CNIC NAVY GATEWAY INNS & SUITES DESK GUIDE

STAFFING & PERSONNEL MANAGEMENT

#5

1 August 2009

INTRODUCTION

This Desk Guide provides supplemental guidance on the management of Navy Gateway Inns & Suites lodging facilities. The procedures and guidelines are to be used by personnel charged with the administration and operation of Navy Gateway Inns & Suites. Use of this Desk Guide at all levels will promote uniform management practices across the CNIC Enterprise. The intent of this Desk Guide is to provide detailed guidance for activities where Navy is the host command. Except where noted, the procedures herein apply to all operations that bear the brand name of **Navy Gateway Inns & Suites**.

This Desk Guide will be updated as required and web published once a year. Widest dissemination is encouraged.

E. J. Cannon

E. J. CANNON
Fleet Readiness Director

Staffing & Personnel Management

References:

(a) BUPERSINST 5300.10A, Bureau of Naval Personnel Non-appropriated Fund (NAF) Personnel Manual for Navy Non-appropriated Fund Instrumentalities (NAFIs) of 27 May 03
(b) DOD 5200.2-R, Personnel Security Program w/change 3, of 23 Feb 96
(c) SECNAVINST 5510.30B, Department of the Navy (DON) Personnel Security Program of 6 Oct 06, Change 6, 23 Mar 06
(d) DOD 5500.7-R, Joint Ethics Regulation w/ change 5, Aug 93
(e) OPNAVINST 5009.1, Responsibility for Navy Housing and Lodging Programs, 26 Dec 07
(f) CNICINST 5009.1, Navy Transient Quarters Program, 5 Feb 08

5.1. Staffing.

The Regional or Installation Commander exercises overall management of assigned military and civilian (National Security Personnel System (NSPS)), Non-Appropriated Fund (NAF), and contractor personnel. Navy Gateway Inns & Suites (NGIS) Lodging Managers will review and evaluate manpower requirements at least annually.

A. Appropriated Fund (APF). Appropriated fund/NSPS (APF) employees are governed by the laws and regulations administered by the Office of Personnel Management (OPM). The Activity Manning Document (AMD) is the authoritative source for manpower requirements and authorizations. For specific guidance on civil service personnel policy, contact the local personnel office or the servicing Human Resources Office (HRO).

B. Non-Appropriated Fund (NAF). NAF staff salaries are paid from the revenue generated by the sale of goods and services provided. NAF staff members are subject to the laws and regulations regarding personnel administered by the Department of Defense (DoD) and the Department of the Navy (DoN). For specific guidance on NAF personnel policy, contact the local NAF personnel office or servicing personnel office.

C. The NGIS Lodging Manager must ensure that all positions funded with the Non-Appropriated Billeting Fund (NABF) support the transient operation unless supported by a Memorandum of Agreement (MOA). Specific guidance on pay, benefits and

personnel policies for NAF staff may be found in reference (a) or by contacting your NAF personnel office.

D. Salary. Pay rates for civil service and NAF employees are established during recruiting actions. Final pay is agreed upon and set by the selecting official and the NABF Administrator.

5.2. Position Descriptions (PD).

A position description (PD) is a document that details major duties, responsibilities and organizational relationships. It is important to have a well-written position description for each position. The criteria developed will be used to recruit, hire and evaluate personnel.

A. Standardized PDs may be found at http://www.mwr.navy.mil. If there is a new requirement for a position not currently classified, forward a proposed PD with justification to the regional NGIS chain of command for review/approval. Regions will forward PD requests to CNIC for review/approval.

B. The NGIS Lodging Manager is responsible for having up-to-date PDs for every staff member. Supervisors will verify accuracy of the employee's PD during the annual review and inform employees of any changes in performance expectations for the coming year. This PD review is documented on the supervisor's file copy of the PD.

5.3 Recruiting.

The NAF personnel office ensures regulations are adhered to and qualifications are met when hiring applicants. The NAF personnel office also ensures coordination of all personnel related issues with the appropriate NAF personnel office to ensure compliance with all applicable laws and employment regulations.

5.4. Security Clearances.

A. All NAF employees are required to either have a DoD Common Access Card (CAC), or other applicable card for Local National employees, in accordance with local policy.

B. A National Agency Check with Inquiries (NACI) is required for all employees and must be submitted before a CAC will be issued.

C. Staff should not be permitted to work alone in a guest room until their CAC is issued.

D. All letters offering employment must state "subject to a satisfactory background check". If a NACI determines that a person is not reliable, trustworthy, loyal and of good conduct and character, the local command may terminate the person's employment.

E. Funding for the NACI is determined by Navy policy.

5.5. Dress and Appearance.

A. The NGIS Lodging Manager will wear professional business attire and will provide complete uniforms and name tags from the CNIC central contract for all lodging civilian employees. Shoes are not provided with the uniform. For safety purposes, only closed-toe shoes will be worn with uniforms. Name tags and/or uniforms will include the Navy Gateway Inns & Suites logo. If uniforms cannot be provided due to contract guidelines, contracted staff members will be expected to wear professional attire appropriate to their position.

B. The following regional staff are authorized polo shirts and uniform pants: Regional Lodging Program Director, Regional NGIS Program Analyst, Regional NGIS Deputy Manager, Regional NGIS Accountant and Regional NGIS Trainer. Polo shirts with the NGIS logo are authorized. Purchase of suits, dresses, and blazers are not authorized to be purchased for regional staff.

5.6. Standards of Conduct.

A. All NABF employees will behave and perform professionally and ethically. In order to maintain the public's confidence in our institutional and individual integrity, all personnel will read, be familiar with and comply with reference (d).

B. The NGIS Lodging Manager will monitor and enforce compliance with command level, regional level, Navy wide and DoD policies and directives of these programs. It is the personal responsibility of every NABF staff member to comply with the rules of ethical conduct.

5.7. Training and Certification.

The Navy recognizes the importance of professional development. The NGIS Lodging Manager will have, or be working toward, professional certification and will accomplish the necessary actions to keep their certifications current. Accepted accredited certifications are equal to those in the commercial hospitality industry. NGIS Lodging Managers will budget to support a robust and proactive training and certification program to ensure consistently superior service delivery and the professional development of the NGIS staff.

A. Staff members are required to complete courses and certifications offered by CNIC that are related to their position as well as customer service classes, to provide consistent courteous, and professional service to all guests.

B. CNIC will fund courses and certifications sponsored by CNIC. The region/installation is required to pay travel and per diem of the student if the course is not offered locally. In addition, there are some instances where the region/installation may be required to pay travel and per diem of an instructor. Funding for any courses not sponsored by CNIC is the sole responsibility of the region/installation.

C. Annual Training Workshop. NGIS Lodging Managers must attend at least one comprehensive training workshop each year for managers and any performance based training developed for NGIS and/or Fleet & Family Readiness (F&FR)(The annual Navy Lodging Conference and Regional conferences meet this requirement). The NGIS Lodging Manager is responsible for implementing and following through on any action plans developed during these training workshops.

D. The NGIS Lodging Manager will ensure that:

(1) Orientation training is conducted within 15 days of employment and focuses on: lodging operation overview, customer service techniques, Standards of Conduct, ethics, safety and security. Emphasize the impact of "first impressions" to include the importance of employee appearance, dress and demeanor to the success of Navy Gateway Inns & Suites.

(2) An annual training plan is established and maintained that includes Navy and government required training, NGIS job specific training, on-the-job (OJT) and personal development training. At a minimum, the plan will provide three hours of training on a monthly basis.

(3) Training records for all personnel are maintained in the supervisor's employee personnel file.

5.8. Employee Recognition Program.

NGIS Lodging Managers will establish and manage an active Employee Recognition Program to recognize lodging staff. Recognition for contract staff will be considered and identified as necessary. Installation/Regional Employee Recognition Programs will work in conjunction with the CNIC Lodging Employee of the Year Awards. Suggested types of recognition: on-the-spot recognition with a certificate, employee recognition bulletin board, time off/cash awards, and pot lucks. The annual instruction is posted on the CNIC Portal/N924.

5.9. Contract Personnel.

Contract personnel may not sign checks, initiate Electronic Fund Transfer (EFT), make purchases on a NAF credit card, supervise NAF staff nor perform timekeeping functions. The contract or agreement shall include the requirement for uniforms and training in accordance with this desk guide. Contractors are not authorized to use NAF licensed vehicles unless they enter into a Memorandum of Agreement (MOA) governing use of the vehicles. By entering into the MOA, the contractor agrees to assume all cost associated with the maintenance, repairs, fuel, etc. and maintain automobile insurance.

5.10. Staffing Standards.

Staffing standards are defined as Department of Defense (DoD) component-approved quantitative and qualitative expressions of personnel requirements needed to perform prescribed tasks at varying levels of workload. Staffing standards are management tools for determining the equitable distribution of limited manpower resources. They may be used to support manpower requirements and project future manpower requirements.

For planning purposes the following staffing guidelines are provided as a template for NGIS lodging operations. Operations should be managed based on mission, occupancy, and staffing requirements. To determine the staffing for your operation, find the organizational chart that best corresponds to the size of your operation and apply the standards below for positions that require multiple personnel.

Recommended Front Desk Staff:

Front Desk Clerks

A. If the front desk is operated less than 24 hours per day, one person is suggested for every eight hours. Use of part-time/flexible staff encouraged during busy/peak periods.

B. If the front desk is operated 24 hours per day, suggest one person for the midnight shift. The day and afternoon/evening shift is determined as follows:

50 - 100 check-ins/check-outs = 2 people per shift
101 - 150 check-ins/check-outs = 3 people per shift
151 - 200 check-ins/check-outs = 4 people per shift
200 plus check-ins/check-outs = 5 people per shift

Reservation Agents

1 for every 250 rooms

Recommended Housekeeping and Custodial Staff:

Custodial Workers

A. Leaders - 1 for every 10 staff members
B. Workers - 1 for every 7000 sq ft of common area space

Housekeeping Leaders

1 for every 10 staff members

Housekeepers

Check-outs = 1 per 14 rooms
Stayovers = 1 per 21 rooms

Recommended Facilities Staff:

Building Managers

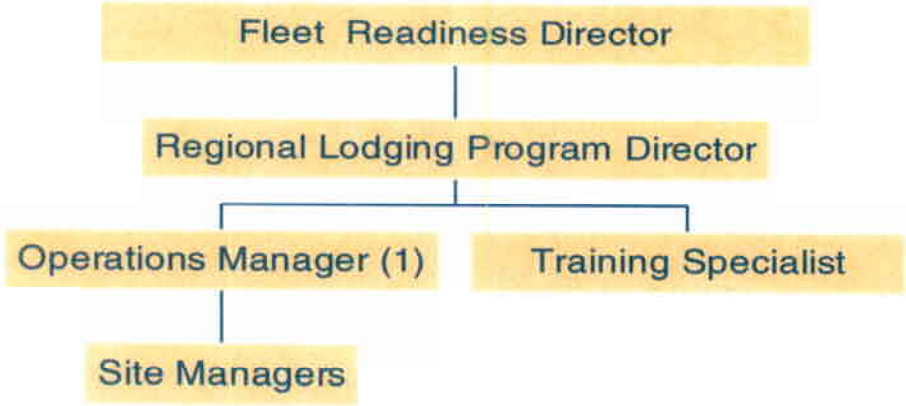
1 for every 75 rooms during the week and flex for weekends based on occupancy

Use of part-time

Maintenance Workers
1 for every 100 rooms

Grounds Maintenance Workers
1 for every 5 buildings

Recommended Organizational Chart for a Region



Note:
(1) Additional Operation Managers may be considered based on size of the region.

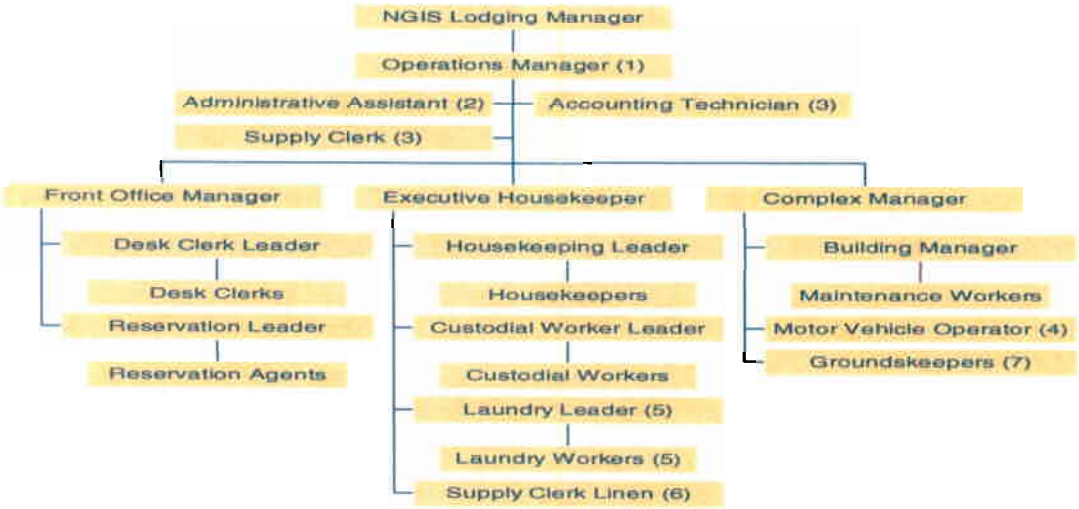
Organizational Chart for a Small Operation
(1-75 Rooms)

Notes:
(1) Performs accounting technician and administrative functions. Requirements for establishing position based on management justification of workload.

Organizational Chart for a Medium Operation
(76-200 Rooms)

Notes:
(1) Performs accounting technician and administrative functions. Requirements for establishing position based on management justification of workload.
(2) Optional. Requirements for establishing position based on justification of workload not provided by the CSSO.
(3) Optional. Used for transporting people, linen, supplies, and amenities. Management must be able to justify workload.

Organizational Chart for a Large Operation
(201-500 Rooms)



Notes:

(1) Performs administrative functions. Requirements for establishing position based on management justification of workload.

(2) Optional. Requirements for establishing position based on justification of workload not provided by the CSSO.

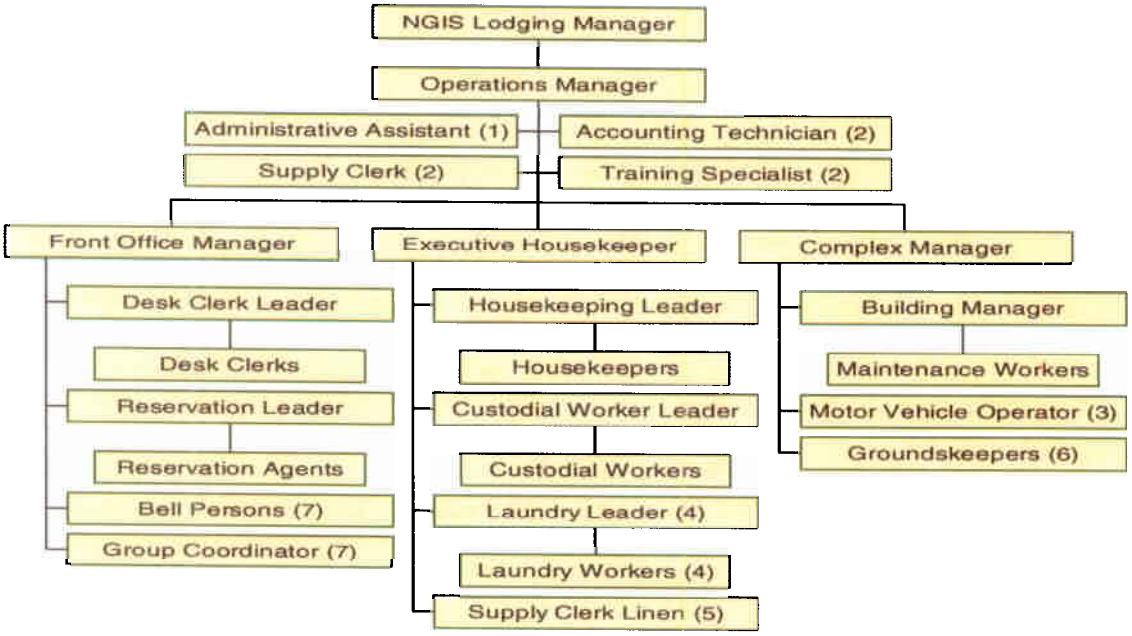
(3) Optional. Used for transporting people, linen, supplies, and amenities. Management must be able to justify workload.

(4) Optional. May be established only if in-house laundry with commercial machines.

(5) Authorized only if using commercial laundry service.

(6) Requirements for position determined by level of APF support and environment. May be seasonal.

Organizational Chart for an Ex-Large Operation
(500 plus Rooms)



Notes:

(1) Performs accounting technician functions. Requirements for establishing position based on management justification of workload.

(2) Optional. Requirements for establishing position based on justification of workload not provided by the CSSO.

(3) Optional. Used for transporting people, linen, supplies, amenities. Management must be able to justify workload.

(4) Optional. May be established only if in-house laundry with commercial machines.

(5) Authorized only if using commercial laundry service.

(6) Requirements for position determined by level of APF support and environment. May be a seasonal position.

(7) Optional. Management must be able to justify workload.