger or Back Office. All transactions posted to the City Ledger accounts during the day must be identified by 0000.

At the close of each day, the City Ledger Control Card must be debited with the total charges and credited with the total credits for all transactions affecting accounts in the City Ledger during the day, using the Charge Account keys.

After these control postings are completed, the difference between the Charge Account total in Row 3 and the Charge Account total in Row 2 will reflect the Net Change (debit or credit) in the balances of the accounts affecting the City Ledger for that day.

In running the trial balance when the City Ledger accounts are kept in the Front Office, the balance on the City Ledger accounts must be taken into consideration in arriving at the proof figure. This is done either by accumulating the balances of the City Ledger accounts in the Trial Balance total, or they can be balanced separately. The total of the outstanding City Ledger accounts can be obtained by merely running an add list of the current City Ledger account balances.

If they are balanced separately, an add list should be run of today's charges and credits to the active City Ledger accounts to obtain separate totals of the City Ledger activity for posting to the General Ledger Control accounts. An add list also should be run of the current balances on the City Ledger accounts to prove the accuracy of the postings. This total of outstanding City Ledger accounts should be included in the Trial Balance total as explained previously, to arrive at the proper proof figure.

On the "D" night audit report, the total outstanding on the City Ledger, for the last night, is added to the outstanding total on the guests' ledger, for last night. To this total is added all charges for the day, and the credits subtracted, to arrive at the total outstanding on both ledgers for the day. This figure should agree with the total accumulated in the Trial Key for both ledgers.

Handling Accounts in the Front Office Known as "Skippers"

Guests who have registered and leave the hotel without properly checking out are known as "skippers." These accounts, when detected, must be credited out of the Front Office and charged to the Back Office, using the Charge Account Credit Key in Row 2.

When "skippers" accounts are kept in the Front Office

in the City Ledger file instead of in the Back Office and a new account card is to be headed up, the "skippers" account cards are transferred from the Guest Account file to the City Ledger file. This is accomplished by using the Charge Account Key in Row 2 to close out the guest

account in the Guest Ledger. The posting is made to the new account in the City Ledger (or to the "skippers" account) by using the Charge Account Key in Row 3. For the convenience of the credit manager, "skippers" accounts are listed on one account card each day.

NOTES

PART X

Kinds of Errors and How to Correct Them

655
Lathrop, Andrew 9.00
Any City 9/25/5-

FROM FOLIO
TO FOLIO No. 35777

MEMO	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE	PICK UP	ROOM No.
	1 SEP 25-5	VALET	* 5.00		* 5.00	* 5.00	B - 655
	2 SEP 25-5	FWARD		* 5.00	* 0.00		B - 755
	3						
	4						

35777

MEMO	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE
	1 SEP 25-5	VALET	* 5.00		* 5.00
	2 SEP 25-5	FWARD		* 5.00	* 0.00
	3				
	4				

755
Kluge, W. M. 9.00
Any City 9/25/5-

FROM FOLIO
TO FOLIO No. 35759

MEMO	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE	PICK UP	ROOM No.
	1 SEP 25-5	RESTH	* 2.25		* 2.25	* 2.25	B - 755
	2 SEP 25-5	LIST	* 3.00		* 5.25	* 5.25	B - 755
	3 SEP 25-5	FWARD	* 5.00		* 10.25		B - 655
	4						

35759

MEMO	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE
	1 SEP 25-5	RESTH	* 2.25		* 2.25
	2 SEP 25-5	LIST	* 3.00		* 5.25
	3 SEP 25-5	FWARD	* 5.00		* 10.25
	4				

DATE 9/25/5- TRANS. DEBIT No. 44105

559-8 00'S * - 000A J -5-5 2435

EXPLANATION FROM FOLIO No. 655 TO ROOM No. 755

FROM (NAME) Lathrop, A. TO (NAME) Kluge, W. M.

FROM (CARD No.) 35777 TO (CARD No.) 35759

SEP 25-5- FWARD * 5.00 B - 755

TRANS. CREDIT

A. A Charge Is Posted Correctly as to Amount and Department, But Is Posted on Wrong Guest's Account Card

Suppose that a valet charge for \$5.00 is posted correctly except that it is charged to room 655 instead of room 755. The operator makes out a Transfer Voucher and takes from the file the guest cards for room 655 and room 755.

1. The operator sets up the balance, as shown on the guest card for room 655, on the Amount Keys, and sets up the room number on the Room Number Keys.

2. Selects the last line on which printing occurred, inserts ledger card and statement, moves table to the right until it stops, and depresses the proper old balance key (debit or credit).

3. Sets up the amount posted in error (\$5.00) on the Amount Keys, the room number on the Room Number Keys (755), places Transfer Voucher in the Upper Printer face downward (Credit portion), and depresses the Transfer Credit Key.

4. Reinserts the ledger card, extends the new balance, and removes the forms.

5. Sets up the balance, as shown on guest card 755, on

the Amount Keys, and the room number on the Room Number Keys.

6. Selects the last line on which printing occurred, inserts the ledger card and statement, moves the table to the right until it stops, and depresses the proper old balance key (debit or credit).

7. Sets up the amount posted in error (\$5.00) on the Amount Keys, the room number on the Room Number Keys (655), places the same voucher in the Upper Printer face downward but reversed (Debit portion), and depresses the Transfer Charge Key.

8. Reinserts the ledger card, extends the new balance, and removes the forms.

9. Explains the nature of the error on the Error Correction Sheet.

10. Writes the name of the department where the charge originated (valet) in the Memo column on the records of both guests.

11. Properly fills out the Transfer Voucher and files it with the other machine posted vouchers for use by the night auditor.

Note: If the above entries were posted correctly to both accounts, both accounts and the machine should be in proper balance.

327
Fuller, Charles 9.00
Any City 9/25/5-

FROM FOLIO
To FOLIO No. 35793

MEMO.	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE	PICK-UP	ROOM No.
1	SEP 25-5-	RESTN	* 5.00		* 5.00	* 5.00	B -327
2	SEP 25-5-	RESTN COMM		* 5.00			B -327
3	SEP 25-5-	RESTN	* 3.00		* 3.00		B -327

327
Fuller, Charles 9.00
Any City 9/25/5-

35793

MEMO.	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE
1	SEP 25-5-	RESTN	* 5.00		* 5.00
2	SEP 25-5-	RESTN COMM		* 5.00	
3	SEP 25-5-	RESTN	* 3.00		* 3.00

National's GUEST CHECKS

TOTAL TO THE LAST SERVING
ALWAYS READY FOR PAYMENT

CHECK NO. 105531

PERSONS

TABLE NO.

SEPT 25-5- RESTN -

SEPT 25-5- RESTN -

DATE

1 2 3 4 5 6 7 8 9 10 11 12 13 14

F-417 DATE 9/25 195-

125-8 5.00 98458

EXPLANATION #3.00 Restaurant Charge recorded as \$5.00

NAME Fuller, Charles ROOM No. 327

ADD TO BALANCE *Watkins* CASHIER

5.00	B -327
3.00	B -327

PAY O

LAST BALANCE IS AMOUNT DUE UNLESS OTHERWISE INDICATED

PRINTERS 601-642

B. A Charge Is Posted to the Right Department and to the Right Account, But the Amount Is Greater Than the Voucher Calls For

Suppose that a \$3.00 restaurant charge for room 327 is posted as a \$5.00 charge for that room. The operator makes out a correction voucher and removes the ledger and statement for room 327 from the file, and proceeds as follows:

1. Sets up the balance, as shown on the guest's card for room 327, on the Amount Keys.
2. Selects the last line on which printing occurred, inserts ledger card and statement, moves table to the right until it stops, and depresses the proper old balance key (debit or credit)

3. Sets up the amount posted in error (\$5.00) on the Amount Keys, the room number on the Room Number Keys, places the correction voucher (Subtract From Balance portion) in the Upper Printer face downward, and depresses the Minus Correction Key and then the Restaurant Key.

4. Reinserts the ledger card and department voucher, sets up the correct amount of the charge (\$3.00) on the Amount Keys, sets up the room number on the Room Number Keys, and depresses the Restaurant Key.

5. Extends the new balance.

6. Describes the error on both the Correction Sheet and the Correction voucher. Files the vouchers for use by the night auditor.

313
Crown, E. R. 9.00
Any City 9/25/5-

Form F-100
To Folio No. 35753

	SUNDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
MEMO.							
1	SEP 25-5-	L'DIST	* 1.30		* 1.30	* 1.30	B -313
2	SEP 25-5-	L'DIST CORR		* 1.30			B -313
3	SEP 25-5-	L'DIST	* 1.50		* 1.50		B -313
4							
5							
6							
7							
8							
9							
10							
11							
12							
13							
14							
15							

313
Crown, E. R. 9.00
Any City 9/25/5-

35753

MEMO.	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE	PICK-UP	ROOM NO.
1	SEP 25-5-	L'DIST	* 1.30		* 1.30		
2	SEP 25-5-	L'DIST CORR		* 1.30			
3	SEP 25-5-	L'DIST	* 1.50		* 1.50		
4							
5							

P-117 DATE 9/25 195- SUBTRACT FROM BALANCE

813- B 1.30 * 98459
SEP 25-5- L'DIST CORR * 1.30

EXPLANATION \$1.50 Long distance charge recorded as \$1.30.

NAME E. R. Crown ROOM NO 313

ADD TO BALANCE Watkins

Long Distance Telephone Call

Date 9/25 195- No 482120

Name E. R. Crown Room 313

Name Anyone Address Any Street

Phone TX-3577 City Any City

Time Called 5:15 P.M. Connected 5:21 P.M. Disconnected 5:25 P.M.

Minutes 4 Service \$ 1.30 Charge \$ 1.50 Total \$ 1.50

SEP 25-5- L'DIST - * 1.30 B -313
SEP 25-5- L'DIST - * 1.50 B -313

Watkins (Operator)

C. A Charge Is Posted to the Right Department and to the Right Account, But the Amount Is Smaller Than the Voucher Calls For

Suppose that a \$1.50 long distance telephone charge has been posted as a charge of only \$1.30.

1. The operator sets up the balance, as shown on the guest's ledger card, on the Amount Keys.
2. Selects the last line on which printing occurred, inserts the ledger card and statement, moves table to the right until it stops, and depresses the proper old balance key (debit or credit).
3. Sets up the amount posted in error (\$1.30) on the

Amount Keys, the room number on the Room Number Keys, places the correction voucher (Subtract From Balance portion) in the Upper Printer face downward, and depresses the Minus Correction Key and then the Long Distance Key.

4. Reinserts the ledger card and Long Distance voucher (in Upper Printer on etched Line 1), sets up the correct amount of the charge (\$1.50) on the Amount Keys, sets up the room number on the Room Number Keys, and depresses the Long Distance Key.
5. Extends the new balance.
6. Describes the error on both the Correction Sheet and the Correction voucher. Files the vouchers for use by the night auditor.

365
Smith, J. A. 7.00
Any City 9/25/5-

FORM FOLD
TO FOLD No. 35531

MEMO.	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE	PICK-UP	ROOM NO.
1	SEP 25-5-	VALET	* 2.00		* 2.00	* 2.00	B -365
2	SEP 25-5-	VALET CORR		* 2.00			B -365
3	SEP 25-5-	L'NBRY	* 2.00		* 2.00		B -365
4							
5							
6							
7							
8							
9							
10							
11							
12							
13							
14							

365
Smith, J. A. 7.00
Any City 9/25/5-

35531

MEMO.	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE
1	SEP 25-5-	VALET	* 2.00		* 2.00
2	SEP 25-5-	VALET CORR		* 2.00	
3	SEP 25-5-	L'NBRY	* 2.00		* 2.00
4					

F-417
DATE 9/25 195- SUBTRACT FROM BALANCE

596- 8 00 2 * 96460
MISC VALET -5-5-435

DO NOT WRITE IN THIS SPACE:

EXPLANATION \$2.00 Laundry charge recorded as Valet.

NAME Smith, J. A. ROOM NO. 365

DO NOT WRITE IN THIS SPACE:

ADD TO BALANCE Watkins
CASHIER

F-418
LAUNDRY

Department
Date 9/25 195- No. 65368

Name Smith, J. A. Room 365

Explanation	Amount
	2.00

SEP 25-5- VALET -- * 2.00 B -365
SEP 25-5- L'NBRY -- * 2.00 B -365

(Do not write in above space)

SIGNED BY O. T.

D. A Charge Is Posted Correctly as to Amount and Room Number, But the Wrong Department Key Is Depressed

Suppose that a \$2.00 laundry charge against room 365 is posted as a valet charge.

1. The operator sets up the balance, as shown on the guest's ledger card, on the Amount Keys.

2. Selects last line on which printing occurred, inserts ledger card and statement, moves table to the right until it stops and depresses the proper old balance key (debit or credit).

3. Sets up the amount posted (\$2.00) on the Amount

Keys, the room number (365) on the Room Number Keys, places the correction voucher (Subtract From Balance portion) in the Upper Printer face downward, and depresses the Minus Correction Key and then the Valet Key.

4. Reinserts the ledger card and department voucher (in Upper Printer on etched Line 1), sets up the amount of the charge (\$2.00) on the Amount Keys, sets up the room number on the Room Number Keys, and depresses the Laundry Key.

5. Extends the new balance.

6. Describes the error on both the Correction Sheet and the Correction voucher. Files the vouchers for use by the night auditor.

F. Operator Records Wrong Amount in Picking up the Balance in Connection With Use of the Old Dr. Balance Key or the Old Cr. Balance Key

(I) Too large an amount is picked up; the error is noticed before posting. Let us assume that the balance on the account card and guest statement is \$5.00, but that the machine operator records \$15.00 using the Old Dr. Balance Key.

323 Eckert, T. 9.00 Any City 9/25/5- Form 35891

MEMO	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE	PICK UP	ROOM NO.
1	SEP 25-5	L'NIST	• 5.00		• 5.00	• 5.00	A-323
2					• 25.00		
3	SEP 25-5	MISC. RADIO	• 3.50		• 8.50		B-323
4							
5							
6							

323 Eckert, T. 9.00 Any City 9/25/5- Form 35891

MEMO	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE
1	SEP 25-5	L'NIST	• 5.00		• 5.00
2					
3	SEP 25-5	MISC. RADIO	• 3.50		• 8.50
4					
5					
6					

MISCELLANEOUS DATE 9/25-195- 09061

Name Eckert, J. Room 323

EXPLANATION Radio 3.50

SEP 25-5 MISC. — RADIO • 3.50 B-323

SIGNED BY G.C.

AAA White, B. P. 9.00 Any City 9/24/5- Form 32120

MEMO	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE	PICK UP	ROOM NO.
1	SEP 24-5	REST	• 3.00		• 3.00	• 3.00	B-400
2	SEP 24-5	ROOM	• 9.00		• 12.00	• 12.00	B-400
3	SEP 25-5	L'NRY	• 3.60		• 15.60	• 12.00	A-400
4							
5							
6							

AAA White, B. P. 9.00 Any City 9/24/5- Form 32120

MEMO	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE
1	SEP 24-5	REST	• 3.00		• 3.00
2	SEP 24-5	ROOM	• 9.00		• 12.00
3	SEP 25-5	L'NRY	• 3.60		• 15.60
4					
5					
6					

LAUNDRY Department 9/25-195- N° 65369

Name White, B. P. Room 444

EXPLANATION 3.60

SEP 25-5 L'NRY — • 3.60 A-400

SIGNED BY O.T.

Suppose the operator picks up the old balance as \$21.00, posts the charge or credit, and discovers that she should have picked up a balance of only \$12.00.

1. Remove the ledger card and statement from the machine and rule out the wrong balance pick-up on the card.
 2. Extend the balance, printing on the Audit Tape only.
 3. Set up the correct old balance on the Amount Keys.
 4. Select the next unposted line on the line-finding keys, reinsert the ledger card and statement and move the table to the right until it stops.
 5. Depress the proper old balance key (debit or credit).
 6. Continue posting in the regular manner.
- (II) Too small an amount or no balance is picked up but the error is noticed before posting. Same operation as (I).
- (III) Too large an amount is picked up and the postings are made, but the error is noticed before the new balance is extended.
1. Remove the ledger card and statement and rule out the incorrect old balance pick-up on the ledger card.
 2. Set up the amount of the incorrect balance (\$21.00), previously picked up, on the Amount Keys.
 3. Depress the Old Cr. Balance Key (prints on tape only).
 4. Set up the correct old balance (\$12.00) on the Amount Keys.
 5. Select the line-finding key corresponding to the last line of posting on the ledger card and statement, reinsert the forms, and move the table to the right until it stops.
 6. Depress the proper old balance key (debit or credit).
 - 7a. If additional postings are to be made, continue in the regular manner.
 - 7b. If no additional postings are to be made, manually advance the Printing Table to the next unposted line.
 8. Extend the balance.
- (IV) Too small an amount is picked up and the posting is made, but the error is noticed before the new balance is extended. Same operation as (III).

(V) The cashier failed to pick up an old balance and the posting is made. Note: This may result in certain portions of the previous posting being over-printed. There-

rection voucher in the Upper Printer. Depress the Minus Correction Key if a debit and the Plus Correction Key if a credit, then depress the proper

The image shows several overlapping forms from a National's Hotel. At the top is a ledger card for folio 33311, dated 9/24/5. It lists charges for valet, restaurant, and phone, with a running balance. Below it is a check stub for \$1.75, dated 9/24/5, with a memo 'Sep 24 J'. To the right is a 'SUBTRACT FROM BALANCE' form for 9/25/5, with an explanation: 'Failed to pick up Old Balance - reconstructed overprinted restaurant charge of \$1.75'. At the bottom is a 'National's GUEST CHECKS' ledger card showing a debit of \$1.75 on 9/25/5.

MEMO	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE	PICK-UP	ROOM No.
1	SEP 24-5	VALET	* 2.00		* 2.00	* 2.00	B -232
2	SEP 24-5	RESTN	* 4.50		* 6.50	* 6.50	B -232
3	SEP 24-5	PHONE	* 0.60				=# -232
4	SEP 24-5	RESTN	* 9.00		* 16.10	* 16.10	=# -232
5	SEP 25-5	ROOM CORR	* 9.00				A -232
6	SEP 25-5	RESTN CORR	* 1.75		* 17.85		A -232

MEMO	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE
1	SEP 24-5	VALET	* 2.00		* 2.00
2	SEP 24-5	RESTN	* 4.50		* 6.50
3	SEP 24-5	PHONE	* 0.60		
4	SEP 24-5	RESTN	* 9.00		* 16.10
5	SEP 25-5	ROOM CORR	* 9.00		* 17.85
6	SEP 25-5	RESTN CORR	* 1.75		

DATE	MEMO	AMOUNT	ROOM No.
SEP 25-5	RESTN	1.75	B -232
SEP 25-5	RESTN CORR	1.75	B -232

fore it will be necessary to reconstruct the amounts or data over-printed by the use of the Plus or Minus Correction Key. This is accomplished in the following manner:

1. If the new balance has not been extended, remove the ledger card and statement and extend the balance.
2. Set up the amount of the previous posting (over-printed) on the Amount Keys and the room number on the Room Number Keys, depress the Minus Correction Key if a debit or the Plus Correction Key if a credit. Then depress the department key used when this previous posting was originally posted. (Prints on Audit Tape only.)
3. Set up the amount of the current entry (that caused the over-print) on the Amount Keys and the room number on the Room Number Keys. Insert a Cor-

department key. (Prints on Audit Tape and voucher only.)

4. Set up the amount of the new balance, if any, just cleared from the machine and depress the Release Key and the Old Debit Balance Key if a debit or the Old Credit Balance Key if a credit. (Prints on Audit Tape only.)
5. Set up the amount of the old balance (that should have been picked up) on the Amount Keys. Reinsert the ledger card and statement, depress the line-finding key corresponding to the last line posted, and move the table to the right until it stops. Depress the Release Key and the proper old balance key.
6. Set up on the Amount Keys the amount of the previous posting over-printed and set up the room

number on the Room Number Keys. Depress the Plus Correction Key if a debit or the Minus Correction Key if a credit and the department key used when that item was previously posted.

7. Reinsert the current voucher on the first etched line of the Upper Printer, set up the amount of the current charge or credit on the Amount Keys and the room number on the Room Number Keys. Depress the Plus Correction Key if a charge or the Minus Correction Key if a credit and the proper department key.
8. Extend the new balance.
9. Remove the ledger card and statement. With pen and ink change the date on both forms for the correction of the previous posting over-printed to correspond with the date on which that item was originally posted. Rule out the incorrect new balance.
10. Indicate with pen and ink, on both the ledger card and statement, the tie-in between the corrections and the partially obliterated amounts.
11. Explain the error on both the Audit Tape and the Correction Sheet. If these transactions are made properly, the adjustments for reprinting the previous posting that was over-printed should not affect today's department totals.

(VI) Too large an amount is picked up, postings are made, the new balance is extended, and then the error is noticed.

15L
Durkin, E. R., 7.00
Any City 9/25/5-

Form Filed
To Folio No 35543

MEMO	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE	PICK UP	ROOM NO.
	1	SEP 25-5- L'NIST	• 5.80		• 5.80	• 0.50	A -15h
	2	SEP 25-5- RESTH	• 2.75		• 11.25	• 5.80	B -15h
					• 8.55		

15L
Durkin, E. R., 7.00
Any City 9/25/5-

35543

MEMO	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE
	1	SEP 25-5- L'NIST	• 5.80		• 5.80
	2	SEP 25-5- RESTH	• 2.75		• 11.25
					• 8.55

In picking up an old balance, the operator transposes an amount and records \$8.50 old balance instead of \$5.80. She posts the charge or credit and extends the balance.

1. Remove the ledger card and statement.
2. Set up the amount of the incorrect new balance on the Amount Keys and:

a. If the new balance is a debit, depress the Old Dr. Balance Key.

b. If the new balance is a credit, depress the Old Cr. Balance Key.

3. Reading from the ledger card, set up the amount of the incorrect old balance previously picked up.
 - a. If a debit, depress the Old Cr. Balance Key.
 - b. If a credit, depress the Release Key and the Old Dr. Balance Key.
4. Reading from the ledger card, set up the amount of the correct old balance on the Amount Keys.
5. Depress the line-finding key corresponding to the last line on which the posting was made, insert the ledger card and statement, and move the table to the right until it stops.
 - 6a. If a debit balance, depress the Release Key and the Old Dr. Balance Key.
 - 6b. If a credit balance, depress the Old Cr. Balance Key.
7. Manually advance the table one line.
8. Extend the new balance.
9. Remove the ledger card and statement and rule out the incorrect old balance picked up and the incorrect new balance on the ledger card and statement.

(VII) Too small an amount is picked up, postings are made, the new balance is extended, and then the error is noticed. Same operation as (VI).

(VIII) The operator intended to pick up a credit balance, but depresses the Old Dr. Balance Key instead of the Old Cr. Balance Key (or vice versa).

(A) Error is discovered before any posting is made.

1. Remove the ledger card and statement and rule out the incorrect old balance picked up on the ledger card.
2. Extend the balance.
3. Set up the correct old balance on the Amount Keys, depress the line-finding key corresponding to the next unposted line, insert the ledger card and statement, and move the table to the right until it stops.
4. Depress the CORRECT old balance key.
5. Continue with the posting in the regular manner.

(B) Error is discovered after the posting has been made but before the new balance is extended.

1. Remove the ledger card and statement.
2. Reading from the ledger card, set up on the Amount Keys the amount of the old balance incorrectly picked up, and:

346
York, I. S., 9.00
Any City 9/25/5-

Form F-401
To FOLD No 35238

MEMO	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE	PICK UP	ROOM NO.
1	SEP 25-5-	PAID CASH		* 45.00	* 45.00	* 45.00	A - 346
2	SEP 25-5-	L'NRY	* 4.50		* 40.50		A - 346

346
York, I. S., 9.00
Any City 9/25/5-

Form F-401
To FOLD No 35238

MEMO	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE
1	SEP 25-5-	PAID CASH		* 45.00	* 45.00
2	SEP 25-5-	L'NRY	* 4.50		* 40.50

LAUNDRY

Department _____ No 65370
Date 9/25/5-

Name York, I. S. Room 346
Explanation _____

SEP 25-5- L'NRY * 4.50 A - 346

SIGNED BY O.T.

(A)

212
Stover, S. R., 9.00
Any City 9/25/5-

Form F-401
To FOLD No 35041

MEMO	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE	PICK UP	ROOM NO.
1	SEP 25-5-	PAID CASH		* 50.00	* 50.00		A - 212
2	SEP 25-5-	MISC	* 6.25		* 43.75		B - 212
3	SEP 25-5-	MISC TIPS	* 1.50		* 42.25		B - 212
4	SEP 25-5-	L'NRY	* 3.50		* 38.75		B - 212

212
Stover, S. R., 9.00
Any City 9/25/5-

Form F-401
To FOLD No 35041

MEMO	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE
1	SEP 25-5-	PAID CASH		* 50.00	* 50.00
2	SEP 25-5-	MISC	* 6.25		* 43.75
3	SEP 25-5-	MISC TIPS	* 1.50		* 42.25
4	SEP 25-5-	L'NRY	* 3.50		* 38.75

(B)

210
Dixon, P. J., 9.00
Any City 9/25/5-

Form F-401
To FOLD No 34999

MEMO	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE	PICK UP	ROOM NO.
1	SEP 25-5-	PAID CASH		* 35.00	* 35.00		A - 210
2	SEP 25-5-	L'NRY	* 2.50		* 32.50		B - 210

210
Dixon, P. J., 9.00
Any City 9/25/5-

Form F-401
To FOLD No 34999

MEMO	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE
1	SEP 25-5-	PAID CASH		* 35.00	* 35.00
2	SEP 25-5-	L'NRY	* 2.50		* 32.50

(C)

- a. If recorded as a debit balance, depress the Old Cr. Balance Key.
 - b. If recorded as a credit balance, depress the Release Key and the Old Dr. Balance Key.
3. Rule out the incorrect old balance picked up on the ledger card.
 4. Reading from the ledger card, set up the amount of the correct old balance on the Amount Keys.
 5. Depress the line-finding key corresponding to the last posted line.
 6. Insert the forms and move the table to the right until it stops.
 7. Depress the CORRECT old balance pick-up key.
 8. Manually space the Printing Table one line.
 9. Extend the new balance.

- (C) Error is discovered after the new balance is extended.
1. Remove the forms.
 2. Set up the amount of the incorrect new balance and:
 - a. If a debit, depress the Old Dr. Balance Key.
 - b. If a credit, depress the Old Cr. Balance Key.
 3. Set up the amount of the incorrect old balance picked up and:
 - a. If recorded as a debit, depress the Old Cr. Balance Key.
 - b. If recorded as a credit, depress Release and the Old Dr. Balance Key. (This will reverse the incorrect old balance picked up.)
 4. Set up the amount of the correct old balance on the Amount Keys, depress the line-finding key corresponding to the last posted line, insert the ledger card and statement, and move the table to the right until it stops.
 5. Depress the Old Cr. Balance Key, if a credit; the Old Dr. Balance Key, if a debit.
 6. Manually space the Printing Table one line.
 7. Extend the balance.
 8. Remove the ledger card and statement and rule out the incorrect old balance picked up and the incorrect new balance printed on the forms.

Note: To guard against errors of this kind, we suggest that the operator encircle the credit balance figures on the cards with a red pencil. This provides two ways of calling attention to the fact that the balance on the ledger card is a credit balance—first, the initials "CR" alongside the balance, and second, the red circle around the amount.

G. Operator Fails to Insert Guest Statement or Ledger Card, or Both, Into the Printer

The amounts are added into the proper department totals but the printing has occurred on the Audit Tape and department voucher or vouchers only (if both forms were not inserted into the Printer).

First it will be necessary, by the use of a Correction voucher or vouchers (printing on the Audit Tape and Correction voucher only), to offset the amount charged to the department total or totals by the use of the proper Minus Correction or Plus Correction Key. (If the balance was extended after the original postings were made, the balance should also be cleared after these entries have been offset or corrected.) Secondly, completely re-post the transaction or transactions onto the ledger card and/or statement as though the error had not been made, using the proper departmental vouchers to substantiate this second posting. If the second posting is to be made on one form only, the Single-Print Key should be depressed.

The errors should be explained on the Correction Sheet and vouchers. File the vouchers for the use of the night auditor.

H. Operator Fails to Insert Voucher or Other Posting Media Into the Upper Printer for Validation

To correct this error, the operator writes the date, department, amount, room number, and initials on the voucher, and has the designated responsible party O.K. it.

I. Operator Fails to Select the Proper Line for Printing on the Forms and May Overprint a Previous Posting

When the machine over-prints a previous posting, the operator must re-enter the items over-printed, both previous and current transactions, getting the information from the Audit Tape. If one of the over-printed items occurred on a previous day, then it may be necessary to secure the Audit Tape, for that particular day, from the Auditing Department and trace the item by room number. In either case, this should be done at a time convenient to the operator but before the end of the watch. Refer to F (V) for instructions.

If the operator fails to move the Printing Table, the printing will fall on line 24. She must complete the operation and then repeat the entire transaction on the proper

610 Chapel, H. 9.00 Any City 9/25/5-

FROM FOLIO TO FOLIO No. 35210

MEMO	DATE	EXPLANATION	CHARGES	CREDITS	BAL. DUE	PICK-UP	ROOM NO.
	1 SEP 25-5-	MISC. RADIO	* 3.00		* 3.00	* 3.00	A -610
	2 SEP 25-5-	VALET	* 4.50		* 7.50	* 7.50	B -610
	3 SEP 25-5-	REST'N CORR	* 5.25		* 12.75		B -610
	4						
	5						
	6						
	7						
	8						
	9						
	10						
	11						
	12						
	13						
	14						
	15						
	16						
	17						
	18						
	19						
	20						
	21						
	22						
	23						
	24	SEP 25-5- MISC	* 5.25		* 12.75	* 7.50	B -610

REMARKS: TRANSFER TO CITY LEDGER

GUEST'S SIGNATURE _____

CHARGE TO _____

ADDRESS _____

APPROVED BY _____

610 Chapel, H. 9.00 Any City 9/25/5-

35210

DATE DATE EXPLANATION CHARGES CREDITS BAL. DUE

1	SEP 25-5-	MISC.	* 3.00		* 3.00
2	SEP 25-5-	VALET	* 4.50		* 7.50
3	SEP 25-5-	REST'N CORR	* 5.25		* 12.75
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					
17					
18					
19					
20					
21					
22					
23					
24	SEP 25-5- MISC		* 5.25		* 12.75

REMARKS: TRANSFER TO CITY LEDGER

GUEST'S SIGNATURE _____

CHARGE TO _____

ADDRESS _____

APPROVED BY _____

LAST BALANCE IN AMOUNT DUE UNLESS OTHERWISE INDICATED

line as follows: The Plus Correction Key must be used in connection with a charge key. The Minus Correction Key must be used in connection with a credit key. A single red line should be drawn through the entry on line 24.

J. Operator Posts Multiple Charges to Account Without Picking Up Old Balance and Extends Incorrect New Balance and No Previous Posting (Except Date) Is Over-printed

1. Remove the forms from the machine.
2. Reading from the ledger card, set up on the Amount Keys the incorrect new balance just extended and:
 - a. Depress the Old Dr. Balance Key, if a debit.

- b. Depress the Old Cr. Balance Key, if a credit.

3. Set up on the Amount Keys the amount of the old balance that should have been picked up, and the room number on the Room Number Keys. Reinsert the ledger card and statement, depress the line-finding key corresponding to the last line posted and move the table to the right until it stops. Depress the Release Key and the proper old balance key.

4. Manually advance the Printing Table one line and extend the new balance.

5. Remove the forms and identify the previously posted item (where the date over-printed) with the proper date and rule out the incorrect new balance.

This correction is not entered on the Correction Sheet because it does not affect any department totals.

NOTES

PART XI

Supervision of Guests' Accounts and Miscellaneous Information

If Departmental Control Sheets are not being used, it is suggested that they be installed. Headings for these sheets are as follows:

<div style="display: flex; justify-content: space-between; align-items: center;"> Porter DEPARTMENT CONTROL SHEET </div>				
Date <u>9-25-5-</u>		Name <u>Simon Johnson</u>		
Voucher No.	Room No.	Guest Name	Amount	Memo
12109	422	Miller, Ralph	\$ 12.87	Bus Ticket (Jackson)

Too much thought cannot be given to setting up departmental control. The following suggestions, when carried out, will prove that all charges have reached the Front Office and that departments concerned were properly credited.

Department Control Sheets should be sent to the night auditor in the Front Office not later than 11:00 o'clock each night. The total of each control sheet should agree with a total obtained by listing the charge vouchers of the same department, and the total on the "D" Report.

A visual check of the charge and credit vouchers, to see that the machine-printed validation on them agrees with the written figures, will prove that they were posted for the proper amount.

Restaurant charges can be verified by checking the total of the restaurant cashier's report with a total of the individual guest checks sent to the Front Office cashier and the Restaurant total on the "D" Report.

Verify Figures on Cashiers' "A" and "B" Change-of-Watch Cash Reports With the Total Cash Receipts and Total Paid-Outs on the "D" Report

Add the net cash received, as shown on the individual Cashier's Cash Reports, and determine if this total agrees with the total adjusted Cash (Paid) less the adjusted totals

for News Stand, Porter, Telegram, and Paid Out shown on the "D" Report. The only possibility of a difference can be caused by incorrect addition or subtraction on the reports, or if errors made during the day were not subtracted from the totals cleared from the machine.

Verify Corrections on the "D" Report

The corrections on the "D" Report should be checked against the corrections listed on the Correction Sheet. The value of this check is to prove that all department charges and credits have been properly accounted for in the accounts receivable figure.

This includes the trial balance figure as well as the departmental figure and the total of the credit balances on the guests' accounts.

The total of all guest old credit balances is deducted from the trial balance total to determine the net balance outstanding. Also, note whether the trial balance and accounts receivable control figures agree.

Look Over the Check-Outs for Unusual Transactions

The practice of looking over guests' account cards representing check-outs to see that these accounts are correctly balanced does not apply to the posting machine system alone. It applies to any Front Office accounting system. It

is all-important that check-outs be constantly supervised to prevent losses of revenue.

Local Phone Calls

The telephone department in most hotels is operated at a very small profit and needs close supervision. Ledger cards of check-outs should be scanned to see that all phone calls noted in the space at the head of the cards have been posted.

Did-Not-Stay Accounts

On this kind of account the guest registers and leaves shortly after registering. No charge was made and the ledger card is marked D.N.S. This type of account should be O.K.'d by the designated responsible party.

City and Delinquent Ledger Transfers

A designated responsible party should check and O.K. all accounts transferred to the City or Delinquent Ledger.

Missed Charges

It is essential that the general auditor be informed as to the number and nature of missed charges affecting the guests' accounts in the Front Office. If charges come through after a guest checks out, they must be transferred to the City Ledger or Delinquent Ledger in the Back Office, and a great amount of money may be involved over a long period of time because of an accumulation of missed charges.

Check All Rebate Vouchers

Rebate vouchers should be carefully checked to see that each voucher gives a full explanation of the reason for the rebate and that it was signed by the party receiving the adjustment and O.K.'d by the designated responsible party.

Looking Over the Audit Tape Each Day

By this we do not mean that the general auditor should check every posting on the Audit Tape. However, he should look over the Audit Tape every day for unusual transactions. The value of the Audit Tape should not be overlooked, because it is a continuous history of every transaction that took place in the Front Office the preceding day.

See That There Are No Ledger Cards Missing

Ledger cards and statements are numbered consecutively and each one should be accounted for. In the hotel where the individual registration card system is used, the ledger cards should be filed numerically and the registration cards alphabetically. With this system you can, by looking through the closed guests' accounts, determine just which ledger cards are still outstanding. The missing cards should be in the Front Office tray. Another method is to have a numerical register and, as the accounts are closed, the numbers on the register are checked off.

Some hotels will not permit a ledger card and statement to remain in the Front Office tray more than seven days unless the statement is rendered on a monthly basis. In seven days' time either the guest has checked out, or the balance on his account should have been transferred to another ledger and statement.

In the hotel where the registration sheet system is used, it is necessary to file the ledger cards alphabetically. With this system the general auditor should be provided with a numbering book to check off the consecutive numbers of the ledger cards as they are received in the Auditing Department each morning. Two sortings are necessary with this system: one, numerically for checking off the numbers; two, alphabetically for permanent filing.

In order to determine the past due accounts in the tray, one method is to use a weekly bill book. Every morning when the check-outs, transfers, etc., are received from the Front Office, a list of these transfers by room number, name, and amount is entered in the weekly bill book and then checked off as these weekly accounts are paid. A weekly bill book enables the auditor to take the book to the files and check the unpaid bills so that a second bill can be sent to the guest. Another method is to go through the file each day, checking the unpaid accounts. This method will also permit detection of any bills on which unusual amounts have been charged.

We strongly recommend that at least once each week an adding machine list be made of outstanding balances of the ledger cards in the trays and the total compared with the net trial balance figures on the last "D" Report.

How to Put On a New Audit Tape

When the Audit Tape is nearly exhausted, a discolora-

tion will appear on the paper. This reminds the cashier that a new roll should be put on at once.

The cashier should contact the responsible party immediately and the tape should be replaced without delay. The party assigned this responsibility should proceed as follows:

1. Reading from the Audit Tape Cover Detector Counter, the figures appearing therein should be copied onto the Audit Tape, together with the date and the initials of the party making the change.

2. The Audit Tape Cover should be unlocked and raised.

3. The tape should be spaced until all printing is wound up onto the Receiving Roll, E in Illustration No. 1.

4. Remove the Audit Tape Winding Key, and using it in a knife-like fashion, break the tape.

5. Remove the used, wound-up portion of the tape from the Receiving Roll, E in Illustration No. 1.

6. Remove the remaining (discolored) tape and wooden core from the Audit Tape Supply Roll, A in Illustration No. 1.

7. Break the seal of the new Audit Tape roll. With the

printed end of the roll to the front, place the roll on Supply Roll Stud A, and push on *all the way*.

8. Bring the loose end of the tape up and around Roller B and pull tape to the right approximately 18".

9. Fold loose end of tape, forming a point. Guide pointed end over all studs and plates, then insert the end under and through the Impression Block, C in Illustration No. 1.

10. Bring tape up and back over Roller, D in Illustration No. 2.

11. Place loose end of tape on the flat portion of the Receiving Roll, E in Illustration No. 2, and secure by inserting Audit Tape Winding Key.

12. Push the Winding Key as far as it will go and turn it to the right to secure the tape.

Note: It is important to see that the tape is started evenly on the Receiving Roll. (See Illustration No. 3.)

13. Close and lock the Audit Tape Cover.

14. Reading from the Audit Tape Lock Detector Counter, copy the new number shown therein onto this new Audit Tape. Date and initial tape.

15. The tape which was removed must be retained and turned over to the night auditor.

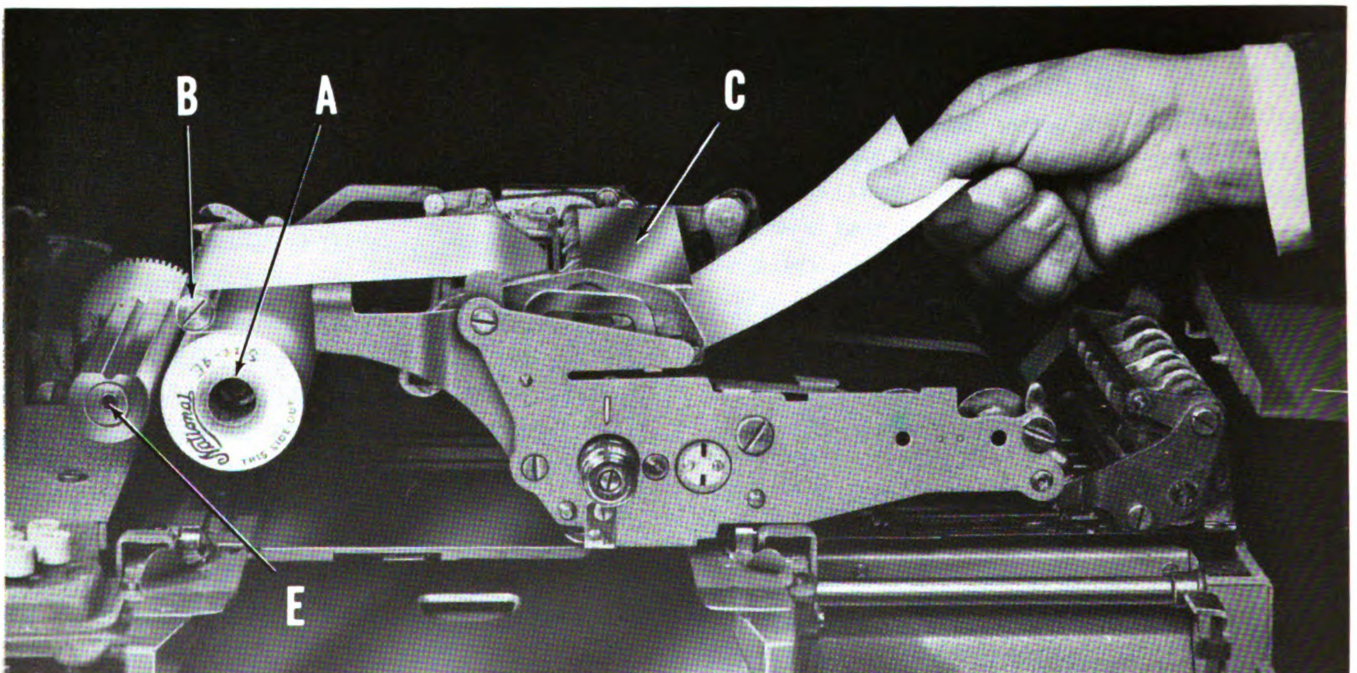


Illustration 1

UNFOLD . . . to study machine picture

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2. The Audit Tape Cover should be unlocked and raised.

3. The tape should be spaced until all printing is wound up onto the Receiving Roll, E in Illustration No. 1.

4. Remove the Audit Tape Winding Key, and using it in a knife-like fashion, break the tape.

5. Remove the used, wound-up portion of the tape from the Receiving Roll, E in Illustration No. 1.

6. Remove the remaining (discolored) tape and wooden core from the Audit Tape Supply Roll, A in Illustration No. 1.

7. Break the seal of the new Audit Tape roll. With the

printed end of the roll to the front, place the roll on Supply Roll Stud A, and push on *all the way*.

8. Bring the loose end of the tape up and around Roller B and pull tape to the right approximately 18".

9. Fold loose end of tape, forming a point. Guide pointed end over all studs and plates, then insert the end under and through the Impression Block, C in Illustration No. 1.

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Note: It is important to see that the tape is started evenly on the Receiving Roll. (See Illustration No. 3.)

13. Close and lock the Audit Tape Cover.

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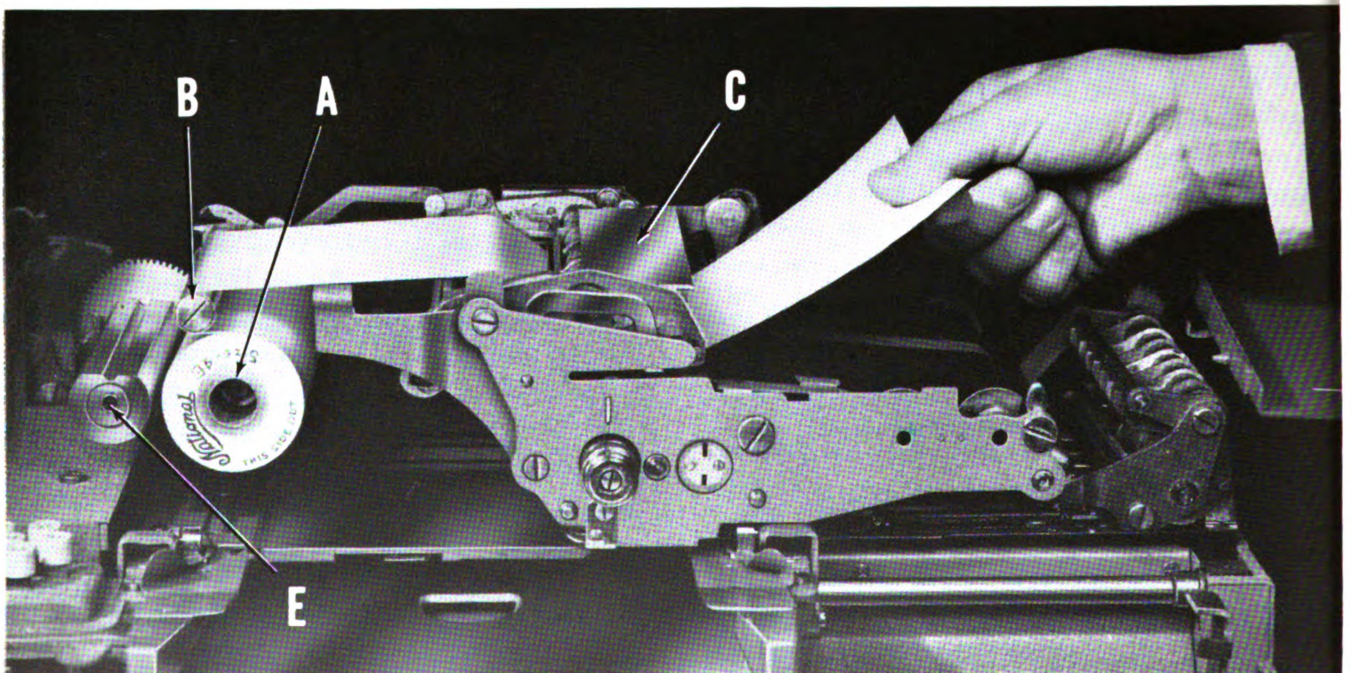


Illustration 1

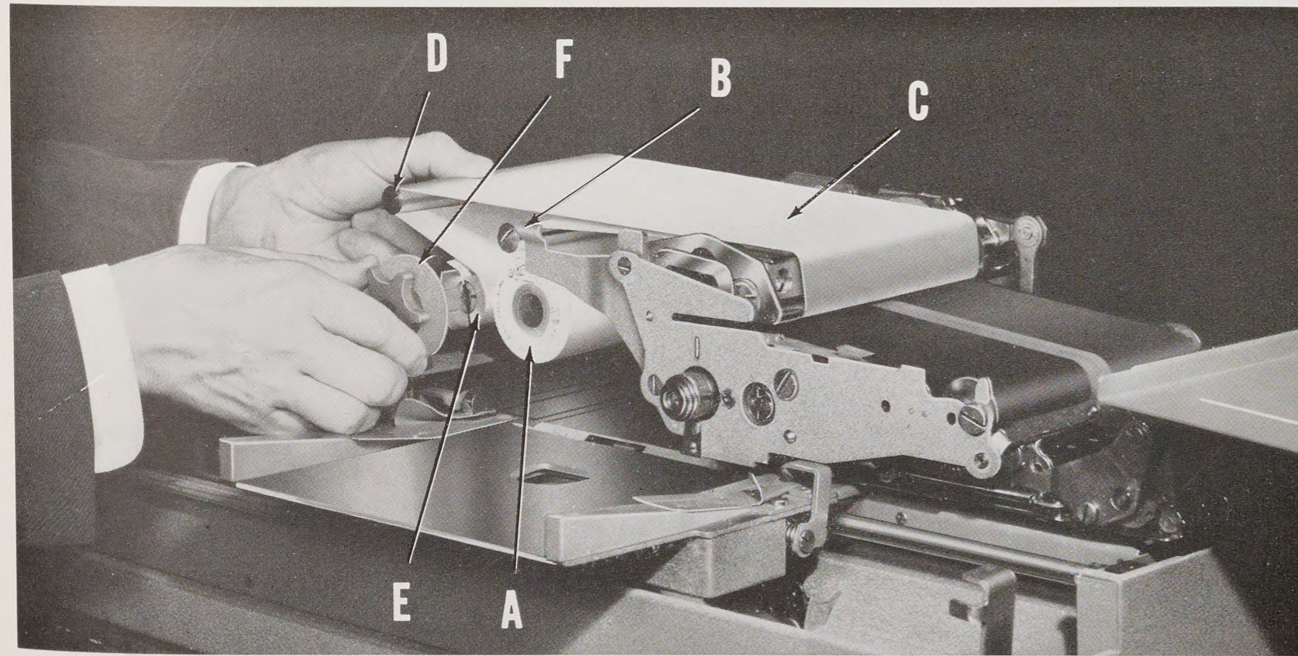


Illustration 2

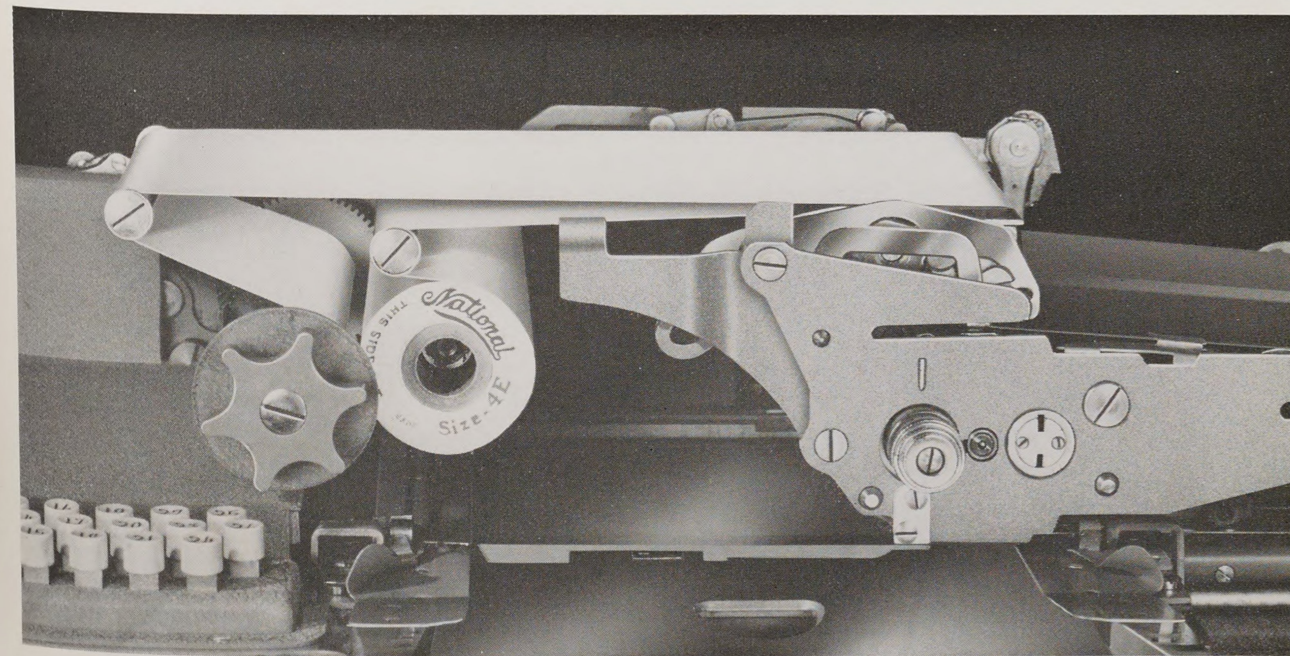
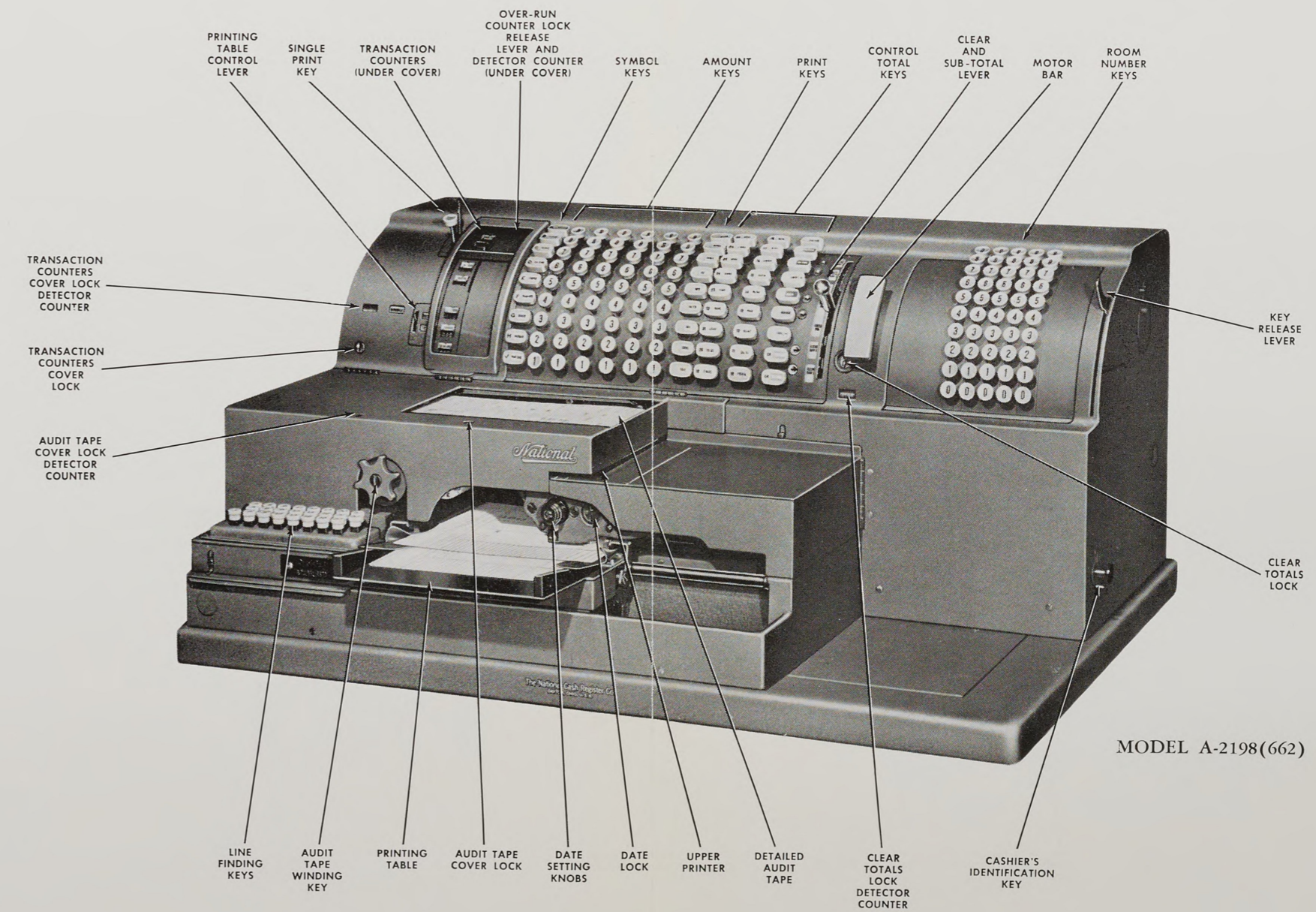


Illustration 3

The National Posting Machine for Hotel Front Offices



MODEL A-2198(662)

The National Posting Machine for hotel front offices, when properly used, furnishes management with many advantages.

The machine operator should be thoroughly familiar with the various features of the machine and their uses.

This picture will serve as a guide when studying the machine and applying it to hotel front office posting.

NOTES

UNFOLD . . . to study machine picture

NOTES

NOTES

The National Cash Register Company

Dayton 9, Ohio

CASH REGISTERS • ADDING MACHINES
ACCOUNTING MACHINES



Trade-Mark — Reg. U.S. Pat. Off.

CHAPTER VI

FINDINGS AND CONCLUSIONS

Findings

In order to evaluate the effectiveness of this training program at the Kellogg Center Hotel, East Lansing, Michigan--the essentials of the program were placed in effect February, 1960.

Since this date, careful observation by the writer has produced the following findings:

- (1) 91.6 per cent decrease in cash overages and shortages.*
- (2) Small amount of supervision needed.
- (3) Hotel policies carried out properly.
- (4) Reduced labor turnover.
- (5) Proper handling of supplies and equipment.
- (6) Good guest service.
- (7) Proper cash control and front office procedures.
- (8) Greater security of employment.
- (9) Job made easier and fatigue lessened.
- (10) Better job understanding and greater interest.
- (11) Friendly service to guests.
- (12) Satisfying service to guests.
- (13) Maximum production.

*Based on a three-month period. Comparison of two employees with on-the-job training only as to two employees with a combination of formal and on-the-job training.

- (14) Increased employee morale.
- (15) Increased sales and profits.

Conclusions

The hotel industry of America is one that does not stand still. It is an industry which continuously undergoes changes to give service more efficiently to guests in its operations. To do this involves volume personnel operations which must function with the precision of a Swiss timepiece. Since this study is primarily concerned with only a segment of one particular operation--trained hotel cashiers relative to efficient hotel operations--what follows will relate only to this segment.

In this dynamic industry, conditions such as costly employee turnover, new problems of specialization in hotels with ten or to over a hundred employees, higher labor operating expense, and the myriad details of management in a hotel, have served to bring into sharp focus the necessity for having trained cashier personnel. Training is needed to impart in minimum time, cost, and effort such skills and habits within a cashier trainee which are required to do the job well. Training is also a continuous process. As important as the original training is the on-the-job, follow-up, and constant evaluation of training techniques through which the original training flows.

One reason the training of cashiers is good business is simply because it pays dividends. It results in more effective job performance and greater productivity; it insures conformance with established policies and procedures, thus reducing errors and increasing guest satisfaction. Training lowers a hotel's labor expense in both the short and in the long run, thus enhancing profits. Through a higher level of job

performance, cashier training increases the earnings of individual employees. It reduces cashier turnover, improves morale and strengthens loyalty. Training also simplifies management's job by lessening the task of supervision. It is a small wonder, in view of these significant advantages, that hotel management has turned increasing attention in recent years to the quality of cashier training programs.

Fundamental for success, all cashier training programs should have the blessings of Front Office managers and assistant managers (middle management) as well as top management. This basic and vital fundamental is usually well handled; however, there are recent examples where very progressive and efficient cashier training programs have been inaugurated with the complete blessings of top management, but with only the partial blessing of middle management. "Incomplete blessings" seriously affected the benefits of this training. Therefore, to insure the maximum in benefits to cashiers, to guests and to the hotel, it is imperative that cooperation and support be received from all the line organization.

Training is present in all business organizations because every time an employee is given directions and shown procedures, training is taking place. Whether it be happenstance or formal training, though, both cost money, time, and effort. The fact that formal cashier training costs are more tangible than the costs of the happenstance method is very evident since many formal training budgets depend more upon the general financial weather than upon the contributions such training may make to productive efficiency. In times of poor profits, a resurgence of happenstance cashier training is seen.

Besides the general financial weather, another factor which affects the amount of formal cashier training is the extent of labor

turnover among trained cashiers. In an attempt to rectify as much as possible such a costly situation, "rotation" plans are being experimented with, wherein an employee performs a variety of jobs other than cashiering during the course of the work week. It is felt that these plans have possibilities as cashiering has a very significant fatigue element which "rotation" may very well relieve by providing a form of mental catharsis from repetitive work.

Cashiering is a manual skill and, as such, requires definite work habit patterns. The degree with which a cashier training program ingrain these work habit patterns has a significant influence upon the degree that the manual skills may be put into operation more easily. To facilitate the job application of the desired manual skill, cashier training programs should seek techniques that thoroughly ingrain work habit patterns.

It is generally recognized that the rapidity with which guests are accurately serviced in the check-out operation directly affects a hotel's image. Therefore, to obtain the maximum speed and accuracy possible in checking out guests, the uniform system of posting machine operation is taught in the training program found in Chapter V of this study. During the first day of the training program, trainees are given two hours of instruction and practice in the fundamentals of the uniform system of posting which are then carefully nourished throughout the remaining breakdowns of the program.

The training program of this study strives to obtain the maximum in equipment productivity as "cost" is paid by productivity. Enthusiasm is strengthened within the trainees for their work by giving them the bases of their jobs. This entails full understanding on their part

of the "why" of policies and procedures which management expects to be carried out. Economic education is provided in the breakdown of the average sales dollar that the hotel business did in the preceding fiscal year. At this particular time, the point is stressed that the hotel industry operates on a very low profit margin. This fact is well known to many within the industry; however, the fact remains that surveys show that hotel operating personnel have hazy opinions on this significant public relations point.

To secure maximum attention from the trainees while covering the various cash control forms and correction procedures, "drawer charts" are utilized. Visual and oral instruction are combined to achieve the highest possible retention factor among the trainees.

As restricted guest turnover (time consuming and inefficient guest flow through the check-out procedure) is one of the key limitations to greater hotel check-out speed, trainees in this three-day, high-retention and efficiency cashier training program are drilled in procedures that are specifically designed to reduce the time whenever a regular cashier is being relieved by a relief cashier. All this is done while simultaneously maintaining the highest standards of cash control.

In all cashier training programs, a definite "communications problem" must be solved, for management has come to realize that an employee's failure to understand and represent hotel policies (procedures also) is usually the result of inadequate or improper training. Cashiers are the "ambassadors" through whom a front office in hotel operations must necessarily rely upon for public representation. Consequently, the "uniform" training program of this study has as its goal to provide cashier trainees with the ability to extend friendly and satisfying service while at the same time maintaining proper cash control.

Accomplishment of this goal means the maximum in benefits for all in the Big Three--the cashier, the guest, and the hotel!

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