



Procedures Manual Solares de Portugal

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Project: N.º 117/DGT/03 – Qualificação dos Solares de Portugal
Subprograma 4 – Medida 4.3 – PIQTUR

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Financial supported by PIQTUR – Programa de Intervenção para a Qualificação do Turismo

2005



PROCEDURES MANUAL

Solares de Portugal



Solares de Portugal



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CHAPTER I

INTRODUCTION



Solares de Portugal



1 OBJECTIVE OF THE MANUAL

Assuring the quality of service provided by Solares de Portugal.

The objective of this manual is to ensure that the of quality of hospitality services in general of the houses of **Solares de Portugal** is translated to satisfy the needs and expectations of guests, with concern for continual improvement of services given.

This manual is intended to be a helpful tool to help orient the associated Houses of the **Solares de Portugal** network, constituting a repository of good practice in the organization and presentation of hospitality services.

In other words, the present manual is intended to contribute to:

- the efficient internal administration and organization of the services of each House, through the explanation of better practices, and through incentive of evaluation of human resources attached to these services, namely through education;
- the concern of each House, with the quality of service provided to the guests and with the safeguarding of the aspects of hygiene and safety involved in their performance, with the view towards continual improvement;
- the awareness in respect to the concrete concern shown with regard to questions about the building and grounds;
- the awareness of the necessity to be attentive to the development of technologies in hospitality, particularly in the area of information.
- the consolidation of the network of national acceptance in the rural spaces, through the creation of the level of service associated with the **Solares de Portugal** logo, in terms of image, performance and adjustment to evaluations;
- the efficient promotion of the logo Solares de Portugal, together with prime markets and stimulation of cooperation between respective members.
- The activation of a European model of acceptance in rural space.

2 SCOPE OF THE MANUAL

To recommend the practice of good hospitality services of Solares de Portugal.

The present manual is destined to give both the owners and partners of the Houses, the good practices of hospitality services of **Solares de Portugal**; keeping in mind four essential aspects:

- The good common practices in the general of the offering of services of tourist accommodation
- A European and national model of services offered in rural space accommodations in rural spaces and their respective specific aspects
- The requirements relative to the accommodation's characteristics and their services, and the establishment of norms ERS3001P (Addendum II)



**All of the requirements of the norm ERS3001P are mandatory, that is, they must be fulfilled.
The norm ERS3001P should always be in accord with the legislation in effect and reflect the latest changes.**

This manual aims to complete three goals:

- Integration of a House into the network
- Good practices of hospitality services
- Evaluation of the quality of hospitality

2.1 INTEGRATION OF THE HOUSE INTO THE NETWORK OF SOLARES DE PORTUGAL

In order to include all of the associates of the House in the hospitality model of **Solares de Portugal** it is fundamental that all have knowledge of the following points pertaining to the network:

In other words:

- Objectives of the creation of the logo
- Services that pertain to the associated Houses
- Clients of the logo
- Partnership of a House with TURIHAB and responsibilities of each party
- Members of the **Solares de Portugal** network and House partners in the providing of hospitality
- The House and its respective organization and resources for hospitality services.

2.2 GOOD SOLARES DE PORTUGAL HOSPITALITY PRACTICES

In order that the **Solares de Portugal** services be provided in the best manner, it is essential that there be a manual regarding what is considered the best administration practice and the presentation of hospitality services.

Addressed in this manual are the following activities associated with hospitality:

Reservations	Information
Arrivals and Departures	Activities
Accommodation	Maintenance and Repair
Meals	Environment
Service Hours	Hygiene and Safety

2.3 EVALUATION OF THE QUALITY OF HOSPITALITY SERVICES OF SOLARES DE PORTUGAL

In order to guarantee that the services provided by **Solares de Portugal** meet the standards of quality intended and that they correspond to the necessities and expectations of the guests, it is essential that the Houses make available the means to make evaluations of these services.

3 RECIPIENTS OF THIS MANUAL

Define those responsible and the presenters of Solares de Portugal hospitality services.



All the proprietors and partners of the associated Houses, administrators and providers of hospitality service provided through the **Solares de Portugal** network are recipients of this manual.

4 ORGANIZATION OF THE MANUAL

Directions for finding recommendations, procedures and behavior associated with hospitality service.

Understanding the context in which one works.

Who are the partners of the House?

Obligations of the House.

House resources.

How the House is organized.

Services provided by the house.

Who receives services.

How one can guarantee quality of services provided.

CHAPTERS		CONTENTS
I	Introduction	Definition of objectives, scope, recipients and organization of the hospitality manual of Solares de Portugal .
II	Network	Characterization of the network with which the Houses are associated, how it is organized, the services that are provided, and their guests*. (Guest: persons staying in the houses)
III	Contract	Reference to the mutual commitments of the hosts and the guests of the House, that derive their agreement found in this formal contract and that of TURIHAB.
IV	Hospitality	General description of hospitality and all the operational stages of this service.
V	Reservations	Definition of good reservation service practices: in person, by telephone or by correspondence.
VI	Arrivals and Departures	Definition of good practices at arrival and departure of guests.
VII	Accommodation	Definition of good practices of organization and performance of accommodation services (rooms and common spaces).
VIII	Breakfast	Definition of good organization practices and performance of breakfast service.
IX	Information	Definition of good practices in providing information to guests, from the reservations until departure and return of the guests to their place of origin.
X	Activities	Definition of good practices in the service of providing activities (cultural, leisure and sports).
XI	Maintenance	Definition of good practices of maintenance and care of the House (namely rooms, common spaces and sanitary installations, annex buildings, support and leisure accoutrements , etc.
XII	Environment, Security and Enjoyment	Definition of good practices, domains of environment, energy, health, security, and involvement outside of the house.
XIII	Monitoring	Definition of a model of evaluation adapted to the realities of accommodations of Solares de Portugal .



CHAPTER II

THE NETWORK



Solares de Portugal



5 INTRODUCTION

Character of Solares de Portugal network.

The **Solares de Portugal** are constituted of an elevated heritage, connected to old families, including , Manor Houses, Farms and Rustic Houses, symbols of a glorious Portuguese history and culture, that permit a unique living experience unique to the dwellers of a lengthy past through to the present, and a hospitality of great simplicity and tradition.

The creation of the **Solares de Portugal** network has as its great objectives the preservation of a genuine patrimony, the culture of each region and, most importantly, our tradition.

The Solares de Portugal network is composed of more than 100 Houses chosen from the different regions of Continental Portugal and of Autonomous Regions.

6 MISSION, OBJECTIVES AND POLICY OF QUALITY OF THE NETWORK

Definition of role attributed to the Solares de Portugal Network.

7 MISSION

The **Solares de Portugal network** has two fundamental missions.

- Providing of a high quality tourist hospitality service of a family nature.
- Development of a support and cooperation between the Houses which take part

7.1 OBJECTIVES

The **Solares de Portugal** network has as an objective to orient its offer of tourist hospitality towards the necessities of its recipient markets.

7.2 POLICY OF QUALITY

The **Solares de Portugal** network, and every one of the Houses that participates, has as it's policy of quality the providing of hospitality aimed at meeting the necessities of their guests and exceeding their expectations, adding to their degree of satisfaction, relative to the provided services.

To satisfy this policy, the Houses should try to guarantee:

- the marketing of the logo of **Solares de Portugal** and of its policy of hospitality together with its own intended market;
- the quality of hospitality services provided, with the perspective of continual improvement;
- the internal efficiency of the network and every one of the Houses, in terms of organization of hospitality services and the improvement of human resources who are employed in the providing of these services;
- the regular evaluation of hospitality services provided;
- the creation of a model of providing hospitality services, in terms of image and performance level of the service.



8 SERVICES PROVIDED BY THE HOUSES

Enumeration of real services provided by the Houses.

The services provided by the Houses in the network are the following:

- Tourist Accommodation
- Refreshments
- Care of the guests
- Tourist Information
- Activities, leisure and sports

9 RECIPIENTS OF HOSPITALITY

Character of recipients of services provided by the Houses

Recipients of hospitality services of the Houses:

- Guests or potential guests (eventual recipients)
- Reserve Central, tourist operators, and tour agents (intermediate recipients)

The choice of a House is determined by:

- General Conditions
- Information obtained during the arranging of the reservations

The opinion of the guests regarding their stay in the House results from the following factors:

- Location and enjoyment of the House
- Appearance, comfort and cleanliness of the House
- Quality of breakfast
- Proprietor's and personnel's hospitality to the guests during their stay:
- Information obtained/supplied during the stay, regarding
 - House and respective activities
 - Enjoyment and activities outside the House
 - Other information
- Activities provided by the House
- Experiences of leisure and activities enjoyed in the region of the Houses during their stay



CHAPTER III

THE CONTRACT



Solares de Portugal



10 NATURE OF THE CONTRACT

Description of the type of contract existing between TURIHAB and the Houses.

○ contract established between TURIHAB and the associated Houses is an agreement of mutual cooperation, constituting a strategic partnership destined to insure the sharing of information, the promotion and commercialization of the tourism product - **Solares de Portugal**

○ contract between the associate and TURIHAB is based on the presentation of a proposal of candidacy through which is effected the request for admission, and which competency of administration is evaluated by this association.

11 CONDITIONS OF ADMISSION

Character of conditions necessary to be part of Solares de Portugal.

CONDITIONS OF ADMISSION	
<input type="checkbox"/>	Be part of a model of Tourism In Rural Spaces: Turismo de Habitação; Agro-Turismo Turismo Rural; Casa de Campo
<input type="checkbox"/>	Report in the register with the supplier of tourist accommodation in accordance with the juridical system of Tourism in Rural Spaces
<input type="checkbox"/>	Have a certified License to Open
<input type="checkbox"/>	Be in accordance with the requirements of the rules of certification ERS 3001 P
<input type="checkbox"/>	Comply with the Statutes of TURIHAB (Addendum II)
<input type="checkbox"/>	Comply with the obligatory insurance of civil responsibilities and fire insurance
<input type="checkbox"/>	Present a Dossier of Candidacy to TURIHAB
<input type="checkbox"/>	Deliver necessary documentation: Photocopies, Location Maps and directions
<input type="checkbox"/>	Supply images for a brochure and photographs for possible publications
<input type="checkbox"/>	Fulfill the payment of the annual quota
<input type="checkbox"/>	Fulfill the payment of the Membership Fee (Jewel of Admittance)
<input type="checkbox"/>	Adhere to CENTER – National Center of Tourism in Rural Space, passing into effect the payment of commission due from fulfilled reservations. The admission of the House into TURIHAB implies the automatic inclusion in CENTER.



12 OBLIGATIONS OF THE PARTNERS

Description of all of the mutual obligations of the partners.

OBLIGATIONS OF TURIHAB

1. Promote in an effective form the offer provided by its associates
2. Produce a Brochure which consists of all of its associates
3. Include all the associated Houses in the websites of the Association
4. Watch over the interests of its Associates, formalize contracts and protocols that energize the work of the Houses and defend their commercial and institutional interests
5. Provide all the explanations to the Houses, assisting them in resolving divers problems, namely in the legal courts, or guide the House towards a competent person to assist in resolving the problems, when the Association lacks the capacity to do so.
6. Comply with all obligations constituted by the statutes, as well as all of the resolutions of the General Assembly.
7. Include all the associated Houses in CENTER – National Central of Tourism in Rural Spaces

OBLIGATIONS OF THE HOUSES SP

1. Respect the statutes of the Association and deliberations of the General Assembly and the Management
2. Fulfill all the obligations reported in the legislation of sector TER
3. Fulfill all the specifications required of the service reported in the references of the certification E#KRS 3001 P contents of the Manual of Service.
4. Pay in advance the Annual Quota (until April 30th, each year)
5. Communicate to the Association any alterations of the dates reported in the Dossier of Candidacy
6. Respect the price list established in the General, and the contracts effected by the Association through CENTER – National Center of Tourism in Rural Space
7. Communicate in useful time to Reserve Central the date in which the House is completely booked for direct reservations.



13 CONDITIONS OF RESIGNATION

CONDITIONS OF DISMISSAL

Asking for the dismissal of an associate of TURIHAB will have to be effected with a minimum period of a year in advance.

During the period understood between the date of request of resignation and the effective expiration date of the (See point 3 – Obligations of the Partners):

- The Obligations of TURIHAB – obligations cease relative to points 1,2, & 3 and remain the current business of the House, referring to points 4,5,6, & 7
- Obligations of the House –all the obligations remain until the end of the dismissal term.

14 MEANING OF ASSOCIATION

There exists, subjacent to the creation of the **Solares de Portugal** network, a spirit of partnership between associates, which translates as:

- Lending incentive of solidarity between all the Houses that adhere to the project.
- Lending a potential synergy and complementariness which exists in the offer of services and activities of the Houses
- Promoting cooperation between the associates and the creation of integrated package offers.
- Activating a space for the exchange of ideas and experiences that permits continual improvement of the **Solares de Portugal** offer, to which every House can adapt
- Permitting a more effective interface with regional and local economic agents which integrate the Houses with benefits for both parts.

15 ADDENDUMS

Associated with the **Solares de Portugal** contract are the following addendum documents:

- **Addendum I** – Statutes of TURIHAB
- **Addendum II** – Rules of certification ERS 3001 P
- **Addendum III** – Guest Questionnaire
- **Addendum IV** – Mystery Audit (Audit Example)
- **Addendum V** – Auto Evaluation (Questionnaire Example)



CHAPTER IV

HOSPITALITY



Solares de Portugal



16 OBJECTIVE

This chapter has as an objective, making a general description of **Solares de Portugal** hospitality.

The Solares de Portugal accommodation constitutes a type of offer of accommodation with specific characteristics, distinct from other styles of tourist accommodations.

Therefore, this accommodation should be guaranteed, preserved and valued as characteristics that remain unique, always finding reasons that remain different.

Nevertheless, the **Solares de Portugal** accommodation is as well a tourist offer, which can not be forgotten, that in the ultimate analysis, competes with other styles of accommodation, namely with hotels.

Because of this, the **Solares de Portugal** accommodation should be always attentive to two facts:

- ❑ The evolution of the necessities and expectations of the guests, through the continual evaluation of the respective satisfaction;
- ❑ The evolution of the services provided by the remaining tourist accommodation, overall in the segments with a profile and a similar image, in a way that ensures that it's offer continues to be competitive.

The society and economy evolve, altering themselves:

- ❑ Demands and expectations of the tourists relative to the conditions of accommodation;
- ❑ Characteristics of the services and tourist activities;
- ❑ Travel habits;
- ❑ Communication technology

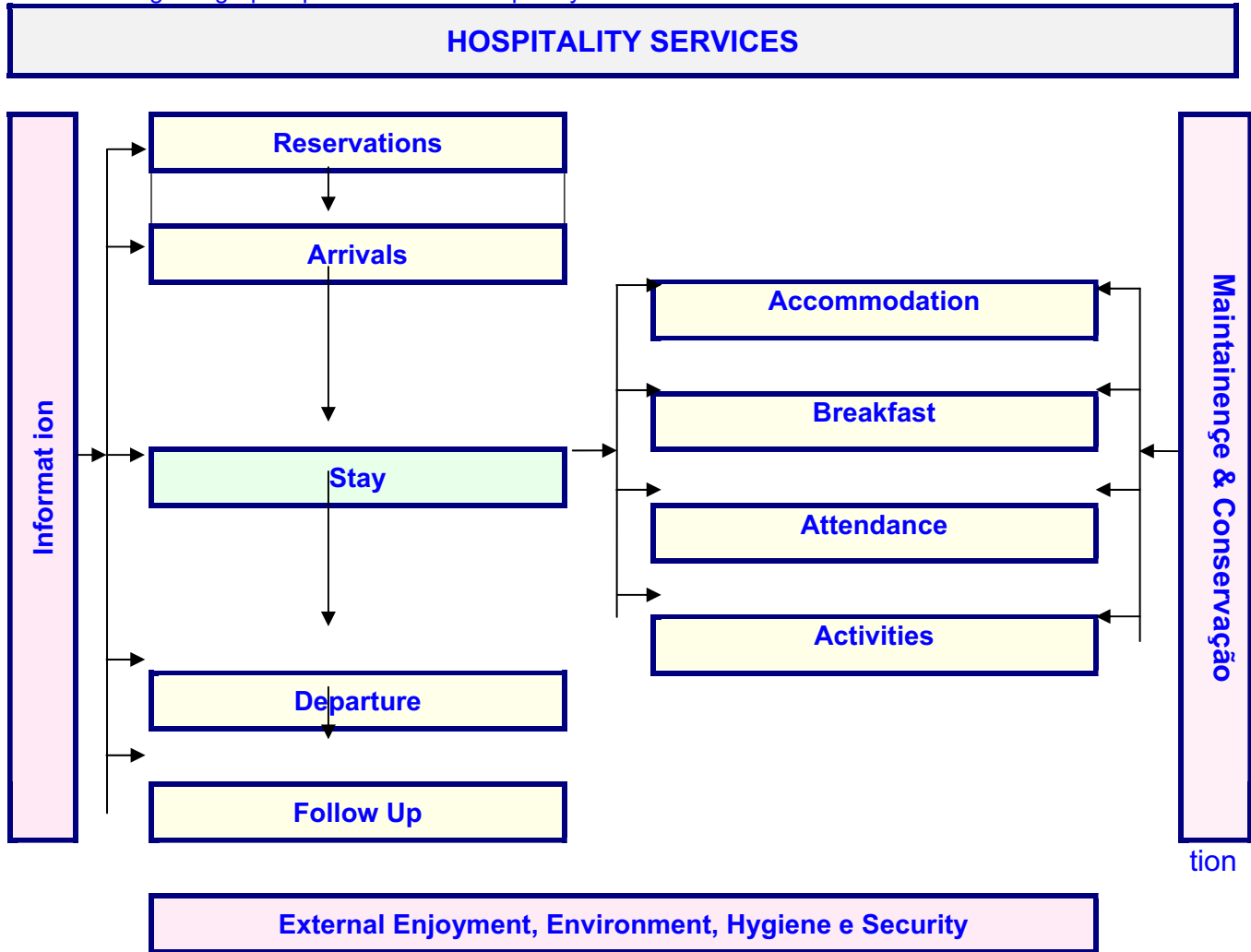
17 HOSPITALITY ACTIVITIES OF HOSPITALITY

Hospitality is constituted of two joint services/activities:

- ❑ those that are obligatory to provided, to the guest or by their solicitation;
- ❑ those that ensure, underneath all, the quality of service and highiene, security and comfort of the guest.



The following is a graphic presentation of hospitality.



In the proceeding graph, the following observations are highlighted:

- There is a **hospitality service** that is initiated the moment that the potential client (potential guest or agent) makes the first contact with the House in order to reserve accommodation that continues during the stay of the guest in the House and terminates at times, in later contacts that are maintained between the House and the guest.
- It should be a constant preoccupation, throughout the hospitality service, to provide, first for the potential client, and later, the guest, **information** that ensures the maximum satisfaction during the stay in the House, permitting the House simultaneously to make the best possible use of its services, namely its activities and that of the participating region, that the guest contact the local patrimony and visit/utilize the services of the other economic agents.
- There exists together with the preoccupation of domain of maintenance and conservation of installations, equipment and utensils that the House be disposed to provide its hospitality service and that is made an integral part of the offerings of the House.
- There exists together with the environmental concern, a concern for the hygiene and security that should be always present in the House and in all fazes of hospitality.

**SERVICES PROVIDED TO THE GUESTS**

- | | |
|---|--|
| <input type="checkbox"/> Reservations | <input type="checkbox"/> Attendance (during the stay) |
| <input type="checkbox"/> Arrivals and Departures | <input type="checkbox"/> Information |
| <input type="checkbox"/> Accommodation | <input type="checkbox"/> Activities |
| <input type="checkbox"/> Meals | |

DEFINITION OF DOS SERVICES PROVIDED TO THE GUESTS

Reservations	Reservation service for the accommodation of the House, whether this is effected by the House in the presence of the guests, or whether it is effected through the different means of communication (telephone, fax or email), or through CENTER
Arrivals and Departures	Service (and appropriate local) of the House, chosen to ensure the arrival and departure of the guests
Accommodation	Service of arranging and cleaning of the rooms and remainder installations of the House, chosen to ensure the comfort, hygiene and security of the guests.
Meals	Service of breakfast provided to the guests and in a manner that must ensure the gastronomic composition of the refreshments and the comfort, hygiene and security of the guests.
Attendance	Being on call, together with the services provided to the guests, during the complete stay in the House.
Information	Information provided to the guests through all the steps of their relationship with the House (reservations, arrival, stay, departure and after the return to the country or region of origin.
Entertainment	Together with the cultural, leisure and sport activities available through the House, directly or provided by entertainment businesses.



17.1 SUPPORT ACTIVITIES

Beyond the hospitality services provided to the guests and for those directly observable, the House develops other activities

SUPPORT ACTIVITIES	
<ul style="list-style-type: none"> <input type="checkbox"/> Maintenance <input type="checkbox"/> Hygiene and Security 	<ul style="list-style-type: none"> <input type="checkbox"/> Environment <input type="checkbox"/> <Environs

DEFINITION OF SUPPORT ACTIVITIES	
Maintenance	Maintenance, preservation and repair of all of the infrastructures and equipment of the House, that are important for the comfort, environment, hygiene security and of the guests
Environment, Hygiene and Security	Concern of the Houses in the domain of environment, the economy of energy, the hygiene and security of the appropriate installations, equipment and utensils, (farm, gardens and pool)
Environs	Procedures of the House to make available published information about events (events near the area of the House)

17.3 DESCRIPTION OF THE SERVICES AND ACTIVITIES

The hospitality to the guests could be described as a process of providing services, made up of various stages that are fulfilled sequentially or simultaneously.

In relation to each stage refer to the good practices in terms of organization, procedures of service, behavior and documents that should be utilized (registers, printed matter, technical documents).

All of these aspects have direct implications on the quality of service offered and the satisfaction of the guests.

For each stage of hospitality service of the House, the following aspects will be address: aspects:

- Organization of service
- Providing of service (procedures and behaviors)
- Maintenance and care of installations, equipment and utensils associated with the service

18 FORM OF HOSPITALITY

The Proprietor is responsible for the entire House, in all phases of its relationship with the clients and guests.

The personal presence of the Proprietor at arrival and departure of the guests is recommended, as well as daily assistance during their stay.

It is fitting to the proprietor of the House to define:

- Those who are responsible for the organization and fulfillment of the various functions and duties that create the hospitality of **Solares de Portugal**, in particular, the services of breakfast and accommodation.



- How the different services that are ingrated into the hospitality of the House are organized and provided.

□

The service of the House:

- will be characterized by it's cordiality, upbringing and ;
- as much as possible, the proprietors or their representatives will be available to the guests;
- there will be at least one person that has knowledge of a foreign language, preferably English;
- there will be available to the guests the possibility to use the telephone and fax and, preferably, an Internet;
- The employees should present themselves in adequate clothing for the function and observe the principles of personal hygiene.

During the stay of the guests, the House will provide them together with the services among which are the following:

- attendance, reception and directions for correspondence, telephone, fax and emails
- providing of information;
- promotion and help in reserving services that can be acquired externally, such as: transport, excursions, restaurants, etc.,
- Attendance to claims or complaints and suggestions of guests and the delivery of the Book of Complaints.



CHAPTER V

RESERVATIONS



Solares de Portugal



19 OBJECTIVE

This chapter intends to express a set of good practices associated with reserving accommodations of the House.

20 RANGE

All the reservations for the House will be considered in this chapter:

- Reservations made through CENTER
- Reservations made directly by the House, beforehand (telephone, fax, letter, email)
- Reservations made directly at the House, in person;

When the reservations are made in person, the procedures and registrations conform to the arrivals procedures of the House, which can be referred to with more detail in Chapter VI – Arrivals and Departures.

21 PROCEDURES

SUBJECTS	PROCEDURES
Administration of Reservations	<ul style="list-style-type: none"> <input type="checkbox"/> Ensure in all situations, the business of reservations (in person reservations cancellations, extensions of the stay; departures (anticipated/ unforeseen; no show)
Accepting the Reservation	<ul style="list-style-type: none"> <input type="checkbox"/> Guarantee that all reservations are supported as far as the accommodations being <input type="checkbox"/> Guarantee that que se podem cumprir todas as condições de reserva aceites (datas, hora de chegada, tipo de quarto, pedidos especiais, modalidade de hospedagem, serviços, animação, etc.) <input type="checkbox"/> Guarantee the compatibility between the direct reservations and the reservations effected by CENTER <input type="checkbox"/> Be prepared to receive unexpected visitors and accept/reject unsolicited reservations (“walk ins”) <input type="checkbox"/> Inquire as to the guests already lodged in the House
Conditions of the Reservation	<ul style="list-style-type: none"> <input type="checkbox"/> The public prices practiced by the House and by CENTER should conform. <input type="checkbox"/> Any publicity that the House offers should be perfectly defined by the proprietor of the House and by CENTER <input type="checkbox"/> In case of existing conditions, on the part of the House, in the acceptance of reservations, they must be communicated to the potential client, during the reservation. <input type="checkbox"/> There must be a procedure in the reservation that Deve haver um procedimento de reserva que preveja a informação do cliente sobre o horário para receber os hóspedes da Casa <input type="checkbox"/> In case there exists any accidental alteration in the character that would change the regular function of the House and/or affect the external involvement of the House, and could modify any of its characteristics, the client should be informed, in the response to the request for reservations.
Registering the Reservations	<ul style="list-style-type: none"> <input type="checkbox"/> Register all of the reservations <input type="checkbox"/> Confirm and register all the movements associated with the process of the reservations



<p>Information</p>	<ul style="list-style-type: none">❑ Explain, during the reservation, all the services and activities that are included in the offer of accommodation, and their respective conditions and uses.❑ The information provided during the reservation, should coincide perfectly with the characteristics and services made available by the House, including future promotions and/or prices of services and complementary activities❑ In case there exists domestic animals in the House, the guest must be informed at the time of the confirmation of the reserve.
---------------------------	---



CHAPTER VI

ARRIVALS AND DEPARTURES



Solares de Portugal



22 OBJECTIVE

The objective of this chapter is to provide a reference of the best practices that **Solares de Portugal** must adopt regarding the arrivals and departures of the guests.*

23 RANGE

Two essential moments of the stay of the guests are considered in this chapter: the guest's arrival to and departure from the House

It includes, from the moment of arrival of the guest, the reservation, effected consequentially, whenever it occurs.

24 LOCATING THE HOUSE

LOCATING THE HOUSE

- Place an identifying sign in a visible location.
- Place a sign adequately and maintain in good state of conservation the access of the House when it is the responsibility of the House
- Arrange beforehand signs and systems of communication for instances when the guests arrive at times other than those previously arranged.
- When for administrative reasons it is not possible to place signs, the proprietor must make available in the act of confirmation of the reservation, or whenever it is solicited, a sketch or other material, with all of the information necessary (including accesses) and sufficient that the guests have no difficulties finding the House

25 AREA OF ARRIVALS AND DEPARTURES

AREA OF ARRIVALS AND DEPARTURES

Make available an area perfectly defined and easily accessed in order to:

- receive or send off the guests;
- receive the waiting guests with conditions that ensure their comfort;

Have in the area of arrivals, the register and documents necessary for registering the entry of the guests, information to provide, evaluation of satisfaction, and attention to complaints.



26 PROCEDURES OF ARRIVAL

ARRIVAL OF THE GUESTS	
STAGE	PROCEDURES
Preparation for the arrival of the guests of the House	
Before the Arrival	<ul style="list-style-type: none"> <input type="checkbox"/> Verify the reservation and conditions of the reservation (dates, special requests, type of room, style of hospitality, etc.) in the Reservations Map <input type="checkbox"/> Verify the hour of arrival set during the reservation, when applicable, and ensure that they will be received in the conditions defined by the House <input type="checkbox"/> Enquire if the guest has stayed at the House previously <input type="checkbox"/> Assign the rooms and certify that the clients requests when the reservations were completed are considered in the preparation of the room <input type="checkbox"/> Prepare the keys <input type="checkbox"/> Verify the availability of the Client Papers <input type="checkbox"/> Verify the state of the room (confirm with a House employee)
Arrival	<ul style="list-style-type: none"> <input type="checkbox"/> In case the guest doesn't arrive on the agreed upon date, the House must ascertain the reason for the fact and proceed in a way that will minimize the problems that caused the client to drift away <input type="checkbox"/> In case of the guest not arriving on the agreed upon hour, No caso do hóspede não chegar na hora prevista, a Casa deve estar organizada para que este possa, comunicar com a Casa e ser recebido nas condições normais.

GUESTS ARRIVALS	
STAGE	PROCEDURES
Welcome the guest upon their arrival to the House	
1st Contact	<ul style="list-style-type: none"> <input type="checkbox"/> The proprietor of the House must be present to welcome the guests, the moment they enter the House <input type="checkbox"/> The proprietor of the House must bid the guest welcome <input type="checkbox"/> The proprietor must introduce himself, ask the name of the guest, and determine if the guest has a reservation. <p>Note: In order to receive the guests according in order of arrival, keep in mind the following situations:</p> <ul style="list-style-type: none"> ▪ Guest with reservations ▪ Guest that intends to make a reservations that day ▪ Guest that at least intends to make a reservation in the future ▪ Visitor that intends to see the House



1st Duty	<ul style="list-style-type: none"> <input type="checkbox"/> Conduct the guest to the designated room and into the room <input type="checkbox"/> Determine if the guest already has stayed in the House, in case this was not done when the reservations were made. <input type="checkbox"/> If the guest has children, pay them special attention, making them as welcome as the parents.
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GUEST ARRIVALS	
STAGE	PROCEDURES
Confirm the reservation and register the guest	
Reservation	<ul style="list-style-type: none"> <input type="checkbox"/> In case the guest has a reservation, verify the registration <input type="checkbox"/> In case the guest has no previous reservation: <ul style="list-style-type: none"> ▪ Verify the availability of the prepared room ▪ Accept/reject the solicited reservation, if the House has an available <input type="checkbox"/> In case of a room being available, but not prepared, inform the client of the situation and of the time necessary to have the room prepared. Offer a visit to the House, for example, as a way to compensate for waiting.
Register the Guest	<ul style="list-style-type: none"> <input type="checkbox"/> Ask the guest for a document of identification, (Identity Card, Passport, Driver's License) <input type="checkbox"/> In case the guest has a reservation, ask for the confirmation <input type="checkbox"/> Confirm the dates of the reservation and verify if it agrees with the reservations existing in the House <input type="checkbox"/> Register the guest in the Reserve Map or on the House computer guest registration; these dates must be saved for a minimum period of three months. <input type="checkbox"/> In case the guest is not from the European Community, ask them to fill out the Bulletin of Foreigners (obligatory) <input type="checkbox"/> Ascertain the form of payment the guest intends to use <input type="checkbox"/> Make the registration quickly and confirm the dates of the registration when completed. <input type="checkbox"/> Entry of all guests must be accurately registered by filling out the Foreigner's Registration Form
Give all the information that can be used by the guest during his stay	
Information	<ul style="list-style-type: none"> <input type="checkbox"/> Provide information asked for by the guest <input type="checkbox"/> Upon his arrival, provide the guest with a welcome drink <input type="checkbox"/> Inform the guest of the function of the House <input type="checkbox"/> Inform the guest of the hours and location of breakfast <input type="checkbox"/> Inform the guest of the complementary services provided by the House and their respective prices; meals, laundry, etc. <input type="checkbox"/> Inform the guest about the leisure activities and other activities available in the House, (billiards, table tennis, pool, horses, bicycles, etc.) <input type="checkbox"/> Inform the guest of the existence of the Complaints Book and its location <input type="checkbox"/> Make available printed information (informative pamphlets, House documents, etc.), that could be of use to the guest, during his stay. <input type="checkbox"/> Verify that the guest is clear, placing at his disposition any other additional information <p>Not: Avoid giving too much information upon arrival to the guest if he seems tired.</p>



Guiding the guest to the room and leave taking	
Guidance	<ul style="list-style-type: none"> <input type="checkbox"/> Guide the guest to their respective rooms or accompany him (when it is necessary or solicited) <input type="checkbox"/> Make available means of transport of the guest's baggage if it is requested. <input type="checkbox"/> After the guests are settled, as you leave them, to wish good state to the guest and place yourself at their disposal for any help or information that they need during their stay. <input type="checkbox"/> Make available in the room or suite, a welcoming drink, preferably, accompanied with local delicacies

27 DEPARTURE PROCEEDURES

GUEST DEPARTURES	
STAGE	PROCEDURES
Be certain that guest departs under the best conditions	
Verification the Night Before	<ul style="list-style-type: none"> <input type="checkbox"/> Verify that all of the fees were debited <input type="checkbox"/> Verify that all fees debited pertain to the guest <input type="checkbox"/> Keep informed, together with the guests, about: <ul style="list-style-type: none"> ▪ Which form of payment he intends to use, in case this was not done at the arrival, at the time of the guests registration; ▪ What time the guests will be departing; ▪ If the guest will be needing transport for the baggage
Evaluate the satisfaction of the guest	
First Contact	<ul style="list-style-type: none"> <input type="checkbox"/> Greet the guest <input type="checkbox"/> Ask if he enjoyed his stay <input type="checkbox"/> Ask for an evaluation by the guest about the service provided; you can resort to an interview with him, or use a Guest Questionnaire (Addendum III) <input type="checkbox"/> Respond to the commentary and/or complaints
Payment, by the guest, for services obtained	



Invoice and Payment	<ul style="list-style-type: none"> <input type="checkbox"/> Clarify with the guest, in which name it is that he wants the invoice <input type="checkbox"/> Inform the guest of the amount of the invoice. Clarify whatever doubts the guest has in relation to the invoice, namely through the requirements or proofs that the House makes available <input type="checkbox"/> Ask which form of payment the guest intends to use, in case it was not done already at the arrival or the evening before <input type="checkbox"/> Issue an Invoice, with all the items relative to the complementary services perfectly listed, for the verification of the guests. Deliver the original to the guest. <input type="checkbox"/> Accept payment from the guests <ul style="list-style-type: none"> ▪ If by check, confirm the name and the amount ▪ If by credit card, verify the date of validation and the signature of the card. ▪ If by debit on a current account of business, verify the instructions for billing to the paying company on the document Reservation Guarantee, and the signature of the guest on the invoice, ▪ If by debit on a current account of Operators or Travel Agents, verify the document Reservation, or Voucher of the entity, the services included and the instructions for billing the paying entity.
Final Discharge	<ul style="list-style-type: none"> <input type="checkbox"/> Wish a good journey to the guest and express pleasure in hosting him again <input type="checkbox"/> Be certain that the guest leaves the room key
Important Note	<ul style="list-style-type: none"> <input type="checkbox"/> When the guests are in the act of leaving, the hosts of the House must be present <input type="checkbox"/> In case of possessions left by the guests, ensure their preservation and eventual return, if the guests so request.

28 DOCUMENTS AND REGISTRATIONS

The area of the House chosen for arrival and departure of guests is in general the best place for the House to guard the following documents and registers:

- User License
- Reservation Map
- Client Record or Foreigner's Bulletin
- Receipt/Invoice Book
- Complaints Book
- House Dossier in Portuguese and English (re: character, hours, prices, attractions, directions to the House, local events and useful telephone numbers)
- House Book of Honor
- House Brochure
- Other informative documents
- Guest Questionnaire (Addendum III)

Note: the House Book of Honor can be in the living room of the guests and the House Portfolio in the rooms.



29 BEHAVIORS AT ARRIVAL AND DEPARTURE

GUEST ARRIVAL

- Make a good impression to receive guests
- Take into consideration the arrival of the guest
- Show availability to attend the guest
- Respect the order of arrival of the guests
- Limit the waiting time of the guest
- Give priority to the guest relative to other duties
- Don't carry personal telephones in the presence of the guest.

1ST CONTACT

- Have good visual contact with the guest
- Greet and give a good welcome to the guest
- Smile naturally
- Be courteous and kind with the guest
- Show interest and adopt a listening attitude

RESERVATION, REGISTRATION, INFORMATION AND CONDUCTING

- Be rapid and efficient in registering the guest at arrival.
- Be available to accompany the guest to the room
- Be available to help the guest carry baggage
- Provide the guest, all information necessary or solicited
- Show availability to provide additional information
- Be cordial to the guest

FAREWELL

- Greet the guest
- Ask if the guest had a good stay
- Respond to comments and/or complaints
- Indicate to the guest it would be your pleasure to welcome him again
- Wish the guest a good journey home

30 MOST FREQUENT PROBLEMS

There exist six types of problems that can occur with the guests and for which you can anticipate the best way to resolve:

- No Available Rooms
- Change in the Reservations Conditions
- "No Shows"
- Incorrect Invoicing
- Means of Payment
- Guest Complaints



The rule, in such cases, is that they must be attended from the beginning to the end, by the Proprietor of the House who alone decides how to lead the subject in every situation and takes different measures considering what is necessary to resolve the problem.

NO AVAILBE ROOMS

- For whatever accidental reason, you can encounter a situation where the House has no available accommodation or the accommodation requested by the guest is not in condition to be used. The House must proceed correctly in this circumstance and perform, in this case, with much diplomacy in order to soften the negative effect of the situation.

Note: The House must not accept any more reservations than it has accommodations available.

- Ask for their pardon for the situation and propose an alternative accommodation, in another House of **Solares de Portugal**, by contacting CENTER
- If the House has availability for the following day, ask the guests if he would return to the House.
- If CENTER is not available:
 - Find another house of the similar category in the same area. Make a reservation and ensure that all of the conditions of the reservation will be satisfactorily fulfilled.
- Ask if the House can expect the return of the guest to the House:
 - Make transport available for the guest, on the following day
 - Ensure the guest of VIP hospitality during all of the stay
- Take your leave of the guest and ask again for their pardon for any inconvenience.
- Inform CENTER

MODIFICATION OF THE CONDITIONS OF THE RESERVATION

- Modifications of the conditions of the reservation can occur during the reservation or during the stay of the guest in the House. This chapter discusses the latter situation.
- During the stay, the modifications made in the presence of the guest, must be previously accepted by the guest, and always be seen to by the proprietor of the House or his representative. In either of these cases, the modifications to the reservation are communicated to and agreed with by the client/guest, by the proprietor of the House or his representative.
- Modifications most frequent, are to do with the room (local, type, etc) and can be initiated by the guest or the House.

Modification requested by the guest

- A guest can ask for the modification of his reservation if:
 - He is unhappy with the conditions of the accommodation.
 - In the presence of concrete situation, there exists for the guests, reasons for the necessity/intention to alter the conditions of accommodation.
- When the initiative is that of the guest, inquire as to the causes of the request and endeavor to satisfy



the request, having in mind the resources that can be provided by the House.

- If there exists a concrete motive, it is the responsibility of the House if it has failed to satisfy the guests, it is fundamental to arrange compensation for this dissatisfaction (better accommodation, offer of refreshments not expected or a souvenir, etc.)

Modification by the initiative of the House

- The House may initiate modifications if:
 - The House wants to compensate for an earlier faulty relationship with the client/guest;
 - The House has no chance to satisfy the conditions of the reservation;
 - The House only wishes to improve the satisfaction of the guests, and has the possibility to do so.

“NO SHOW” RESERVATIONS

- Remain calm, confident and professional
- Look for other possible names, family names, nicknames, name of the business or group
- Look for “no shows” in previous days
- Look for the reservation in the following days
- Enquire if the reservation was made by the House. In case of an error, indicate how the guests might find another House, and/or help the client contact CENTER
- If the client wants to stay in the House, verify if there is accommodation available and contact CENTER

INCORRECT INVOICE

- When an incorrect entry is made on the account of the guest, apologize if you have made an incorrect entry on the invoice of the guest, and correct it immediately.
- Avoid voiding invoices, but when they occur, write on the invoice, “Void and substituted by invoice number xxx”

PROBLEMS WITH TYPES OF PAYMENT

- As preventative medicine, make clear the form of payment before making the reservation, during the reservation, upon the arrival of the guest to the House, or in the previous evening. Ask for an alternative form of payment.
- If problems occur with payments, place the guest in contact with CENTER
- If the guest remains upset, take the guest aside from the other guests, and to a location of in the House where he can speak with the proprietary at ease.

GUEST COMPLAINTS

Anticipated Notes:

- Any time an unsatisfactory situation for the guests occurs, he should be accompanied directly to the proprietor of the House until it is finally resolved. The House must communicate the situation to CENTER, before giving the Complaint Book.



- The House must give priority to the resolution of the problem and if the guests request it, bring the Complaint Book.
 - All complaints registered in the Complaints book must be sent to the General Director of Tourism, within 48 hours.
 - The House can, if it wishes to, send the guest a formal letter of apology.
-
- If it comes directly to your attention that a display that a guest has incurred a problem, listen attentively, without interrupting, letting the guest explain the problem he has encountered, maintaining always an calm attitude, as long as the guest wants to express himself.
 - Don't try to justify yourself, and apologize immediately, with and sincerity.
 - Demonstrate willingness to resolve the situation and explain to the guest the options that are available, in order to resolve the problem.
 - See the problem through to its final resolution.
 - Having resolved the problem, contact the guest to be sure with him that he is satisfied.
 - If it is considered necessary to give the guest some compensation, the proprietor must define the type.



CHAPTER VII

ACCOMMODATION



Solares de Portugal



31 OBJECTIV OF THE SERVICE

The service of accommodation has as its objective, assuring the state of repair, hygiene and cleanliness, the orderliness, comfort, working order and good presentation of the rooms, apartments and respective bathrooms and kitchenettes, as well as all the rest of the House, during the stay of the guests in the House.

The areas of the House destined for the service of breakfast (pantry, kitchen, scullery, and breakfast room or other areas destined to guarantee this service) are exclusive from accommodation services.

32 RANGE OF SERVICE

The accommodation service can be distinguished by three principle aspects:

- Organization of do service
- Provision of service
- Monitoring of service

33 ORGANIZATION OF SERVICE

Include in the organization of service together with the planning of activities, provisioning, and organization of accommodation service, permitting them to be presented in the best conditions, with enough internal efficiency as well as quality from the guests' perspective

PROVISIONS		
Definition	Whose Responsibility	Which Responsibilities
Develop the stock, buying and arranging of equipment, materials, products and services necessary for the provision of accommodation service and maintenance of rooms, common spaces and other installations and equipments associated with accommodation.	<input type="checkbox"/> Proprietor	<ul style="list-style-type: none"> ▪ Establish a stock of different products and materials stored. ▪ Establish the criteria for the replacement products and materials ▪ Establish buying procedures ▪ Disposal of inventory of equipment, utensils and materials.
	<input type="checkbox"/> Personnel	<ul style="list-style-type: none"> ▪ Maintain and repair equipment, materials and stored products in good



TYPES OF GOODS AND SERVICES	
Beds or extra cots	Complementary resources for extra overnight guests
Equipment, hygiene and cleaning utensils	Cart or wheeled basket, vacuum, waxier, brooms, dustpan, brushes, clothes (for dusting, washing and drying), etc.
Hygiene and Cleaning Products	Detergents, window cleaners, spot removers, polishing products, clothing and garbage bags, etc.
Room Linens	Pillows, blankets, bed sheets, towels, bathrobes, etc.,
Amenities	Shampoo, shaving cream, soaps, etc.
Consumable Products	Paper towels, toilet paper, light bulbs, etc.
Other Products	Trays, glasses, pitchers, etc.,
Other Articles	Promotional articles, ash trays, hangers, waste baskets, carpets, rubber mats, etc.
Document Portfolios	Documentation of the House and of Solares of Portugal , other documentation, Public Opinion, etc.
Services	Maintenance and repair services related to accommodation and respective equipment.

STORAGE LOCATIONS		
➤ Appropriate spaces for storage of products and cleaning equipment, and room arrangement		
Definition	Contents	Use
Location of helpful accommodation services that must include equipment, materials and products necessary for the cleaning and arrangement of the rooms and replacement of respective materials and products.	<ul style="list-style-type: none"> ❑ Beds and extra cots. Equipment, utensils and products necessary for hygiene, cleaning and room arrangement. ❑ Bed linen ❑ <i>Amenities</i> ❑ Products of the Mini bar ❑ Other articles and products ❑ Material for the document portfolio 	<ul style="list-style-type: none"> ▪ Keep storage locations closed to prevent access by children ▪ Arrange daily and clean periodically ▪ Have the products arranged by categories and clearly identified ▪ Have extra beds made and towels for one person ▪ Have an up-to-date inventory of stock on hand ▪ Have in stock a minimum of products that ensure a week's replacement.



TRANSPORT OF CLEANING PRODUCTS		
<p>➤ The manner in which the necessary articles for providing cleaning and arrangement services of the rooms and replacement of the used articles are transported.</p>		
Definition	Contents	Use
<p>Use of a wheeled cart or basket that contains all the necessary articles for cleaning and daily room arrangements.</p> <p>The cart or basket for each floor should be the best possible equipment in order to not lose</p>	<ul style="list-style-type: none"> ❑ Utensils and health and hygiene products ❑ Bed linen ❑ Amenities ❑ Products of the Mini bar ❑ Replacement material for the document portfolios ❑ Other articles and products necessary for accommodation 	<ul style="list-style-type: none"> ▪ After use, clean the cart or basket, preparing it for the next ▪ Cover in a manner so that it doesn't get dusty and put it in an appropriate place

34 PROVIDING SERVICE

34.1 DEFINITION

Activities that take place in the accommodation, with the objective of daily room arrangement, during the stay of the guest in the House, in conditions that satisfy him and even exceed their expectation.

34.2 ACTIVITIES

In regard to providing accommodation services, the following principle aspects should be addressed;

- General conditions for providing accommodation service
- Arranging the quarters (room or apartment)
- Arranging the House (except the area designated for refreshments)
- Availability of the guests' objects found in the room or House



34.3 GENERAL CONDITIONS

Knowledge of Service	<input type="checkbox"/> Be familiar with the organization and services provided by the
Description of Service	<input type="checkbox"/> Avoid talking or conversing in public areas and in the event of emergencies, conversation must be discreet e not disturb the guests
Providing Service	<input type="checkbox"/> Providing accommodation service in which the guest frees the room explicitly or implicitly
	<input type="checkbox"/> Do not engage in cleaning activities in the presence of the guest.
	<input type="checkbox"/> Complete the accommodation service with the least noise possible and without causing inconvenience to the rest of the guests
	<input type="checkbox"/> Complete the room service in the least time possible, without prejudicing the recommended good service practices
Presentation	<input type="checkbox"/> Dress appropriately for the work and observe the personal hygiene
Attitude	<input type="checkbox"/> Adopt, whenever in the presence of the guest, a cordial, friendly, well brought up and courteous attitude
Description	<input type="checkbox"/> Always in the presence of the guest, a discrete behavior
Greetings	<input type="checkbox"/> Always greet any guest encountered.
Availability	<input type="checkbox"/> Be available to help the guest, accompanying them and orienting them in the House

34.4 ROOM ARRANGEMENT

GENERAL PROCEDURES	
<input type="checkbox"/>	The guests must be informed about periodic cleaning of the room and bathroom, as well as periodic changing of bed linen and bathroom towels.
<input type="checkbox"/>	The rooms and bathrooms must be cleaned daily.
<input type="checkbox"/>	If, for reasons related to the environment protection and the impact of clothes cleaning products, the guest wants to retain towels for more than one day, the respective change must be "every other day".
<input type="checkbox"/>	Before initiating the accommodation service, one must resolve possible complaints of the guests regarding deficiencies in the state of preservation, hygiene, cleanliness and functioning of equipment and accommodation in general
<input type="checkbox"/>	The room arrangement must always commence with the bathroom, and then the room itself
<input type="checkbox"/>	During the process of daily cleaning, the operating condition of all the equipment installed must be examined, (ex: light bulbs, switches, flushing apparatus, etc.), correcting immediately any existing or potential problems.



There are five fundamental stages in the room arrangement that occur in sequence:



ROOM OR APARTMENT ENTRANCE		
<ul style="list-style-type: none"> ➤ Only enter the room when the guests have left. ➤ The rooms must be arranged in the order in which they become available 		
Duties	How To Do Them	Why
Knock and wait before entering	<input type="checkbox"/> Discreetly	<ul style="list-style-type: none"> ▪ So as not to inconvenience the guests. ▪ To have natural light natural
Open the door		
Open the curtains	<input type="checkbox"/> Completely	<ul style="list-style-type: none"> ▪ To give fresh air to the room
Open the windows		
Verify that the guest has not forgotten something	<input type="checkbox"/> Check all furniture, floor, and cabinets	<ul style="list-style-type: none"> ▪ To protect the belongings of the guest

INITIAL SUBSTITUTIONS		
Duties	How to do them	Why
Take out the bed sheets and the rest of the soiled bedding (including the bathroom linens) Note: the bed linen must be substituted every three days, unless there is a change of guests, or when the client requests it	<input type="checkbox"/> Place them in a sack	<ul style="list-style-type: none"> ▪ To make the bed ▪ To remove linens and towels ▪ To ensure hygiene and cleaning of the room ▪ To leave the room tidy ▪ To eliminate odors
Empty waste baskets and ashtrays	<input type="checkbox"/> Place contents in a garbage bag	
Removing plates, used cups, and empty bottles	<input type="checkbox"/> With the help of a tray	
Check the bed covers periodically		
Place the clients clothes folded on the chest of drawers		
Take out old flowers		



ARRANGING THE BATHROOM

It is recommended that this stage is completed in the following sequence:

- Prepare the detergent
- Check the equipment
- Clean the bathroom; clean the room
- Restock the bathroom
- Complete the final cleaning and leave

PREPARATION OF THE DETERGENTE

Duty	Description	Reason
Prepare the detergent solution, preferably environmentally friendly	<input type="checkbox"/> Follow the directions for use established on the instructions for use on the container.	For bathroom hygiene

CHECKING THE EQUIPMENT

➤ Check the function, state of repair, hygiene and cleanliness of all the bathroom equipment

<ul style="list-style-type: none"> <input type="checkbox"/> Faucets and nozzles of the sink, toilet and bidet <input type="checkbox"/> Lights <input type="checkbox"/> Drier <input type="checkbox"/> Heater/ventilator 	<ul style="list-style-type: none"> <input type="checkbox"/> Waste basket <input type="checkbox"/> Toilet paper roller and toilet cleaning brush <input type="checkbox"/> Towel racks, clothes hangers, curtain rod, shower handle, shower handle bracket
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Duties	Check list	Reasons
Check the state and function of the faucets	Verify: <ul style="list-style-type: none"> <input type="checkbox"/> Accumulation of calcium build up <input type="checkbox"/> seals (drips) <input type="checkbox"/> ease of manipulation <input type="checkbox"/> faucet filters are clean 	To ensure: <ul style="list-style-type: none"> ▪ bathroom hygiene ▪ bathroom cleanliness ▪ equipment working order ▪ safety of the guest
Check the state of the nozzles	Verify: <ul style="list-style-type: none"> <input type="checkbox"/> faucets close completely <input type="checkbox"/> water drains well 	
Check the state of the lights	<input type="checkbox"/> Check that all are functioning	
Heating/Ventilation	<input type="checkbox"/> Check that all are functioning	
Waste basket	<input type="checkbox"/> Check that the pedal is working and has a good appearance	
Toilet paper roll, toilet paper roller, towel racks, hangers, toilet seat, shower curtain rod, shower handle, shower head and shower head bracket	<input type="checkbox"/> Check its appearance, and functioning	



CLEANING THE BATHROOM			
<ul style="list-style-type: none"> ➤ Clean the bathroom. Clean in particular: bath tub and/or shower: sinks and toilet. ➤ Detergents must be used and appropriate cloths to clean and dry the shower, the sinks, and toilet. ➤ The bathroom cleaning operations are concluded only when the bathroom is resupplied and the last job is to clean the floor 			
Duties	Description	Reason	
Cleaning the Shower or Bath Tub			
Shower floor and walls	<input type="checkbox"/> Disinfect with sponge and dry	In order to ensure that: <ul style="list-style-type: none"> ▪ Bath tub or shower hygiene ▪ Cleanliness of the bath tub or shower ▪ Equipment working order ▪ Well being of the guest ▪ Safety of the guest ▪ Satisfaction of the guest 	
Chrome fixtures	<input type="checkbox"/> Disinfect and dry		
Shower head	<input type="checkbox"/> Wash and dry with the appropriate solution and leave in the shower position		
Curtains	<input type="checkbox"/> Wash, dry and secure on rings		
Rubber mat	<input type="checkbox"/> Wash and dry as necessary		
Cleaning the Wash Basin			
Cabinet and shelves	<input type="checkbox"/> Wipe with a damp clothe		
Wash basin and counter	<input type="checkbox"/> Disinfect with sponge and dry		
Fixtures	<input type="checkbox"/> Wash and dry		
Tile walls and floors around the wash basin	<input type="checkbox"/> Wash and dry		
Mirror	<input type="checkbox"/> Wash and dry with window wipers		
Cleaning Other Equipments			
Toilet flush	<input type="checkbox"/> Flush and verify its functioning <input type="checkbox"/> Wash and dry inside and out		
Toilet paper roller/piaçaba	<input type="checkbox"/> Wash and disinfect, inside and out		
Toilet	<input type="checkbox"/> Disinfect, wash, and dry, inside and out, including lid		
Bidet	<input type="checkbox"/> Disinfect, wash, and dry inside and out		
Toilet paper roller	<input type="checkbox"/> Wash and dry		



RESTOCKING THE BATHROOM

- Arrange the groups of articles in the bathroom, having in mind the number of persons that will occupy the room: cups, bath mats, towels and washcloths, toilet paper, Hygiene sack, amenities, etc.
- The amenities (with the exception of the soaps) are optional and vary from house to house.

Duties	Directions	Reason
Cups	<ul style="list-style-type: none"> <input type="checkbox"/> Place 2 cups close to the amenities basket <input type="checkbox"/> The cups must be changed daily 	<p>In order to ensure:</p> <ul style="list-style-type: none"> ▪ comfort of the guest ▪ satisfaction of the guest
Rubber mat	<ul style="list-style-type: none"> <input type="checkbox"/> Place one on the edge of the tub 	
Floor mat	<ul style="list-style-type: none"> <input type="checkbox"/> Place one on top of the rubber mat 	
Towels	<ul style="list-style-type: none"> <input type="checkbox"/> Place one or two towels of each type (bath, hand, bidet) for each guest <input type="checkbox"/> The bathroom towels must be changed every day or every other day 	
Toilet paper	<ul style="list-style-type: none"> <input type="checkbox"/> Place one roll of toilet paper with one to spare 	
Hygiene sack	<ul style="list-style-type: none"> <input type="checkbox"/> Place one hygiene sack in the waste basket 	
Amenities	<ul style="list-style-type: none"> <input type="checkbox"/> Place the amenities, close to the wash basin, in a basket or similar container, lined with paper or cloth 	

FINAL CLEANING AND DEPARTURE

- Assure that the bathroom is in perfect condition to be reused by the guests, giving it and the room a final check

Duties	Directions	Reason
Final cleaning of the wooden floor	<ul style="list-style-type: none"> <input type="checkbox"/> Use a brush drenched in a detergent solution 	<p>In order to ensure:</p> <ul style="list-style-type: none"> ▪ Cleanliness, hygiene and general arrangement of the bathroom ▪ Comfort, safety and satisfaction of the guest ▪ Economy of energy
Wash and dry the floor and other surfaces		
Wash and dry the waste basket		
Verify cleanliness and general arrangements	<ul style="list-style-type: none"> <input type="checkbox"/> Verify visually the general aspect of the bathroom 	
Turn off the lights and close the door when you leave		



ARRANGING THE ROOM

- To return the room to its hygienic, clean, well arranged condition, the following sequence of procedures is recommended::
 - Clean the room
 - Replace the room's provisions
 - Arrange the room (and possessions of the guests)
 - Check the furniture and equipment
 - Reposition the room portfolio
 - Close the door as you leave the room.

CLEANING THE ROOM

- It is recommended that one proceeds with the cleaning in accord with the following sequence veranda; furniture, lighting and cabinets, wooden floors, mats and carpets

Duties	Directions	Reasons
Vacuum the veranda	<input type="checkbox"/> Use a vacuum, broom, brush	In order to ensure: <ul style="list-style-type: none"> ▪ Cleanliness hygiene and general arrangement of the room ▪ Good appearance
Vacuum padded furniture	<input type="checkbox"/> Use cleaning products and warm water	
Vacuum mats, carpets and eventually, wax concrete paving	<input type="checkbox"/> Use a vacuum and waxer	
Clean the spots on mats/carpets	<input type="checkbox"/> Use spot remover	
Polish light fixtures	<input type="checkbox"/> Use polishing products	
Substitute cups and water jar	<input type="checkbox"/> Substitute the cups and replace the water in the jar	
Eliminate traces of fingerprints on doors, furniture, etc.	<input type="checkbox"/> Use a dry cloths	
Clean the interior of the cabinets and drawers and any papers and other waste from the interior	<input type="checkbox"/> Use a damp cloths	
Clean the basket papers, picture frames, etc.	<input type="checkbox"/> Use a dust cloth	
Clean the windows and ash trays	<input type="checkbox"/> Use a damp cloth to clean glass	



REPROVISIONING THE ROOM		
<p>➤ In this phase of the cleaning and arranging of the room, proceed with the substitution and repositioning of materials and products, in accordance with the criteria previously established by each House and which are in accordance with the proprietor's established minimums under Norm ERS 3001 P.</p>		
What I Do "Duties"	How I Do It "Instructions"	Why I Do It "Reasons"
Verify the existence of "Guest Questionnaire"	<input type="checkbox"/> See if there are Questionnaire in the House portfolio	To ensure: <ul style="list-style-type: none"> ▪ Satisfaction of the client ▪ Inform the client ▪ Provide complementary services to the client ▪ Evaluate the clients' satisfaction
Verify other documentation that the House intends to have in all the rooms	<input type="checkbox"/> See that the contents of the portfolio are complete	

ARRANGING THE ROOM (AND GUESTS' POSSESSIONS)		
Duties	Directions	Reasons
Make the beds	<input type="checkbox"/> Take out used linens <input type="checkbox"/> Vacuum the mattresses <input type="checkbox"/> Put on the mattress pad <input type="checkbox"/> Put on new bed linens	To ensure that: <ul style="list-style-type: none"> ▪ Quality of service ▪ Room Hygiene ▪ Guests' Comfort
Put on blankets and bedspreads	<input type="checkbox"/> Check the state of the mattress, blankets and bed spreads <input type="checkbox"/> Replace the mattress, blankets and bed spreads <input type="checkbox"/> If it isn't possible to return to open the bed covers at night, they must be opened and covered over with a bedspread	



<p>Arrange the guests' clothes</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Fold the guests, pajamas, and night dresses and place them on the bed <input type="checkbox"/> Place the rest of the guests clothes folded on a cabinet 	
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CHECK THE FURNITURE AND EQUIPMENT

➤ Arrange decoration and equipment of the room while checking the furniture.

Duties	Directions	Reasons
Check veranda furniture	<ul style="list-style-type: none"> <input type="checkbox"/> Check the state of the furniture <input type="checkbox"/> Check the nozzles of the water drains <input type="checkbox"/> Sweep the veranda 	<p>To ensure:</p> <ul style="list-style-type: none"> ▪ Cleanliness, hygiene and general arrangement ▪ Good appearance and decorative, symmetrical appearance ▪ Comfort of the client ▪ Protection of the entrance light ▪ Privacy ▪ Quality of service
Close the windows		
Check these articles in the cabinets	<ul style="list-style-type: none"> <input type="checkbox"/> Check the cabinets for: <ul style="list-style-type: none"> - 2 pillows - 2 matching bed spreads - 6 clothes hangers to the right <input type="checkbox"/> 2 swimming pool towels(summer) <input type="checkbox"/> Replace missing articles 	
Check that the pictures are hanging straight	<ul style="list-style-type: none"> <input type="checkbox"/> Straighten the pictures 	
Checking the working order of the electric installations and climate control	<ul style="list-style-type: none"> <input type="checkbox"/> Check the working order of all the light switches, light bulbs in the room and closet. <input type="checkbox"/> Check the working order of air conditioner, for any unusual noises and clean the grills 	
Close the curtains	<ul style="list-style-type: none"> <input type="checkbox"/> Be sure they operate well <input type="checkbox"/> Check the state and efficiency of black-out <input type="checkbox"/> Close the curtains in a decorative way 	

REPLACEMENT OF ROOM DOCUMENTS

➤ Check all the existing documentation in the portfolio.

Duties	Directions	Reasons
House Portfolio	<p>Regarding to each type of documents required, check:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Includes the Documentation Portfolio <input type="checkbox"/> Appearance, in agreed upon quantities 	<p>In order to:</p> <ul style="list-style-type: none"> ▪ Keep the guest informed ▪ Encourage the use of House services
Price List		



Documentation of Solares de Portugal	quantities	services
Other Information and Brochures	<input type="checkbox"/> Condition of the materials <input type="checkbox"/> Up-to-date	<ul style="list-style-type: none"> ▪ Encourage the use of other Houses of Solares de Portugal
Guest opinion enquiry with an RSP envelope		<ul style="list-style-type: none"> ▪ Promote the products and services of the region ▪ Obtain the opinion of the guests

FINAL CHECK		
Duties	Directions	Reasons
Check the bathroom for clean and orderly appearance	<input type="checkbox"/> Visual observation	Ensure that: <ul style="list-style-type: none"> ▪ The room conforms with the quality intended
Verificar se o quarto tem um aspecto ordenado e limpo		
Be sure that everything else is correct	<input type="checkbox"/> Take a last look before closing the door	<ul style="list-style-type: none"> ▪ No mistakes have been made, that might have escaped notice during the servicing of the room

34.5 ORGANIZATION OF COMMON SPACES

GENERAL PROCEEDURES
<ul style="list-style-type: none"> <input type="checkbox"/> In cleaning and arranging the common spaces of the House, it is recommended that one proceed in accordance with the following sequence: Veranda, furniture, cabinets and lamps, wood floors, carpets and mats. <input type="checkbox"/> The cleaning and maintenance of the House common spaces accessible to guests should be done in their absence, with adequate time for each area. <input type="checkbox"/> The general cleaning and maintenance procedures of the House common spaces are similar to those that apply to the rooms. <input type="checkbox"/> During their arrangement, collect the possessions forgotten by the guests <input type="checkbox"/> During the daily cleaning process, check the conditions and functioning of all the installed equipment, correcting any deviations immediately

GUEST POSSESSIONS		
➤ Take any found guest possessions to the guest, or to the House "Lost and Found"		
Duties	Directions	Reasons
During the Stay	<ul style="list-style-type: none"> <input type="checkbox"/> Identify the guest and his possessions <input type="checkbox"/> Bring the found objects immediately to the guest <input type="checkbox"/> Be sure the guest receives the object in good condition 	Be sure: <ul style="list-style-type: none"> ▪ The guest is satisfied



After departure	<ul style="list-style-type: none"><input type="checkbox"/> Identify the guest to which the objects pertain<input type="checkbox"/> Deliver the objects to the proprietor of the House<input type="checkbox"/> Keep the objects in a "Lost and Found" location<input type="checkbox"/> A year after the date the object was found, if the objects have not been claimed, they can be disposed of<input type="checkbox"/> Inform CENTER of the found object	
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COMMON SPACE BATHROOMS

- The common space bathrooms must have the following characteristics:
 - Guest access;
 - Access that doesn't connect with service zones (storage, kitchen)
 - Good ventilation and light;
 - Hot and cold water;
 - Individual hand washing and drying equipment;
 - Waste baskets operated with a pedal and lined with plastic sacks;
 - Toilet which flushes by handle or pedal;
 - Liquid soap, preferably anti-bacterial, and disposable/washable towels.
- In this type of installation, apply the same recommendations of hygiene, cleaning and arrangement that one uses in the accommodation room bathrooms.

Note: One must be especially careful with common space bathrooms, which are frequently "forgotten", assuring a daily routine check, as to their state of maintenance.



Chapter VIII

BREAKFAST



Solares de Portugal



35 OBJECTIVE

The object of this chapter is to itemize the best practices in the presentation of breakfast service, in accordance with the minimum standards defined in terms of composition of meals and quality of service, assuring at the same time, the best conditions of hygiene and food safety

36 SERVICE AREA

In the Solares de Portugal houses, the following situations can occur in relation to the food and drinks areas:

- Breakfast supplied by the House (obligatory)
- Lunches and dinners supplied by the house, in specific circumstances

If there are no restaurants within 5 km, the House must make lunch and dinner available to the guest, if the guest requests this in advance.

- Preparation for and making of meals by the guests in apartment which have kitchenettes

Important Notes:

- The breakfast service constitutes an obligation of the House that is totally with the Solares de Portugal network and is intended to provide the guests with an agreeable state, adding to their satisfaction and contributing to their happiness.
- The installations, equipment and utensils of breakfast service are in general the same as those used in the preparation of meals of the owner, his family and house employees, so that this manual refers, together with the good practices, and goes beyond those requirements for the preparation and making of breakfast service of the guests.
- Since the Houses of the Solares de Portugal network provide a tourism service, apply the rules of the breakfast presentation vigorously

37 INSTALATIONS AND EQUIPMENT

When providing breakfast service, take into account that the House can have the following types of:

- Installations:
 - Storage
 - Kitchen or "kitchenette"
 - Breakfast room
- Equipment:
 - Food preparation: stoves, fireplaces, ovens, micro-waves, fryers, grills, toasters, coffee grinders, etc.
 - Food conservers: refrigerators, freezers
 - Cleaning: dishwashers

Note: In Chapter XI refer to Maintenance regarding more details on maintaining these equipments.



37.1 APARTMENTS WITH KITCHENETTE

If the guests are permitted to use the House kitchen or kitchenette to make their own meals, there must be available some of the equipment referred to in the previous section and that are essential for a kitchen.

The maintenance and daily cleaning of the guest's apartment kitchenettes is the responsibility of the House, applying the same rules and good practices that have been referred to regarding the storage and kitchen of the House.

38 ORGANIZATION OF BREAKFAST

In breakfast service, there are three distinguishing stages as follows:

- Provisioning;
- Preparation and cooking
- Breakfast service, as explained above.

ORGANIZATION OF SERVICE

In the organization of breakfast, try to:

- Have on hand all the products necessary for the breakfast service, in the quantity, quality and conditions necessary;
- Secure the conservation of products in adequate conditions;
- Guarantee that, at the reception of the products, their storage, from kitchen preparation to the final presentation of service, the good rules of hygiene and food safety and food presentation are respected
- Make all breakfasts with the composition and quality expected;
- Arrange the breakfast room so that it is furnished comfortably, decorated adequately and with a good general atmosphere, for breakfast.
- Guarantee that the maximum number of guests the House has capacity to host, can all have breakfast together;
- Provide breakfast service at the expected hour, in a rapid, discreet and thoughtful manner.

Note: It is fitting that the proprietor, who is responsible for the organization the supervision of breakfast service, must be personally available to the guests during the breakfast hour.

39 PROVISIONS

At this point, we make some recommendations relative to buying, receiving products and storing them (pantry and refrigerator)

The provisions have as an objective, assuring the acquisition, conservation and maintenance of all products necessary for serving breakfast for the House.

Included in the provisions for House breakfasts are the following products:

- Fresh, dry, packaged, refrigerated or frozen food
- Drinks



- ❑ Packaging, coverings, shelving and barrels and crates
- ❑ Dishes, utensils for the kitchen and breakfast room
- ❑ Hygiene and cleaning products
- ❑ Other products necessary for breakfast service

BUYING

- ❑ Define the minimum and maximum stock levels, making sure that there are no ruptures in the supplying of different types of products necessary for breakfast. Ensure that the products used daily are the oldest in stock, in order to guarantee their respective replacement
- ❑ Know which characteristics of quality that the different products used for breakfast should have
- ❑ Define the buying procedures for the necessary products
- ❑ Keep supplier information up-to-date, as well as information about the products they supply
- ❑ Support buying products with documents (ordering notes, invoices, receipts, contract, faxes, etc)
- ❑ Keep an up-to-date inventory and a list of suppliers you are accustomed to using, in relation to the variety, quality, and price of the respective product, as well as the terms and delivery conditions for these products.

RECEIVING PRODUCTS

- ❑ Check the delivery of products necessary for breakfast service, guaranteeing that they conform to the orders made, in terms of quantity, quality and state of conservation.
- ❑ Avoid receiving products that arrive during the breakfast hour, and store them in spaces that are not used by the guests.
- ❑ Receive the products in a location that permits easy and effective hygienic conditions, that is always clean and that is not near any contaminated zones. It is preferable to accept delivery near the storage area.
- ❑ Ensure the integrity of packaging, rejecting all that are found to be rusted, with ruptures or with seals broken, and verify the visual aspect of the products, keeping in mind, the characteristics of each one
- ❑ When applicable, the food products must be accompanied the their respective registration,/certification hygienic/ wholesomeness
- ❑ The cardboard and wood packaging and in which foods are transported must not remain in the space where they are stored, to avoid insects and any type of pathogenic contamination
- ❑ In receiving supplies, check the following aspects:
 - Quantities of products received in relation to what was ordered
 - Quality, state of conservation and labeling of packages on the package of products received
 - Terms of validity of packaged perishable products
- ❑ All the products that do not conform, foods in particular, must be rejected



STORAGE

- Keep and conserve breakfast products in a pantry, refrigerator, or freezer after their reception
- All the space allotted for storage of food products must be clearly identified, be independent and maintain their own characteristics for the conservation of products they store. They are:

Pantry	Dry environment, ventilated and protected from rays of the sun
Refrigerators	Temperature between 0°C and 8°C, depending on the nature of the products
Freezers	Temperature between -12°C and -18°C

- Maintain the spaces of the shelves arranged in perfect state of hygiene and cleanliness
- Do not permit foods or their respective packaging to come into contact with the soil
- Evitar o contacto entre os diferentes produtos, para impedir a respectiva contaminação
- Be sure that all the products and materials are easily located and identified in their respective locations in the pantry
- Over all, each type of product must be:
 - Identified, labeled, and with identifying labels turned to the front;
 - Arranged on the shelves, in accordance with the group they belong to;
 - Regulate the manner of consuming first the oldest products (assuring rotation of stocks so that their intrinsic characteristics are not modified)

PANTRY

Characteristics

- Easy and effective to disinfect and clean
- Permit good ventilation of stored products
- Conserve the products at an adequate level of temperature and humidity
- Supply shelves and platforms of resistant and washable material
- Supply the windows with mosquito netting

Use

- Maintain the food products at adequate temperature
- Arrange in a clean place (not against a wall), dry, airy, well ventilated, and protected from sun light
- Arrange by categories
- The first products to have entered must be the first used
- Place at a minimum of 10 cm above the pavement
- Reject those that do not conform
- Maintain hygiene and cleaning products in separate locations and store in storage places well closed
- Always keep the pantry doors closed



REFRIGERATOR																
CHARICTERISTICS																
The characteristics that are referred to here apply as well to the freezer																
<ul style="list-style-type: none"> <input type="checkbox"/> Have a volume of cold sufficient to ensure a good storage of products <input type="checkbox"/> Permit storage of products of different characteristics and demands in terms of temperatures <input type="checkbox"/> Have thermometers in visible locations so that you can always check the temperatures <input type="checkbox"/> Maintain a stable and uniform temperature <input type="checkbox"/> Maintain a degree of humidity adequate to conserve the products <input type="checkbox"/> Constructed of material easy to clean and disinfect <input type="checkbox"/> Be clean inside and have clean closings 																
Use																
<ul style="list-style-type: none"> <input type="checkbox"/> Arrange the food products in the refrigerators by the following descending: <ul style="list-style-type: none"> - 1° Cooked or pre-cooked foods - 2° Uncooked foods, marinades, etc. - 3° Meats - 4° Fruits and vegetables <input type="checkbox"/> Separate greens, fish and meats <input type="checkbox"/> Keep products in plastic transparent sacks or in their own closed boxes <input type="checkbox"/> Conserve raw products, cooked, or pre-cooked covered with plastic film and date the labels to indicate the date they were stored/prepared <input type="checkbox"/> Unpackaged products, before placing them in cold storage <input type="checkbox"/> Check the conservation temperature of the refrigerator and freezer chambers at least daily, assuring that the foods remain within the following margins: 																
<table border="1"> <tbody> <tr> <td>Meat and meat products</td> <td style="text-align: center;">0°C</td> <td style="text-align: center;">5°C</td> </tr> <tr> <td>Fish</td> <td style="text-align: center;">0°C</td> <td style="text-align: center;">7°C</td> </tr> <tr> <td>Milk Products</td> <td style="text-align: center;">0°C</td> <td style="text-align: center;">8°C</td> </tr> <tr> <td>Refrigerated Foods</td> <td style="text-align: center;">0°C</td> <td style="text-align: center;">3°C</td> </tr> <tr> <td>Frozen Foods</td> <td colspan="2" style="text-align: center;">-18°C</td> </tr> </tbody> </table>		Meat and meat products	0°C	5°C	Fish	0°C	7°C	Milk Products	0°C	8°C	Refrigerated Foods	0°C	3°C	Frozen Foods	-18°C	
Meat and meat products	0°C	5°C														
Fish	0°C	7°C														
Milk Products	0°C	8°C														
Refrigerated Foods	0°C	3°C														
Frozen Foods	-18°C															
The Following is Forbidden																
<ul style="list-style-type: none"> <input type="checkbox"/> Do not place opened or closed canned food in the refrigerator/freezer because they can oxidize and rust. <input type="checkbox"/> Do not place processed foods in aluminum containers (to avoid transference of the metal to foods) <input type="checkbox"/> Do not package foods in colored or commercially labeled plastic sacks <input type="checkbox"/> Do not put exposed products in the refrigerator/freezer (to avoid dehydration and burning) <input type="checkbox"/> Do not place raw and prepared products together in the refrigerator/freezer <input type="checkbox"/> If there is more than one freezer, freeze meat separately from fish and vegetables <input type="checkbox"/> Do not place products on top of each other (to be sure the containers are well closed) 																



40 BREAKFAST SERVICE

This intends to define the best practices of planning and preparation of foods destined for the use of guests, in order to ensure the composition and quality of breakfast service and the conditions of cleanliness, hygiene and safety as defined for the House

KITCHEN

- ❑ The kitchen must be situated away from unhealthy and polluting locations

- ❑ The organization of space in the kitchen must permit:
 - adequate conditions for work and comfort of personnel and any others that use it;
 - hygiene and safety of foods (prevention of contamination)
 - adequate cleaning and disinfection of installations, equipment and utensils;
 - avoid contamination by insects and animals;
 - avoid accumulation of dirt, the contact with toxic materials or deposits of particles of food and formation of condensation or mold on the shelving or other surfaces
 -
 - The kitchen must have:
 - Walls and ceilings preferably covered with smooth, resistant surface, that will not decompose, of a clear color, that is non toxic, easy to clean and disinfect;
 - Flooring composed of impermeable, resistant material, pavement covered with resistant, anti-skid material and with good drainage;
 - Appropriate means of ventilation and fume extraction in the hot preparation zone of the kitchen
 - an area designated for the cleaning and washing of kitchen and breakfast utensils;
 - washing circuit with an entrance zone for used dishes, another zone for clean dishes and their respective arrangement,
 - natural or mechanical ventilation;
 - natural or artificial illumination;
 - electrical installation adequate for the necessities instalação eléctrica adequada às necessidades;
 - windows with mosquitoes net that can be easily removed and cleaned;
 - Exhaust system.



ORGANIZATION OF KITCHEN SERVICE

- The Proprietor establishes:
 - Hours for serving meals and the composition of breakfast;
 - Standards of quality to be observed in the kitchen duties.

- The person responsible for the kitchen ensures:
 - organization and supervision of the breakfast service;
 - preparation and planning of breakfast;
 - keeping the kitchen in perfect order, hygienic and clean, (general cleaning of the kitchen and its respective equipments, at least weekly)
 - Checking all important aspects of kitchen duties and defining the rules and frequency with which this check is.

Note: Check in particular:

 - Conditions of maintenance and conservation of the kitchen and its equipment and tentacles, and those of the breakfast service, in terms of working order, use, cleanliness, hygiene and safety.
 - Quality of foods, so that there are no foods which are unsuitable for supply and consumption by the guests (daily check)
 - Composition of breakfast supplied to the guests, verifying that they conform with specifications defined in the respective technical section (during the period of breakfast service)

- Maintain the food preparation and arrangement sufficiently lit and at an adequate temperature area
- Maintain in a visible place, the register/verification of inspections made



COMPOSITION OF BREAKFAST

- Breakfast must be made up of at least the following elements:
 - Coffee
 - Tea, including infusions
 - Milk
 - Natural juices
 - Three kinds of bread
 - Two types of jam or jelly
 - Cheese
 - 1 delicatessen product
 - Butter
- Plan to periodically offer a gastronomic offering at breakfast, as a way of satisfying the guest's necessities and/or requests
- It is preferable to use home made and foods and foods of local/regional origin.

BREAKFAST PREPARATION

- The person responsible for the kitchen defines the manner of breakfast preparation and checks all of the process of preparation of foods, so as to guarantee its composition, presentation and quality of meals set before the guests.

Note: In terms of food hygiene and safety, it is important to remember the three types of dangers that can occur:

 - **Dangerous chemicals** – occurs when the food products enter into contact with chemical substances or with their residues
 - **Physical dangers** – Occur when some strange object falls into the food product
 - **Biological dangers** – Occurs when there is contamination by microorganism, namely bacteria
- It is advisable to prepare a technical record of breakfast, that must include the composition and quantities of products, the process of planning, preparation, and final presentation when it leaves the kitchen
- Maintain the culinary preparation at a temperature adequate for breakfast service, whether it is served hot or cold
- If the guests wish for plates not listed in the planning of breakfast or that require a manner of preparation different than is normal in the House (diets, menus for children or sick persons, etc., that are requested previously:
 - Availability of the products required, in quantity and quality;
 - Procedures to follow in the preparation of the plates.



41 BREAKFAST SERVICE

At this point, we refer to the best practices of presentation of breakfast service.

ORGANIZATION OF SERVICE

- ❑ During meals, the proprietor of the House must be available to the guests
- ❑ Choose for the breakfast room an agreeable room, in a style compatible with the House and sufficiently large to seat, simultaneously, the maximum admissible number of guests. This requirement refers essentially to the table dimensions and the number of existing
- ❑ Define the hours, organization and procedures of this service
- ❑ Ensure that the procedures established are known and applied by the staff
- ❑ Establish the standards of quality of service of the room
- ❑ Ensure that the staff that presents breakfast service makes a good presentation, is uniformed and respects the good practices of hygiene.
- ❑ Respect the good rules of hospitable courtesy to the guests and facilitate communication with them, assuring the presence of helpers that know at least one major foreign language
- ❑ Check all aspects of breakfast service that are considered as important and define the manner and frequency with which this check will be made in particular:
 - **Before the service period** – ensure that everything is prepared in accordance with the procedures of the House and that the kitchen is ready to supply the necessary products
 - **During the service period** – check the guest's who enter and the guests who are waiting, in a way that facilitates the table service and departure of the guests who have finished breakfast



PREPARATION OF THE BREAKFAST ROOM

- Before the beginning of breakfast service, prepare all the elements necessary for its correct functioning:
 - The clean room arranged and with furniture placed in appropriate locations.
 - Natural illumination, the lights and temperature of the room in accordance with the season of the year;
 - All of the breakfast tables correctly set and prepared;
 - The chairs and tables for children correctly arranged and prepared, when applicable;
 - The table clothes well arranged, clean and without wrinkles;
 - The utensils for the use of the guests for breakfast clean, polished and correctly placed;
 - All the ingredients (salt, pepper, sauces, vinegar and oil, mustard and other ingredients), placed on the breakfast tables or on auxiliary tables in their appropriate receptacles, in sufficient quantity and in perfect state of cleanliness;
 - The auxiliary service tables or sideboards set and equipped with all the utensils sufficient to ensure the breakfast service listed for the day (table clothes, silverware, cups and saucers, pitchers, kettles and thermos jugs, cork screws, etc.)
- Use table clothes and napkins of cotton, linen or similar, and perhaps a protective cloth underneath that doesn't compromise the style of the table setting
- Present the meal on a completely set table, in a style appropriate for the House and in good condition.

PROVIDING SERVICE IN THE BREAKFAST ROOM

- The guest must be received with cordiality at the entrance of the breakfast room, by the proprietor or employee of the House Logo no início, dispor os produtos previstos na composição do pequeno almoço, na mesa do hóspede ou na mesa do bufete e perguntar-lhe se tem algum pedido específico a fazer
- Help the guest in his choices and note any requests
- Ensure that the breakfast is served at an adequate temperature
- Do not use commercial packages in the presentation of products
- Ensure a rapid and discreet breakfast service
- If you have to prepare a breakfast table for guests, it must be done to satisfy the conditions described previously.
- If the guest has eaten a requested meal, it must be invoiced at the end of the stay
- In any case, ask the guest if everything is satisfactory, if he desires any other help and thank him.



42 BREAKFAST MAINTAINANCE, HYGIENE AND SAFEY

At this point, it is intended to point out the principal aspects that relate to the characteristic, operations maintenance, safety and hygiene of kitchens installations, equipment and utensils of the kitchen, scullery, pantry, refrigerating and freezing equipment and the breakfast room

MAINTAINACE

- Ensure the upkeep, maintenance, safety, hygiene and cleaning of the equipment and utensils of breakfast service
- Ensure the working order/usefulness of all the equipment and utensils
- Always remove all the utensils that are observed as damaged by the guest.
- Define the daily duties of maintenance and cleaning of the pantry, kitchen and breakfast room in a manner that leaves it in a perfect state of order and cleanliness after each breakfast service.
- Ensure the repair of equipment and the replacement of missing materials and utensils to provide correctly for breakfast service

FOOD HYGIENE

- Refrigerate perishable cooked foods as soon as possible and within 2 hours after preparation.
- Disinfect kitchen clothes and sponges regularly
- Clean the cutting board with detergent and hot water after every use.
- Clean the kitchen counters, and other surfaces that have had contact with foods, with hot water and detergent or a solution of bleach and water. *Leave the dishes and utensils to air dry so as to avoid recontamination through hands and dish towels
- Hands must be washed with soap and hot water immediately after handling raw meat, fowl or fish.
- If using gloves, they must be maintained in a good state of repair and hygiene

REMOVAL OF RESIDUES

- Do not allow the accumulation in residues in areas where foods are handled
- Place the residues, wrapped in plastic sacks in washable containers which are operated by pedal action
- Do not wash garbage containers from the street in the kitchen.
- Do not let garbage overflow the trash cans, so that it doesn't litter the ground
- Make impossible any access to kitchen waste by animals
- Clean and disinfect regularly the containers that return to the kitchen.
- Place frying oils in their own containers in their own separate space
- Separate the solid waste by type (glass, paper, and containers)



INSECT AND RODENT CONTROL

- Take measures to stop the entrance or infestation of insects and rodents in all the installations
- If infestation is verified, they must be destroyed by professional specialists.
- Place screens on the windows and ventilation grills
- Keep doors and windows well closed
- Place protections on the doors
- Install insect electric cutters in adequate locations
- Install grills on gutters and openings of residual water drain pipes
- Seal openings and cracks that are found on floors, walls and ceilings
- Remove products from cardboard boxes, when they are individually labeled and wrapped
- Maintain the installations in a good state of repair and hygiene
- Place waste in adequate receptacles, with a lid and keep it closed
- Clean and disinfect the waste receptacles daily
- Do not place foods for errant animals outside the installations
- Domestic animals must not enter the installations

43 SERVICE PERSONNEL

In relation to all the personnel involved in service, it is important to refer the following five aspects: presentation, personal hygiene, health and behavior

Together with the general recommendations, which apply to all personnel, there are as well to point out:

- The appearance of the breakfast room personnel must be especially neat and the apparel has to be especially clean and well ironed, because they are in direct contact with the guest;
- Breakfast room personnel must exhibit great , availability, and knowledge of the House and it's services;
- The hygiene and health aspects are the decisive factors.

CLOTHING

- Use a complete, comfortable, stain resistant outfit, which is adequate for the job
- Easy to wash and iron
- Colors clear and opaque/not shiny – with a matt or dull finish
- Do not use any kind of adornment (rings, bracelets, etc.)
- Use anti-skid shoes

HAIR

- Have hair clean and well protected, because duty demands it.
- It is not wise to wear a beard or mustache



HANDS

- Always have the hands clean, the nails short and preferably without polish.
- Do not expose cracks, cuts or wounds. Use band aids on cuts.

WASHING THE HANDS

Hands must be washed:

- Before beginning, during and end of every duty
- After using a toilet installation
- After touching hair, nose or other part of the body
- After smoking
- After opening doors
- After the handling of sacks or cartons of waste
- After the handling of any kind of wrapping
- Between preparations of products of different families
- After contact with eggs
- Before any contact with ready to eat foods

How they must be washed:

- Wet hands well in hot running water
- Lather hands well with liquid disinfectant/cream rinse
- Pass the hands under hot running water to take off the soap
- Dry hands well with paper towels

Disposable gloves

- Always clean the hands before using gloves
- Carry out the duties using gloves without interruption
- Use gloves to prepare sandwiches, fried plates, salads and entrees

HEALTH

- Keep the body clean and acquire good hygiene habits
- Make periodically a complete medical exam

- Do not cook if experiencing any kind of illness or contagious infection.
 - Abdominal pains, diara, nausea and vomiting
 - Angina, coughing or runny nose
 - Inflammations of the mouth, eyes and/or ears
 - Lesions of the skin, such as a rash, boils, infected wounds

Note: Toxic food infections can be transmitted by contaminated foods



CHAPTER IX

INFORMATION



Solares de Portugal



44 OBJECTIVE

This chapter has as its object the presentation of a group of good practices, in relation to information that are provided to the guests, from the moment they make a reservation, until after their return to their place of origin.

45 ENVIRONMENT

Consider all types of information provided by the House to its guests, in the making of the reservation, their arrival to the House, during the stay, the departure, and later, after the return of the guests to their country of origin.

46 RESPONSABILITIES

It is proper for the proprietor of the House to choose the type of information to supply to the guests and the best time to provide the chosen information.

The responsibility for taking the initiative in providing information to clients and guests rests with the proprietor and employees of the House.

47 IMPORTANCE OF INFORMATION

<p>The information is transversal</p>	<ul style="list-style-type: none"> <input type="checkbox"/> It always exists in all stages of communication between the House and clients and/or guests
<p>The information is useful</p>	<ul style="list-style-type: none"> <input type="checkbox"/> It helps client guests select a House <input type="checkbox"/> It adds to the knowledge of a House and its facilities. <input type="checkbox"/> It contributes to the increased success of the House as well as the demand in the market and promotes Solares de Portugal,. <input type="checkbox"/> Promotes the selling of services and activities available in the House <input type="checkbox"/> It adds to the satisfaction of the clients and guests <input type="checkbox"/> It gives a good image to the House and its proprietors <input type="checkbox"/> It promotes the knowledge and image of the region <input type="checkbox"/> It promotes the services provided by CENTER and Solares de Portugal <input type="checkbox"/> It promotes the services provided by other agents in the region
<p>The House is obligated to provide the information</p>	<ul style="list-style-type: none"> <input type="checkbox"/> In case the client or guest doesn't take the initiative, information which is considered useful at the moment must be available <input type="checkbox"/> Information about the House, CENTER, Solares de Portugal and the region must be provided



48 INFORMATION PROVIDED

The information provided to the clients and guests are of very diverse nature and can be classified in three categories:

- House** (installations, services e activities)
- Attractions** and Region
- Logo** of Solares de Portugal (and the central reservation office CENTER)

For each type of information, there are appropriate times and ways to be presented to the clients and guests

Following the presentation of a board summarizing examples of information that can be given to the clients and guests of the House, indicate when the information might be obtained.

HOUSE		
Types of Information	<ul style="list-style-type: none"> <input type="checkbox"/> Presentation of the House <input type="checkbox"/> Locating the House <input type="checkbox"/> Transport and arrival to the House <input type="checkbox"/> House Portfolio <input type="checkbox"/> Hours and location of Meals 	<ul style="list-style-type: none"> <input type="checkbox"/> Services provided by the House <input type="checkbox"/> Infra-structures of leisure and sport of the House <input type="checkbox"/> Public events and activities of the House <input type="checkbox"/> Health, hygiene and safety, and environs of the House
<input type="checkbox"/> The best times to make available this type of information are: at the entrance to the house, the room, and during the stay		
REGIONAL ATTRACTIONS		
Types of Information	<ul style="list-style-type: none"> <input type="checkbox"/> Nature <input type="checkbox"/> Heritage <input type="checkbox"/> History & Culture <input type="checkbox"/> Gastronomy <input type="checkbox"/> Hygiene & Safety 	Infra-structures, attractions and services of: <ul style="list-style-type: none"> <input type="checkbox"/> Tourist Information <input type="checkbox"/> Transport <input type="checkbox"/> Restaurants <input type="checkbox"/> Health and Well Being <input type="checkbox"/> Leisure <input type="checkbox"/> Sports <input type="checkbox"/> Activities <input type="checkbox"/> Entertainment/Events (festas, feiras e romarias)
<input type="checkbox"/> The best times to make available this type of information are: at the entrance to the house, the room, and during the stay		

49 WAYS TO GIVE INFORMATION

INFORMATION REQUESTED BY THE GUESTS
Anticipate the information needs of the guests
<ul style="list-style-type: none"> <input type="checkbox"/> Arrange or collect beforehand the information and documents (publications or photocopies that you think might be useful to each type of guest) <input type="checkbox"/> Guarantee the easy access of the guests of the House to information that they might find necessary to the guests.

**Identify the guest's request for information**

- Listen, with attention, to the requests for information asked for by the guests
- Begin by enlarging upon the guest's request to better learn his underlying expectations
- End by turning the guests vague or general questions into precise requests.

Respond to the guest's request for information

- Give the guest a rapid, clear, accurate, up-to-date and pertinent response.
- Begin by responding precisely to the request that is made.
- Enlarge, later, with a response and complete the information in a way that covers a more ample range of options and satisfy the needs expressed by the guest
- Suggest written information and when applicable, printed documents or photocopies. Make it possible for the guests to take notes.
- In case there have been alterations in the information presented, namely in respect to the documentation delivered, indicate clearly what has occurred and suggest alternatives to the guest.
- In case there is nothing available for the information requested, give the guest the means that will permit him to obtain it through CENTER
- Inform the guest that the House is a member of Solares de Portugal and CENTER

50 IMPORTANT NOTES**IMPORTANT NOTES**

- Arrange together documented information (in two languages) about the participating zone/region (considering any local within a radius of 25 km), that can be supplied to the guests, including the following topics:
 - Description of the House
 - Location /transport and accessibility
 - Safety, health, and environment
 - Activities
 - Helpful services
 - Extraordinary services requested by the guests
- Give information to the guests about potential dangers that exist in the participating zone, especially when they are accompanied by children.
- If lunch and dinner are supplied, inform the guests of that possibility.



CHAPTER X

ACTIVITIES



Solares de Portugal



51 OBJECTIVE

(?)

Be informed of tourist activities, (**todo o conjunto**) of cultural and educational character intended to fill the free time of tourists/guests.

The objective of having entertainment activities is to complement and enrich Solares de Portugal hospitality.

It is to the advantage of each House to make available to its guests activities that can be developed directly by the House or by businesses that specialize in tourist entertainment.

52 RANGE

The following infrastructure and activities are considered included in the concept of events.

- Economic (agricultural, forestry, fishing, industry, tourism, transportation, commerce, services and crafts, etc.)
- Cultural (history, art, gastronomy and wines, urban heritage, architecture and religion; museums and monuments; etc.)
- Adventure and sports (infra-structures and sporting events such as bicycles, swimming, tennis, golf, equitation, etc.)
- Health and hot spas
- Social events (feiras, festas e romarias, etc.)
- Ecotourism, nature and environment (mountaineering, hiking, fishing, bird watching, natural parks, etc.)
- Children (theme parks, etc.)

53 PROCEDURES

The principal procedures that the House must have in mind when supplying an event offering to its guests, are as follows:

- Promoting the entertainment activities close to the clients/guests
- Identifying the activity needs of the clients/guests
- Adjusting the suggestions of activities to the profile of the guests
- Planning adequately the entertainment activities that are secured directly by the House
- Carrying out the entertainment activities that are secured directly by the House, in conditions that are in accord with current legislation, on applicable occasions.
- Indication to the entertainment business that in some way offer confidence in their ability and competence.

PROMOTING EVENTS AND ACTIVITIES

- Inform CENTER of all the promotions of the House's events or activities and continually give the guests supporting information throughout their stay
- Observe the state of the guest throughout the whole process
 - Identify needs and motivations, in terms of the occupation of free time or specific interests
 - Stimulate the attention and interest of the guest for the entertainment activities offered.
 - Create the desire and drive for the acquisition of entertainment services



- Publicize close to the guests, the entertainment activities that are not implicit to the accommodation service as well as their respective prices
- Make available a list of activities and entertainment businesses of local origin in the areas of leisure, recreation and sport.

PLANNING EVENTS AND ACTIVITIES

- Organize an activities package of the House
- Create a file or portfolio for each activity or event of the House containing:
 - Identify the generic characteristics of the event
 - Conditions for participation
 - Complete the program (steps, routes or itineraries; locations to visit, stops, refreshments and shopping, distances and total duration times, hours)
 - Type of motorization
 - Conditions of carrying out in accordance with the season of the year or other variables
 - Price
 - Supporting documentation (cartography and maps, folders and promotional brochures)
 - Clothing, equipment and utensils or other necessities

ORGANIZATION OF EVENTS AND ACTIVITIES

- Identify the guest's needs regarding activities and interests
- Adapt the activities proposed to the guests profile and interests:
 - Character and personality
 - Nationality
 - Sex
 - Age group
 - Physical condition
 - Ethnic, social and economic conditions
- Elaborate on the details of the activity, adapting it to their specific circumstances
- Organize an activity team
- Choose entertainers for the function by their profile and experience
- Assign functions to the entertainers
- Define the behavior of the entertainer

DIRECTING THE ACTIVITY

- Direct the planning of the activity in accord with the organization previewed.
- Check continually the degree of satisfaction of the guests in relation to the activity proposal
- Continually control the safety conditions for all the guests involved in the activity
- Make a final evaluation of the guests satisfaction with the activity that has been developed



FINAL NOTES

- Before each actual situation, the proprietor of the House can offer a determined event to satisfy the characteristics that the guests requested, which he had not expected to provide, but for which he is able to respond.
- When planning a new event, it must be made keeping in mind the aspects outlined in the section “Planning the Activity”
- Every event developed in the context of the services available to the House must::
 - Comply with the applicable legislation in effect;
 - Be covered by responsible civil and accident insurance, under the conditions previewed in the law.



54 INFRASTRUCTURES AND EVENTS

The following are summaries of some fundamental recommendations, applicable to three infrastructures and/or events: Pools, Horses, and Bicycles.

POOLS
<p>The House must make available pool regulations that:</p> <ul style="list-style-type: none"><input type="checkbox"/> are available to consult;<input type="checkbox"/> written in at least Portuguese and English;<input type="checkbox"/> consider the following aspects:<ul style="list-style-type: none">• Hours of use• Schedule of treatment of pool water• Chemical products used in the water treatment• Frequency of water analysis check (in accordance with legislation in effect and rules of the installer)• Prohibited behavior• Obligatory equipment• Rules of conviviality
<p>In the pool or it's adjacent areas place:</p> <ul style="list-style-type: none">• Markers indicating depth of the pool• Signs saying "No Lifeguards"• Signs saying "Diving Prohibited" • Buoys or other means of rescue used by pool users <p><input type="checkbox"/> The pool exteriors, during the winter, must be covered</p>



CHAPTER XI

MAINTAINANCE



Solares de Portugal



55 OBJECTIVE

This chapter has as its objective to refer to all the procedures and considerations to do with maintenance, repair and working order of the principal House equipment.

In this procedures, the aims are:

- Guarantee the safety of persons and objects and the safe use of equipment
- Ensure the satisfaction of guests and avoid errors that might affect them
- Reduce the cost of maintenance of equipment:
 - Regular evaluation of costs and consumption of food, energies and water;
 - Maintaining stocks of spares and foods at the levels strictly necessary;
 - Ensuring the buying of spare parts and foods in the best conditions.
- Making rational use of energy and water
- Preserve the environment in terms of effluents, residues and noises

56 EQUIPMENT

Including just sets of equipment most common in the houses and that one encounters in accommodations (rooms and common areas, kitchens and pool).

At this point, we present a possible list of systems and equipment that can be associated with the Houses.

KITCHEN			
Food Preparation	Stove	Fryers	Mechanical robots
	Oven	Grill	Descascador
	Convection Oven	Toaster	Beater, mixer
	Micro wave	Coffee machine	Grinder
	Steamer	Coffee grinder	Juicer
	Small pot	Cutting machine	Lettuce dryer
	Banho Maria	Slicing machine	
Food Conservation	Freezer	Refrigerator	Réchaud
Other Equipment	Scales	Dish washing machine	Crusher, grinder
	High pressure machine		

OTHER EQUIPMENT			
Hygiene and Cleaning	Vacuum	Waxer	
Communication	Radio	Television	Video
	CD	Antennas	
Office	Computer	Printer	
Lights, Electricity, Energy and Steam	Quadros eléctricos	Emergency generator	Electric motors
	Refrig. Compression sys.	Bombas centrifugas	Steamers
	Boilers	Heat accumulators	Solar Systems
Climate control	Heaters	Air conditioners	Thermostats
	Ozone generator	Insect electrocute	
Safety	Fire Extinguishers	Alarms	Sprinklers
	Fire hydrants		
Environment	Systems and equipment for plumbing and treatment of water supplies and residuals		
	Systems and equipment for the collection, treatment and disposal of solid waste		
Pools	Systems and equipment of plumbing, cleaning and water purification		



57 MAINTAINCE (GENERAL RULES)

In relation to any House equipment, general rules exist that recommend:

Conservation, in one place, of all information and documents relative to the equipment

Arrange, in relation to all equipment, the:

- Manual of Instructions, mounting/connection, maintenance, use and operation)
- Guarantees
- Purchase Documents
- Technical Assistance Contract (when applicable)
- Supplier (name and location)

Prepare a list of equipment, made up of a Technical File for each one of them

Include in each Technical File all the information and history of the respective equipment that is available:

- Maintenance costs (repairs and technical assistance in general (type and costs)
- Financial (water and energy consumption)
- Operations problems (breakdowns)
- Performance of the business responsible for technical assistance
- Substitution of new equipment when necessary

Respect as the rules of use or function of the equipment

Create a very succinct summary of the instruction for maintenance and the rules of operation for each equipment

Affix near each piece of equipment the respective summary of instructions and operations

Make available a stock of:

- Tools most common for making small equipment
- Consumables (light bulbs, fuses, etc.)

Ensure the management of stocks and consumables, in order to avoid breakdowns that inconvenience the guests or be perceived as such

Verify the equipment periodically, in particular those that an be used by guests in terms of:

- Working order
- Safety Conditions
- Conditions of hygiene, cleanliness and repair



CHAPTER XII

ENVIRONMENT, ENERGY, HYGIENE & SECURITY AND EXTERNAL EVENTS



Solares de Portugal



58 OBJECTIVE

This chapter has as an objective the outlining of all the good practices and concerns that a House must have in its domain of the environment, energy, hygiene and safety, balanced with the necessity to ensure the comfort and safety of the guests with an economy of management.

In other words, their not being ideal solution, the House attempts to attain balance between:

- Satisfaction, well being, health and safety of the guests
- Costs of investment in systems, equipment and products which are friendly to the environment, economical and safe.
- Economy of consumption and cost of utilization of the systems, equipment, and products acquired
- Compliance with the legislation in the dominions referred to

59 RANGE

The aspects that fit in this chapter are concerned with:

ENERGY AND ENVIRONMENT	SECURITY
<ul style="list-style-type: none"> <input type="checkbox"/> Water supply <input type="checkbox"/> Residual wasters and drains <input type="checkbox"/> Solid residuals <input type="checkbox"/> Electric systems and equipment <input type="checkbox"/> Heating and systems equipment <input type="checkbox"/> Office furniture and equipment <input type="checkbox"/> Transport vehicles 	<ul style="list-style-type: none"> <input type="checkbox"/> House access <input type="checkbox"/> Fires <input type="checkbox"/> Dangerous equipments and objects <input type="checkbox"/> Dangerous substances <input type="checkbox"/> Food safety <input type="checkbox"/> Farm, gardens and pool <input type="checkbox"/> External attractions

60 PROCEDURES

The following is presented together with the recommendations associated with the environment, energy, hygiene and safety.

GENERAL ASPECTS
<ul style="list-style-type: none"> <input type="checkbox"/> Observe the best practices in the environs of the house and surroundings, energy, hygiene e safety <input type="checkbox"/> The proprietor of the House is responsible for the management of the environment and energy of the House, for the economy and control of their respective costs and for all the measures that are taken on their own initiative, by suggestion or complaints of the guests or third parties



GENERAL ASPECTS

- The House can control the fulfillment of the environmental means and energies consumed, when buying equipment, products, materials and services,:
 - Commanding or giving priority to the required functions in buying the equipment and products;
 - obtaining, from the suppliers, information about the equipment and products acquired, namely in terms of the environmental and energy characteristics
- The House must periodically find a balance between the cost/consumption of electrical energy and energy used for heating and hot water, it being the proprietors responsibility to define the frequency of accounting for ways of saving energy
- Whenever it is possible and advisable, the House must buy renewable energy sources (solar, Aeolian [wind power], biomass, etc.)
- Supply special bed linens for allergenic persons
- Produce/acquire education/awareness of the following areas: environment and pollution, domestic wastes, waters and drainage, energy, safety (emergency plans, management of dangerous substances, first aid, protection against fires, etc.)
- Transmit to the guests the concerns and environment measures and when applicable, promote their enjoyment in environmental activities provided by the House
- Have consideration for those who do not smoke

WATER SUPPLY AND RESIDUALS

- The water consumed in the House must always come from it's own source:
 - Arrange the potable water reservoir, with capacity that corresponds sufficiently with the current necessitates for services used;
 - Execute chemical analysis in accordance with the applicable legislation in effect.
 - When possible, install water saving flushers and showers (which limit the amount of water used to flush, shower, etc.)
 - Easily manipulated single faucet handles are the most appropriate for economizing on water
 - Check the joints and flushers to avoid leaks
 - Use sensors in the wash basin and toilets
 - Acquire washing equipments (clothes and dish washing machines, etc. That foster water economy
 - Control the consumption of pool water (control with impermeable seals, covering, etc.)
 - As much as possible, avoid using potable water for irrigation, using as a substitute, treated waters, rain water, or well water for those needs
 - Control the consumption of irrigation water using drip watering systems that control the hours of irrigation, etc.
-
- Use a grease separator for residual kitchen water
 - Make available legal authorization for the treatment of residual water
 - When the House has its own water treatment for residual waters, (mechanical or biological), they must have highest capacity for the quantity of effluents treated and must be checked for required parameters (nitrates, CBO;CQO, etc.) independently of the discharges made in the river, sea or used for irrigation

**SUPPLY AND RESIDUAL WATERS**

- Avoid using scented pellets/disinfectants in bathrooms
- Use an appropriate cleaner or detergent
- Use cleaning products or biodegradable detergents (they must not be harmful to the environment)

SOLID WASTE

- Separate the solid waste collected from the rooms, kitchen breakfast room, and other areas of the House
- Take measures to reduce the waste
- Use products with recyclable wrappings, whenever possible, (milk, butter, marmalade, honey, preserves, sugar, salt, pastes, sausages, cheese, tea, mayonnaise, mustard, and ketchup, soap, bath gels, shampoo)
- Separate waste by families for recycling, (paper/cartons; cans; organic material; oils and fats; glass, plastics and or containers; batteries, fluorescent lamp bulbs; waste material from painting; waste textiles material), into different containers.

ENERGY

- Limit the consumption of energy used for lighting, the operating of equipment installed in the House, for heating and cooling, and for vehicles.



ELECTRICAL EQUIPMENT

- Chose electrical equipment of low energy consumption (refrigerators, ovens, freezers, televisions, etc.)
- Chose ventilation equipment which performs adequately for necessities (kitchen, breakfast, etc.)
- Avoid having electrical equipment which operates on “stand by” permanently
- Use systems that permit reduction of unnecessary illumination (light regulators, timers, movement detector or other devices that emit permanent illumination, number of lights switched on)
- Use electric lamps of low consumption
- Equip the bathrooms which have no windows with a double light switch, one for light and one for an electric ventilator fan with a timer.
- Install dish washers and clothes washing machines that make of the best use of their capacity
- Direct the inspection and maintenance of installations of ventilation and air conditioning

Note: In the rooms, a motion sensor can be installed, which operates all the electric fans simultaneously for a few minutes

HEATING SYSTEMS

- Direct the regular inspections and maintenance of the heating systems (gas, oil, etc.)
- The best way to ensure heating the House is through insulation (windows, wall insulation, etc.)
- Try to ensure adequate levels of heating to satisfy the House necessities. Heat only rooms that are in use.
- Try to ensure temperatures adequate for hot water

OFFICE EQUIPMENT AND FURNITURE

- When buying new furniture, avoid furniture made with tropical woods and/or treated with stains
- Acquire office equipment (photocopier, printer, etc.) with low energy consumption noise level, and exhaust emissions
- Chose materials of least environmental impact for the office (liquid corrector, tapes, recycled paper, etc.)
- Use economy of energy with office equipment
- Reduce paper consumption, using electronic means, (email), printing on both sides when possible, and saving used pages for internal use.



TRANSPORT

- In choosing a vehicle, include the following criteria: exhaust emissions, noise and energy consumption, choosing vehicles that reduce emissions (catalytic converters).
- Plan itineraries that minimize transport costs.
- Make available unpolluting means of transport(bicycles)

INSURANCE: GENERAL ASPECTS

- The proprietors are legally obligated to subscribe to a responsible civil insurance.**
- Direct/acquire information regarding emergency situations, namely fires and medical emergencies of guests
- Supply in the rooms the local telephone list of the most important, including ambulances and hospital
- Supply a first aid kit, for medical emergencies

HOUSE EXITS

- Supply a system of House access control
- Define the hours of the closing of exterior doors and communicate/make available to the guests the conditions of access to the House outside the established hours.



FIRES

- Supply an emergency plan for fires that foresee all the possibilities of evacuation for guests.
- Indicate the evacuation routes with photoluminescent signs and independent bulbs of illumination with a capacity of 60 minutes. Supply the rooms with a diagram which shows evacuation routes which are clearly marked.
- When it is not possible to place signs referred to as above, because of architecture or interior decoration of the House, substitute it with a sketch distributed to the guests during their reception.
- Equip the House with means of extinguishing fires; there must be at least one extinguisher in the kitchen, one near the circuit box, and another in the storage place for cleaning products.

Note: Ideally the House would supply a sprinkler system in the rooms

- Supply an up-to-date a list of the protection equipment used against fires
- Choose adequate protection equipment according to the requirements of current legislation.

DANGEROUS EQUIPMENT AND OBJECTS

- Any type of heaters and gas heaters in the rooms are strictly prohibited
- Whenever the House has antique arms exposed, guarantee that their activation is not possible in any circumstance and prevent access to them by minors.
- Store all farm implements in one closed local, to which guests do not have access. They must be left in a gear that impedes their activation by guests (when they are left in the field)

DANGEROUS SUBSTANCES

- The proprietor is responsible for the buying and utilization of dangerous substances for the House
- Make a list of dangerous substances that are used in the House, as well as the locations where they are kept.
- Close the locations where the dangerous substances are kept, guaranteeing that they are inaccessible to guests, in particular children
- Prepare instructions how to handle and use dangerous substances (Safety Instructions)
- Prepare a detailed instruction sheet for handling chlorine for the pool.
- Keep herbicides and insecticides in closed locations inaccessible to guests and, as a substitute, use compost.
- Be constantly concerned with the reduction of dangerous substances use in the House and/or substitute products less dangerous or less detrimental to the environment, namely ecologically certified products
- In case the House supplies underground gas tanks for heating, ensure they are sealed (double walled, leak alarms, insulation checks, etc.)



FOOD SAFETY

- Use products that are preferably:
 - Free of conservatives
 - Ecological
 - Regional (reduced transport)
 - Produced in the House (fruits, green vegetable, jams and jellies, juices, etc.)
- In spite of it being advisable to use reusable receptacles to keep foods, it is fundamental to ensure their adequate cleanliness and hygiene

FARM AND GARDENS

- Supply the House with outside night lights that permit the enjoyment of those appealing spaces and avoid accidents
- Close properly all wells and technical boxes
- Protect domestic animals, namely dogs
- Guarantee that any potential sources of hazards are mitigated
- Noises outside the House or results of activities of the House do not perturb the guests
- Create a natural space for children outside the House
- Endeavor to return green zones to nature in an appealing way increasing, landscaping exterior unoccupied zones, using principally indigenous plants, reducing the proportion of sealed soil (less asphalt and bitumen), using paints and construction materials with the least environmental impact, etc.

EXTERNAL ENJOYMENT NEAR THE HOUSE

- Supply detailed and up-to-date knowledge of the appealing nearby areas (within a 5 km radius) in the following aspects:
 - nature, heritage, history, culture and gastronomy;
 - tourist activities and information, transport, restoration, health and well being, leisure, sports,
 - Tourist entertainment and events.
- Alert guests as to any obstacles or dangers that might exist in areas outside the House and that might threaten the safety of the guests



CHAPTER XIII

MONITORIZATION



Solares de Portugal



61 CONTINUAL IMPROVEMENT OF THE HOUSES

Independently of circumstances that originate in the decision to adhere to the logo Solares de Portugal, there is one common aspect to all of the Houses – the ongoing willingness to improve.

All that matters is that we improve, and with these improvements increase the satisfaction of the guests at the minimum cost to the House, ensuring simultaneously, the profitability from investments executed, and increase the terms of the capacity of occupation of the House

Because of this, is it important, in order that the proprietors of each House make an evaluation a permanent part of their offer of accommodation, as a form of ensuring the efficient pursuit of effective solutions that permit introduction of necessary improvements...

A House can make improvements in two ways:

Spontaneous	Search for solutions to the as problems occur or as decisions must be made
Planned	Constantly attempt to identify the best improvements that are necessary or could be in the future, anticipating problems that might occur.

The ultimate process, is the constant evaluation of House services by Monitoring.

62 OBJECTIVE OF MONITORIZATION

The present monitorization has as its objective the presentation of a model of the guests satisfaction with the House hospitality, that serves as an instrument of business and help proprietors in the decision making process.

Similar to any other service that is provided, the service of accommodation must be evaluated in a way that the proprietor of the House obtains a notion of the quality of his services and activities offered (accommodation, breakfasts, information, events, etc.) and in particular, relative to:

- Complying with the rules and regulations that are established in the House, in regard to it's hospitality;
- The degree of satisfaction of guests relative to their stay in the House;
- Suitability of accommodation offered by the House as to the needs and expectations of the guests;
- What the guest valued most during the stay in the House;
- What was least valued during the stay of the guest in the House.

With this evaluation we intend

- To understand what it is of the House offerings that most pleased the guest, orienting the services towards his expectations and necessities;
- Introduce the best improvements to increase the satisfaction of the guests of the House;
- To correct what is the least valued or displeasing of the offerings of the House;
- Correct that which is not in conformity with or what was defined by the hospitality of the House;
- Implement a process of continued improvement in the House.

63 MONITORING MODEL

The proposed model responds to four questions: what was observed? When is it observed? How was it observed? Who observed it?

**63.1 TOOLS**

The proposed model for monitoring the Houses, integrated the following together with the tools of evaluation:

- Self evaluation
- TURIHAB audits
- Mystery client audits
- Certification audits
- Guest questionnaires
- Suggestion and complaints
- Positive references

Through using this together with the tools of evaluation, it is possible to make a collection of data, analyze and treat the data and information that translate:

- Levels of satisfaction of the guests;
- Independent observation of mystery auditors;
- Observations of TURIHAB;
- Certification by an independent entity;
- Verification by the proprietor of the House.

Audits	
Audits are evaluations made by different types of entities (proprietor, TURIHAB, external entities), through information which is obtained from details about the services of the House	
Self evaluation	Evaluation made by the House's own proprietor
TURIHAB Audits	Evaluation made by a representative of TURIHAB
Mystery Audits	Evaluations made by a mystery guest who is not identified
Certification Audits	Evaluations of conformity of services of the House with the rule ERS 3001 P, made by an independent external auditor

Questionnaires	
Enquiries made of 10% of the House guests and that give a perspective on the satisfaction of the clients	
Types of Questionnaires	
Mobil	Enquiries as to the levels of satisfaction of the guests relative to each service target, made directly and together by them
Fixed	Enquiries about the satisfaction of the guests relative to all the services of the House, placed in a location more or less visible, in the rooms, at the reception and other areas of service
Mysterious	Use of fixed questionnaires to evaluate the satisfaction of the guests, one to one with them, to obtain a better number of responses



Suggestions and Complaints	
Registered by the House, all of the complaints and suggestions of the clients or guests	
Suggestions	Suggestions are the most effective, written or verbal, by guests or employees
Written complaints	Complaints written in the official book of complaints
Verbal complaints	Complaints not written, which by their importance, merit expressing a reference
Positive references	Positive observations or opinion related to the House, expressed by the guest regarding: the proprietors, CENTER/TURIHAB, distributors or third parties

The **external evaluations** of the quality of services provided by the House (mystery auditor, TURIHAB or certifications and enquires), is a process where the user of the services (guest) or the auditor evaluate their relations with the House to the extent that they use the services and progress in their permanence/stay or knowledge of the House

In the **internal evaluation** of the quality of service provided by the House (auto evaluation), it is the proprietor himself who evaluates the service provided.

63.2 SERVICES TO EVALUATE

The monitor comprises all of the services available in the House and within each service, the principal parameters and requirements of this service, allowing by the identification and clarification of real or potential problems in this service, to make a decision.

The monitorization of service permits evaluation of:

- management and organization of House hospitality;
- preparation and providing of services and events developed by the House;
- Level of suitability of service and satisfaction of the client.

The evaluation of the House includes:

- Reservations
- Hospitality (entry, attendance during the stay, and departure)
- Accommodation (room and remaining accommodation)
- Meals
- Information obtained/requested
- Activities proposed and/or utilized
- House and other installations; gardens, woods, and property; the appeal of the House
- Environment, energy and water
- Hygiene and safety

**63.3 PARAMETERS AND REQUIREMENTS OF SERVICES TO EVALUATE**

In the definition of parameters of requisitions of service that are evaluated, keep in mind three aspects:

- importance of the perspective of the client or guest;
- importance of the perspective of the House and the targeted market which they want to reach;
- conformability with the rule ERS 3001 P

3.3.1 Reservations

Reservations	
Attendance	Empathy, cordiality, capacity to communicate, rapidity and competence when making the reservation
Information	Information and documentation available to the client, during the reservation
Conditions	Conditions given to the client, in terms of accommodation, meals, services and activities, during the reservation and effects obtained by this during the stay
Prices	Compatibility between the prices indicated during the reservation and the price list at CENTER and with the quality offered

3.3.2 Hospitality

Hospitality	
Entering the House	
Local of the House	Ease of access, locating and defying the House
Attendance	Reception, cordiality; sympathy, rapid and efficiency with which the guest is received and accompanied
Information	Information and documentation brought or given to the guest at his arrival and its respective use
Welcome Drink	Welcome drink provided to the guest
Stay	
Attendance	Cordiality, sympathy, availability, attention and efficiency with which the guest is attended during the stay; environment comfortable and private; language barriers; availability of supplied telephone, fax, internet access, or other services existing in the House; availability to make and reserve exterior services (restaurants, concerts, visits, outings, etc.)
Personnel	Professionalism, courtesy, , good presentation, competency and knowledge of languages of the House personnel



Departure	
Attendance	Who dispatches, cordiality, sympathy, rapidity and efficiency with which the check out is done and final accompaniment of the guest; how the invoice is processed and paid, how the forgotten belongings of the guest are treated.

3.3.3 Accommodation

Accommodation	
Rooms and Apartments	
Access	Ease, signs and comfort of access to the room
Room	Local, size, comfort, working order, sound proofing, appearance and state of repair
Furniture and Decorations	Function, ergonomics, adequate and sufficient furniture for the room; beauty of the decorations of the room
Equipment	Working order, suitability, safety and economy of the equipment of the room, bathroom and kitchenette (apartments)
Heating and Illumination	Adequacy, working order and sufficient heat and light of the room
Safety	Existence of a system of fire detection and adequate and sufficient emergency instructions
Bathroom	Working order, cleanliness and comfort of the bathroom; availability of hot and cold water and ventilation
Room Service	Frequency and adequacy of cleaning and hygiene of the room and bathroom and rearrangement of clothes, towels and consumables, amenities, documentation, etc.
House	
House	Appearance and state of repair of an attractive exterior; the external appeal, size and location of the House, gardens, forests, and remaining property, exterior appearance, state of repair, interior comfort and cleanliness of the principal house; exterior appearance, state of repair, use and safety of the annexes and other installations, namely agricultural; appearance, state of repair, use and safety of gardens, forests and remaining property
Equipment	Sufficiency, working order, safety, repair, and cleanliness of the house equipment, to which the guest has access
Furniture and Decorations	Working order, adequacy, ergonomics, appearance, repair, cleanliness and safety of the House furniture, beauty of the decorations
Heating and Light	Adequacy, working order, and sufficient heating and illumination of the locations used by the guests
Public Bathroom	Public bathroom well located, signed, functional and comfortable; availability of hot and cold water and ventilation
Service	Frequency, sufficiency and discretion of service of cleaning and hygiene of the House and replacement of products and materials
Safety	Security in existence, detection system for fires, the emergency exits and sufficient and adequate emergency instructions



Attractiveness	Comfort, privacy, independence, calm and quiet during the stay; contacts with proprietor and personnel in accordance with the intentions of the guest; availability of reading areas/resting and elements generating shade
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3.3.4 Meals

Meals	
Access	Ease, signing and comfort of access to the dining room
Dining room	Location, size, comfort working order, appearance, state of repair of the dining room
Furniture and Decorations	Working order, adequacy, ergonomics, appearance, state of repair, cleanliness, safety, and sufficiency of furniture of the House, beauty of decorations of the room and tables
Heating and Illumination	Adequate, functioning and sufficient heating and illumination in the dining room
Equipment and Utensils	Table ware in adequate, functional, sufficient and in good state of repair
Safety	A system of fire detection, emergency and adequate and sufficient emergency instructions on hand
Breakfast	Conformity and variety of composition of breakfast as has been established; suitability of fundamental condition, state of repair and presentation of products of the good practices of health and hygienic food; use of fresh local products
Table Service	Presence of the proprietor, sympathy of the proprietor; sympathy, discretion, professionalism, good presentation, and staff knowledge of languages; rapid and correct service, namely in terms of availability of expected food products

3.3.5 Information

Information	
House Information	Type of information available about the House: transport, access, orientation to the House (regulations, hours, location of the breakfast room, equipment operating instructions, health and hygiene, safety, energy and environment, etc.) services offered; leisure infrastructures and available sports, entertainment events
Information about Attractions	Tipo de informações disponíveis sobre a envolvente da casa: natureza, património, história & cultura, gastronomia, higiene & segurança; e infra-estruturas, actividades e serviços de informação turística, transportes, restauração, saúde e bem estar, lazer, desporto e diversão/eventos (festas, feiras e romarias)
Opportunities to Give Information	Instances when information can be made available by the house: when making the reservation, upon arrival, in the room or during the stay
Quality of Information	Quality of Information and documentation available by the house in terms of sufficiency, utility, performance, presentation, state of repair and languages

3.3.6 Entertainment

Entertainment	
Publicity	Effectiveness and adequacy of promotion of activities of the House and in the region; suitability of proposed activities to the profile of the guests
Direction	Efficiency, safety and suitability of planning and organization of entertainment events provided by the house or entertainment business specialists



Production	Satisfaction and safety of the guests that enjoy entertainment events
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3.3.7 Safety

Safety	
Locations	Existence of safe conditions in the principal house (rooms, kitchen and remainder of the house), installations annexed to the house, pool, garden, forest, and agricultural property and attractive areas close to the house
Infrastructures and Systems	Visibility, working order and state of repair of infrastructures and systems of security against thieves and fire, in particular: access to the house, night lights, doors and windows of the rooms of the house; protective equipment and fire extinguishers, (rooms and house); emergency exits and remaining installation and house equipment
Information	Existence of information about the security relative to ; robbery, fire and manner of using installations, equipment and utensils in the house, pool, gardens, forests, and agricultural property and areas accessible to the guests
	Provision of sufficient, useful, up-to-date information about security, in good state of repair, and in various foreign languages

3.3.8 Environment, Energy and Water

Environment, Energy and Water	
Environment	Demonstration and practice of the proprietor and personnel of the House of the protection of the environment, namely as to solid residuals (separating domestic waste), water supply and drips
Energy	Existence of a concern for and practice of conservation of energy, namely in the choice of energy sources and their use or not; in the use of renewable sources of energy and the type if electric equipment and heating and their respective form of use.
Water	Existence of a concern and practice of guaranteeing the supply of potable water without ruptures and with conservation and recycling of residual waters for agricultural use

64 ROLE OF THE PROPRIETOR IN MONITORIZATION

64.1 MONITORIZATION PROPOSAL

The proprietor has the principal responsibility for the quality of services offered by the House and the principal interest in these services being of high quality.

Between the tools of monitorization that are used, the initiative to apply them must be taken by:

- Proprietor in self evaluation (Annex V), the guest questionnaires (Annex V), in the collection of suggestions of the guests and in the responses/resolution of claims of clients and guests
- Third parties in TURIHAB mystery audits, (Annex IV) and in Certification

64.2 OTHER FORMS OF MONITORIZATION

After the monitorization is proposed, the proprietor can establish the internal monitoring routine, commit to a daily ensuring that the providing of the services is done in the manner intended

The responsibility falls on the proprietor and it is his initiative to define:



- indicators that check relative to maintenance and repair conditions, functional/usable, cleaning and hygiene and safety of installations, equipment and utensils of the House
- procedures that are intended to monitor each of these indicators: method and frequency of evaluations and those responsible for the respective evaluation
- Documents and records that meant to be saved, to support monitorization.

This Monitorization fits the normal daily routines associated with the preparation and providing of accommodation service, breakfast, information and activities.

In the daily routines and in monitoring the proprietor can run through a check list

65 DOCUMENTS AND REGISTERS

65.1 SELF-EVALUATION

The **objective** of this evaluation is to identify mistakes in service and to introduce the needed improvements.

The performance of self-evaluation by the proprietor of the House, is accomplished by using a check-list or questionnaire that includes all the services, parameters, and requirements referred to previously (Annex V).

65.2 TURIHAB AUDITS

The object of this evaluation is to make a general evaluation of all of the services, parameters, and requirements, from the perspective of the TURIHAB partner, in the manner of:

- ensuring the excellence of services;
- activation and implementation of improvements;
- ensure a good image of Solares de Portugal.

The direction of internal audits by TURIHAB is done alternatively through:

- questionnaire used by external auditors that certify the Houses;
- Questionnaire of self-evaluation of the Houses.

65.3 MYSTERY CLIENT AUDITS

The object of this evaluation is to try to make an outside evaluation of the services, parameters and requirements that are observable from the auditor's perspective.

The performing of the mystery client audit is done through a specific questionnaire (Annex IV), used by mystery clients who visit the Houses.

65.4 CERTIFICATION AUDITS

The object of this evaluation is to obtain the recognition of quality and conformity with the regulation ERS 3001 P of the services provided by the House, as a certified, accredited entity.

The performance of the certification audit is done by using a questionnaire used by external auditors that certify the Houses.

65.5 GUEST QUESTIONNAIRES

The object of this evaluation is to obtain the opinion of the guests relative to the services that were provided by the House, from the time the reservations were made to their departure.



This evaluation is done using a questionnaire that is delivered to the guests at the end of their stay in the House or at the end of the eve of their.

In Annex III, the model questionnaire is presented.

65.6 SUGGESTIONS AND COMPLAINTS

Relative to the suggestions and complaints:

- it is obligatory that all of the complaints registered in the Book of Complaints must be sent to the General Director of Turismo, within 48 hours;
- All complaints must be responded to formally, in conformity with the case, to the client or guest.
- all complaints must be resolved, if at all possible;
- all the suggestions must be taken into account and remedies applied and verified when they are executed