



Conduct a night audit

D1.HFO.CL2.06

Trainee Manual



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& hospitality

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Introduction to trainee manual

To the Trainee

Congratulations on joining this course. This Trainee Manual is one part of a 'toolbox' which is a resource provided to trainees, trainers and assessors to help you become competent in various areas of your work.

The 'toolbox' consists of three elements:

- A Trainee Manual for you to read and study at home or in class
- A Trainer Guide with Power Point slides to help your Trainer explain the content of the training material and provide class activities to help with practice
- An Assessment Manual which provides your Assessor with oral and written questions and other assessment tasks to establish whether or not you have achieved competency.

The first thing you may notice is that this training program and the information you find in the Trainee Manual seems different to the textbooks you have used previously. This is because the method of instruction and examination is different. The method used is called Competency based training (CBT) and Competency based assessment (CBA). CBT and CBA is the training and assessment system chosen by ASEAN (Association of South-East Asian Nations) to train people to work in the tourism and hospitality industry throughout all the ASEAN member states.

What is the CBT and CBA system and why has it been adopted by ASEAN?

CBT is a way of training that concentrates on what a worker can do or is required to do at work. The aim of the training is to enable trainees to perform tasks and duties at a standard expected by employers. CBT seeks to develop the skills, knowledge and attitudes (or recognise the ones the trainee already possesses) to achieve the required competency standard. ASEAN has adopted the CBT/CBA training system as it is able to produce the type of worker that industry is looking for and this therefore increases trainees chances of obtaining employment.

CBA involves collecting evidence and making a judgement of the extent to which a worker can perform his/her duties at the required competency standard. Where a trainee can already demonstrate a degree of competency, either due to prior training or work experience, a process of 'Recognition of Prior Learning' (RPL) is available to trainees to recognise this. Please speak to your trainer about RPL if you think this applies to you.

What is a competency standard?

Competency standards are descriptions of the skills and knowledge required to perform a task or activity at the level of a required standard.

242 competency standards for the tourism and hospitality industries throughout the ASEAN region have been developed to cover all the knowledge, skills and attitudes required to work in the following occupational areas:

- Housekeeping
- Food Production
- Food and Beverage Service

- Front Office
- Travel Agencies
- Tour Operations.

All of these competency standards are available for you to look at. In fact you will find a summary of each one at the beginning of each Trainee Manual under the heading 'Unit Descriptor'. The unit descriptor describes the content of the unit you will be studying in the Trainee Manual and provides a table of contents which are divided up into 'Elements' and 'Performance Criteria'. An element is a description of one aspect of what has to be achieved in the workplace. The 'Performance Criteria' below each element details the level of performance that needs to be demonstrated to be declared competent.

There are other components of the competency standard:

- *Unit Title*: statement about what is to be done in the workplace
- *Unit Number*: unique number identifying the particular competency
- *Nominal hours*: number of classroom or practical hours usually needed to complete the competency. We call them 'nominal' hours because they can vary e.g. sometimes it will take an individual less time to complete a unit of competency because he/she has prior knowledge or work experience in that area.

The final heading you will see before you start reading the Trainee Manual is the 'Assessment Matrix'. Competency based assessment requires trainees to be assessed in at least 2 – 3 different ways, one of which must be practical. This section outlines three ways assessment can be carried out and includes work projects, written questions and oral questions. The matrix is designed to show you which performance criteria will be assessed and how they will be assessed. Your trainer and/or assessor may also use other assessment methods including 'Observation Checklist' and 'Third Party Statement'. An observation checklist is a way of recording how you perform at work and a third party statement is a statement by a supervisor or employer about the degree of competence they believe you have achieved. This can be based on observing your workplace performance, inspecting your work or gaining feedback from fellow workers.

Your trainer and/or assessor may use other methods to assess you such as:

- Journals
- Oral presentations
- Role plays
- Log books
- Group projects
- Practical demonstrations.

Remember your trainer is there to help you succeed and become competent. Please feel free to ask him or her for more explanation of what you have just read and of what is expected from you and best wishes for your future studies and future career in tourism and hospitality.

Unit descriptor

Conduct a night audit

This unit deals with the skills and knowledge required to Conduct a night audit in a range of settings within the hotel and travel industries workplace context.

Unit Code:

D1.HFO.CL2.06

Nominal Hours:

25 hours

Element 1: Identify the role of a night auditor

Performance Criteria

- 1.1 Describe the activities undertaken by a night auditor
- 1.2 Describe the responsibilities of a night auditor
- 1.3 Locate the position of night auditor within the enterprise
- 1.4 Identify the experience required by a night auditor
- 1.5 Interpret enterprise policies and procedures that apply to the delivery of night auditor functions
- 1.6 Identify and explain the role of communication in night auditor activities

Element 2: Process internal financial transactions

Performance Criteria

- 2.1 Verify that all relevant financial transactions have been posted
- 2.2 Validate transactions and charges that have been posted
- 2.3 Post charges to guest accounts
- 2.4 Reconcile posting of transactions within the areas of responsibility
- 2.5 Identify and resolve discrepancies in the posting of internal charges
- 2.6 Implement requirements of internal financial systems and controls
- 2.7 Check room status and reconcile variations
- 2.8 Secure, record and prepare funds for banking

Element 3: Verify occupancy position of the property

Performance Criteria

- 3.1 Check and validate room status
- 3.2 Investigate discrepancies in room status
- 3.3 Adjust internal records to reflect actual room status

Element 4: Contribute to management decisions

Performance Criteria

- 4.1 Prepare management and operational reports
- 4.2 Distribute reports internally according to enterprise requirements
- 4.3 Monitor and evaluate night auditing duties to provide feedback to management on opportunities for improvement

Assessment matrix

Showing mapping of Performance Criteria against Work Projects, Written Questions and Oral Questions

The Assessment Matrix indicates three of the most common assessment activities your Assessor may use to assess your understanding of the content of this manual and your performance – Work Projects, Written Questions and Oral Questions. It also indicates where you can find the subject content related to these assessment activities in the Trainee Manual (i.e. under which element or performance criteria). As explained in the Introduction, however, the assessors are free to choose which assessment activities are most suitable to best capture evidence of competency as they deem appropriate for individual students.

		Work Projects	Written Questions	Oral Questions
Element 1: Identify the role of a night auditor				
1.1	Describe the activities undertaken by a night auditor	1.1	1	1
1.2	Describe the responsibilities of a night auditor	1.2	3	2
1.3	Locate the position of night auditor within the enterprise	1.3	2, 6	3
1.4	Identify the experience required by a night auditor	1.4	1, 2, 7	4
1.5	Interpret enterprise policies and procedures that apply to the delivery of night auditor functions	1.5	4	5
1.6	Identify and explain the role of communication in night auditor activities	1.6	5	6
Element 2: Process internal financial transactions				
2.1	Verify that all relevant financial transactions have been posted	2.1	8	7
2.2	Validate transactions and charges that have been posted	2.2	9	8
2.3	Post charges to guest accounts	2.3	10, 11	9
2.4	Reconcile posting of transactions within the areas of responsibility	2.4	12, 13	10
2.5	Identify and resolve discrepancies in the posting of internal charges	2.5	13, 14, 15	11

		Work Projects	Written Questions	Oral Questions
2.6	Implement requirements of internal financial systems and controls	2.6	16, 17, 18, 19	12
2.7	Check room status and reconcile variations	2.7	20	13
2.8	Secure, record and prepare funds for banking	2.8	21	14
Element 3: Verify occupancy position of the property				
3.1	Check and validate room status	3.1	22	15
3.2	Investigate discrepancies in room status	3.2	23, 24	16
3.3	Adjust internal records to reflect actual room status	3.2	25, 26	17
Element 4: Contribute to management decisions				
4.1	Prepare management and operational reports	4.1	27	18
4.2	Distribute reports internally according to enterprise requirements	4.2	28, 29	19
4.3	Monitor and evaluate night auditing duties to provide feedback to management on opportunities for improvement	4.3	30	20

Glossary

Term	Explanation
Night Auditor	Person who controls the accuracy of guests and non guests accounts and provides reception service overnight.
Auditing	Auditing is the process of checking and reviewing all financial and non-financial transactions to determine their accuracy.
Posting	Recording the details of a financial transaction such as a charge or a payment on a guest's account.
Account Settlement	Settlement or payment of the guest account, usually at the time of departure.
Accounts receivable	Total of all monies owed to the venue by entities other than in-house guests.
Accounts payable	Money owed by the venue.
Advanced Deposits	Pre-payments made by the guest, usually to secure a reservation for a room.
Automated systems	An electronic or computer system (PMS: Property management system) requiring a minimum amount of handwritten information.
Average daily rate	Measures the average rate earned for each room sold.
Banking report	The summarised amounts for the cash, credit cards, cheques, foreign currency and EFTPOS taken for the day.
Journal	A book keeping term referring to the accounting book or books where summarised details of transactions are first entered. Journal entries are later transferred or posted to ledgers.
Risk management	Setting out procedures for managing the likelihood of risk within the hotel operation.
Room Status	Status of all the rooms in the hotel at any point in time.
Guest folio	An account or record of guest charge and personal details.

Term	Explanation
Mini bar	Small fridge or area in the hotel room where food and beverages are stored. Guests are charged to use this product.
PMS	Property management system - computerised front office system used within an accommodation hotel.
Validation	Checking the codes and numbers of an account to make sure it is correct.
Discrepancies	Errors that can occur.
Docket	Another term used to describe a record of a transaction.
Float	A specified amount of money broken down into various denominations used by cashiers during their shift.
Commission	A fee paid to an agency (usually a specified percentage) as compensation for generating business to the hotel

Element 1:

Identify the role of a night auditor

1.1 Describe the activities undertaken by a night auditor

Introduction

Night auditing is a control procedure which is undertaken on a regular basis to ensure accuracy of guest and non-guest accounts. It is also called the 'end-of-day close' or 'end-of-day processing'. This process is usually conducted overnight on the 23:00 - 07.30hrs shifts.

The transactions and records may relate to arrivals and departures, food and beverage, mini-bar, laundry and other services, inter-departmental vouchers, foreign currency activities and all types of payment. The Night Auditor will have to identify and rectify discrepancies which may relate to incorrect posting, errors in guest folios, computer errors and errors in source documentation. The work will impact on a number of financial systems including petty cash, floats, debt or control and banking procedures.



The Night Auditor will also have to prepare reports which may relate to occupancy, sales performance, breakdown by department, commission earnings, supplier activity, sales returns, commercial account activity and foreign currency activities.

The activities undertaken by a night auditor

The main function of the night auditor's role is to audit the financial transactions; the process of checking and reviewing all financial and non-financial transactions to determine accuracy. The process of night audit usually occurs during the overnight shift and will also require the night auditor to fulfil some reception duties, possibly also cashiering, portering and even room service or housekeeping duties.

The main activities of the night auditor are to identify any errors, correct them and ensure all guest accounts and departmental charges are accurate. The Night Auditor will reconcile all financial transactions in the establishment, reconcile the cash registers balancing all transactions and, when the audit is complete, roll over the business date and post the nights' accommodation charges.

The night auditor will also produce a number of reports which allow the other departments to plan their activities. These reports include projected occupancy reports, arrival and departure reports, departmental revenue reports and in-house guest list to name a few.

Generally a hotel or resort with an electronic cashiering system will post charges to a guest account at the time of consumption through a Point Of Sale [POS] system; charges are posted directly to a guest's account.

Properties without a POS system will have a cash register at the outlet to process the guest charge and then each department will transfer the charges incurred that shift to the front office or front office cashier who would then post them to the guests' folio.

There are several internal management reports which will be generated, such as the Arrival and departures report, no show reports, the trace or special request or a departmental report.

It is up to the night auditor to post the room rate each night to all room accounts and report any discrepancy. The Room Rate Variance report, which provides a listing of all occupied rooms sorted by room rate code, is used to verify room rate.

It is important to check room rate variances so that the correct rate is posted to each room and therefore reflected correctly in the daily revenue and occupancy figure.

The night auditor may have to provide general front office services, including check-in and check-out of guests, dealing with room allocation, account settlement and other specific guest services related to accommodation and rooming requirements. Even if the night auditor does not undertake any of the reception tasks, they need to be conversant with these duties, particularly reception and cashiering duties, as it is these departments' work that the night auditor is auditing.



The night auditor will be responsible for reconciling the cash and preparing the cash for banking. This will include counting, sorting and preparing the cashier floats. The float is the 'starting' bank; a pre-set combination of notes and coin. The total amount will vary from location to location; a cashier with EFTPOS capabilities will need a substantial float. The float is collected, signed for, checked for accuracy and placed in the till drawer ready for use.

1.2 Describe the responsibilities of a night auditor

Introduction

The night manager would be performing front office manager duties during their shift. The night auditor would follow the same procedure as other Front Office staff, attending a briefing or handover, logging on to the computer system, checking for updates and staff memos. Staff Memos will have information about changes in policy, events or security alerts.

Responsibilities of a night auditor

A night auditor also takes the duties and responsibilities of the night manager at the front desk. These include:

- Supervising or conducting the security checks within the establishment, checking all floors and exit doors and public spaces
- Collecting the room service orders, especially the breakfast orders, and posting the charges to the guests' accounts

- Prepare express checkout folios or room accounts with appropriate envelope and have them placed under the door of each room listed as an expected departure for guests who have requested an express checkout
- Process the establishment's newspaper requirements and place the order
- Process any payments, early departures, deposits or pre-payments
- The night auditor will receive and process all the floats and re-establish the pre-set combination of notes and coin
- At the conclusion of the night audit process, the night auditor will roll the business date and process the room charges for the night and then process the in-house reports for distribution to departmental managers and supervisors
- In the case of emergency during the night shift the night auditor would take responsibility at the premises
- In the management role at the front desk the night auditor would be required to deal with guest queries and complaints
- The night auditor would also be responsible for organising night staff meetings and hand over discussions.



Duties of the Night Auditor

Most businesses conduct an audit monthly or quarterly but accommodation venues audit each night because of the number of financial transactions and non-financial transactions in a single day. A hotel or resort may have several different outlets, which can mean many areas to balance and an increased margin for errors.

Before the night audit can be commenced the night auditor will process late arrivals and any no shows, and post all outstanding charges and payments. Finally the night auditor processes the floats and balances the shift, collecting all receipts and batching them, separating them into each type of charge, cash, credit card or account charge. A printout of the journal copy for each posting code is then reconciled against each voucher (or receipt) to each posting.



If the establishment has an electronic cash register system all source data will be stored electronically. If not, and the night audit is to be completed manually then departments will have 'deposited' their source documents, balance sheets and takings (money) with the front office at the end of each shift, such as after breakfast, lunch and dinner in the restaurant or at the end of morning or checkout shift and the afternoon or check-in shift.

Any errors in guest accounts need to be tracked and corrected before the guest departs, and there is a need to check and monitor any outstanding accounts such as corporate accounts. Following internal codes of conduct, policies and procedures the night auditor must ensure that all guest accounts are accurate. Verification that guest account postings match source documents or electronic records needs to occur and this will also include posting any late charges such as an overlooked mini bar account.

After posting all departmental charges a night auditor will take each guest account and post the accommodation charge and check that the quoted room rate is still applicable. For example, has the guest asked for extra services that will change the room rate such as an extra rollaway bed or an extension of stay?

If there is a discrepancy between the guest information and room rate to be charged, the night auditor must determine which is correct and make appropriate adjustments, ensuring that the adjustment is documented. A night auditor will also check the status of each room to ensure the reports are given to Housekeeping, and used by Front Office the next day in order to accurately reflect whether a room is occupied, vacant, clean or dirty.

The guest folio file will be checked against the final, most up to date, room status report of the day produced by Reception or Housekeeping. The status of each room on the room status report will be compared to the guest folio file to see if guest information is filed for that room.

When using a computerised system the room charge can be added simultaneously by selecting the 'post room charge option'. When all the departments have balanced, the record of charges posted that day by each department is printed and compared to the departmental totals with the Banking report totals. Any discrepancies then need to be tracked and corrected. When this function is conducted on a computer the system will not continue with the night audit until all discrepancies are corrected.

The final task of the night audit involves several internal management reports which will be generated, such as the arrival and departures report, the trace or special request or a departmental report.

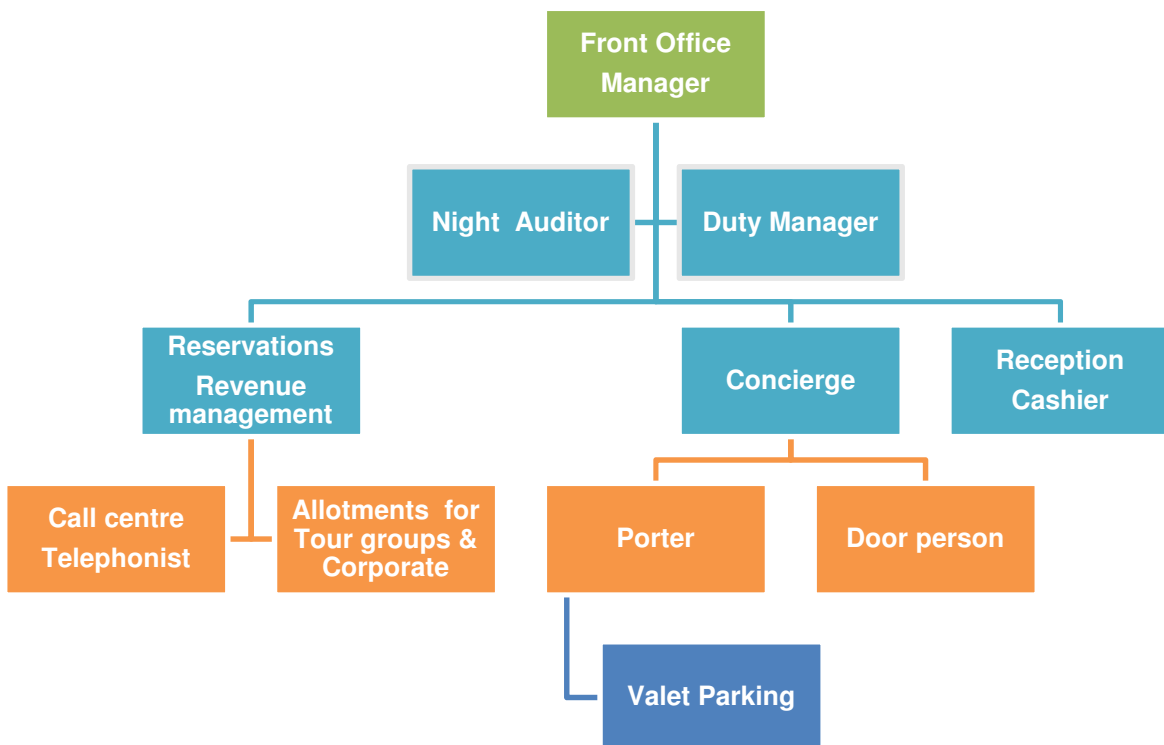


1.3 Locate the position of night auditor within the enterprise

Introduction

The night auditor usually reports to the Front office manager and, because they work often through the night, a night auditor can also take the night manager's position, which means the night auditor manages the hotel or resort overnight, especially if the general manager lives off site. The night auditor is responsible for providing management with reports on the financial activity of each department, reports and statistics of all financial activity of the establishment and the statistics of guests' financial activity. These reports and statistics will allow a quick response to potential problems or losses and provides accurate information on which to base business decisions.

Front Office organisational chart



1.4 Identify the experience required by a night auditor

Introduction

An important part of the role of the front office and the night auditor is to maintain the financial records. This requires numeracy and bookkeeping skills and accountancy knowledge. Financial records are a set of accounts that show what income a business has received and what expenses a business has incurred. Financial records will also keep track of business assets and liabilities.



Skills and experience

The night auditor will also need experience with all the duties of the front desk, checking guests in, allocating rooms and issuing keys, explaining the location of the room and updating the guest reservation. The correct use of the front office accounting system includes handling cash and adhering to the cash control procedures and posting of charges and internal protocols relating to validation of charges and their allocation to the correct accounts/folios. All types of payment methods will have to be processed, including corporate accounts with fixed rate contracts. The front office will also require staff to have competent computer skills to operate a computer based property management system and to monitor internet bookings. They are need to have the ability to take reservations, including the operation of the front office reservation and other electronic systems. The night auditor will also need staff management and guest services skills since as the night manager the night auditor will need to handle guest complaints or answer guest requests.

1.5 Interpret enterprise policies and procedures that apply to the delivery of night auditor functions

Introduction

A Hotel or Resort will establish procedures for managing financial system accuracy and security to help reduce the likelihood of theft or loss.

Cash transactions



An important feature of cash security is the counting of cash out of the guests' or public's view. Cash counting and balancing procedures are best undertaken in a secure environment, such as a locked room so the guests don't see the amount of cash. Venues cannot force staff to pay for the loss of money or other assets because of failure to follow procedures. It is the venue's responsibility to enforce procedures. However, if loss should occur (because a staff member didn't follow procedure), it is likely to result in disciplinary action against that staff member.

Credit policies

The accounts department needs the following information from companies before a credit facility can be established:

- Reference from the company's bank
- References from other entities with whom they trade (companies already extending credit)
- Company director's authority. Company directors must sign the credit application form stating that if the company becomes insolvent the directors will be personally liable for any charges not paid.

This information is then passed on to a credit agency that specialises in this type of work. When approved, it is set up in the establishment's debtor's section and given an account code. The company will be added to the establishment's list of approved companies, which is distributed to the reservations department. This procedure is important because it helps reduce the likelihood of a house limit, set by the venue, which is the amount a guest or company can charge to their account before some form of payment must be made.



The credit card companies set a floor limit. A floor limit is a set limit on how much a venue can allow a guest to charge to their credit card before authorisation by the credit card company must be sought. House and floor limits are established to reduce the venue's and credit card companies' exposure to potential losses. A credit check report is produced each night. This report lists all the accounts whose totals are near to or in excess of their limit. Those guests or companies whose credit limit is reached or are in excess are asked to make a payment (all or some of the outstanding balance) on their account, thereby ensuring credit is maintained and the establishment does not expose themselves to losses.

All transactions of the day must be supported by written documentation. This documentation includes vouchers, receipts, guest folios, dockets, adjustment or correction slips, printed reports, registration cards, control sheets and auditing documents or any other source document. All source documents are kept by the venue for a minimum of seven years. It is stored for legal reasons and stored in such a way that it is easy to access and retrieve. It is usually kept in a bag (referred to as a "day bag") or box identified by date and stored in the back office on a monthly basis. Cashiers and accounts staff may have to refer to these documents to answer guest queries. Each month's documents are later placed in long-term storage.



All businesses are required to have emergency management and protocols during an emergency, usually reflected in the organisational chart. For Hotels or Resorts in areas where natural disasters such as hurricanes, tsunamis, floods or earthquakes may occur, the venue has to have procedures and policies to ensure the safety and security of guests and staff. Management need to have comprehensive risk management procedures documented.

A hotel or resort will usually have procedures to handle situations where guests' behaviour is dangerous to themselves or other guests.

Risk management

What is the process when commencing a night audit run and the computer goes down? Prior to commencing the run, the night auditor would have made a back-up copy of all the information and stored it on a separate disk. Thus if there is a problem it will only be necessary to input all transactions which have taken place since the back-up time to make the system's information current. Many computerised systems will automatically print basic reports on a regular basis in case of a system failure.



In most emergency situations, the front desk or telephonist is called, either by a guest or colleague. In the event of an emergency, front desk supervisors are responsible for calling emergency services (the fire brigade, ambulance and police). When receiving information advising of an accident or illness, it is important to convey information and get assistance. A regular practice drill needs to be performed to establish all staff know their responsibilities and routine in case of evacuation. Guests and staff members' welfare is the main priority in a hospitality establishment in the event of an emergency.

Enterprise policies and procedures will cover protocols for the safety and internal security of guests and property and this may include working with the security staff. The venue will have security systems including cameras and electronic key use tracking software.

Management staff will have discretionary authority when dealing with guests and resolving complaints. This may include a complimentary item to a guest whose complaint is upheld. Staff will have internal rules to follow to protect the image or reputation of the establishment. Contravention may involve staff management and perhaps a discipline process. Staff will have protocols to follow when offering discounts or rooms free of charge.

1.6 Identify and explain the role of communication in night auditor activities

Introduction

The night auditor will most commonly communicate with printed or written documents, as the auditor works at night often through the night, and most staff work during the day.

Communication

When a cashier makes or identifies a mistake they generally do not have the authority to delete any transaction, because there is a need to preserve the audit trail. So if a mistake is made the cashier will have to perform a negative or reverse posting, removing the mistake from the guest's copy and moving the mistake and the correction to a new account screen or page. The cashier will complete a correction or adjustment slip which is either handwritten or added to an electronic account.

As the night manager the night auditor will have all the responsibilities for staff supervision and instruction with verbal instruction. This will involve running staff meetings or briefings.

The night auditor will communicate with management through the reports and statistics that are generated and relate to the financial and non-financial activities of the venue. This information is distributed to staff who need the information to better do their jobs or to management to be used to make business decisions.

Work Projects

It is a requirement of this Unit that you complete Work Projects as advised by your Trainer. You must submit documentation, suitable evidence or other relevant proof of completion of the project to your Trainer by the agreed date.

- 1.1 & 1.2 Contact a local Hotel or Resort and request a site visit to observe the night audit procedure.
 - 1.3 & 1.4 Research, using the internet, hotel or resort organisational charts and identify two [2] job descriptions for the night auditor and locate their position in the organisational chart. Who do they report to? Who are they responsible for?
 - 1.5 Research policies for secure money handling and processing and identify some measures a Hotel can take to prevent mishandling of funds.
 - 1.6 Mrs. Kang has settled her account and departed. The night auditor has to post a late charge to Mrs. Kang's credit card as she neglected to pay for her mini bar account. Draft an email explaining to Mrs Kang what has been done and why.
-

Summary

Identify the role of a night auditor

Night auditing is a control procedure which is undertaken on a regular basis to ensure accuracy of guest and non-guest accounts. It is also called the 'end-of-day close' or 'end-of-day processing'. The transactions and records may relate to arrivals and departures, food and beverage, mini-bar, laundry and other services, inter-departmental vouchers, foreign currency activities and all types of payment. The night auditor will have to identify and rectify discrepancies which may relate to incorrect posting, errors in guest folios, computer errors and errors in source documentation. The work will impact on a number of financial systems including petty cash, floats, debtor control and banking procedures. The night auditor will also have to prepare reports which may relate to various areas as well as supervising the operation of the Front desk overnight.

The night manager would be performing front office manager duties during their shift. Accommodation venues audit each night because of the large number of financial transactions and non-financial transactions in a single day. A hotel or resort may have several different outlets, which can mean many areas to balance and an increased margin for error.

The night auditor usually reports to the Front office manager and, because they work often through the night a night auditor can also take the night manager's position, which means the night auditor manages the hotel or resort overnight, especially if the general manager lives off-site.

An important part of the role of the front office and the night auditor is to maintain the financial records. This requires numeracy and bookkeeping skills and accountancy knowledge. The night auditor will also need experience with all the duties of the front desk and be competent to manage the reception staff who work the night shift.

A Hotel or Resort will establish procedures for managing financial system accuracy and security to help reduce the likelihood of theft or loss. Enterprise policies and procedures will cover protocols for the safety and internal security of guests and property. This may include working with the security staff.

The night auditor will most commonly communicate with management in writing through the reports and statistics.

Element 2:

Process internal financial transactions

2.1 Verify that all relevant financial transactions have been posted

Introduction



The night auditor will check all financial transactions and verify that all charges have been posted accurately. Guest may make advanced deposits to secure their booking. This may be part of the room charge or the guest may pay the whole amount of the room charge. These payments have to be posted onto the guest account putting the account into credit until the guest arrives and then the night auditor will post a room charge.

Financial transactions

Guests who choose to pay with cash will be asked to pay for their accommodation and leave a security deposit at check-in. During the guests stay they may pay off part of their account and each payment means an adjustment to the guest account and receipts generated to verify the posting.

If guests leave credit card details or charge account details this is a secure or guaranteed method of payment and ensures the venue will be paid. These guests will be able to charge items to their room accounts, such as food and beverage, entertainment, room service, mini bar, gift shops, sporting facilities, disbursements, laundry, functions, meeting rooms and then settle at check-out by authorising payment. The posting will normally be done at the point of sale verified with a transaction number or receipt number.

Once a night auditor has completed posting charges to guest accounts he/she will check the outstanding balance or amount owed on each guest folio. This is then compared to the establishment's predetermined floor limit for each method of payment specified by the guest on check-in. If any accounts are over the limit the guests must be contacted first thing in the morning.

If a guest has booked with a travel agent or taken a package deal the hotel will issue a voucher for use to secure services such as breakfast or a meal in a restaurant. Some guests may use gift cards or vouchers to pay for services. These still need to be processed through a cash register to establish an audit trail and verify the payment.

Complimentary services or services offered free of charge may be offered as part of a complaint settlement or as part of a package deal. Once again these services need to be processed through the cashier system to establish the audit trail. Vouchers or complimentary certificates need to be checked for currency or expiry date.

2.2 Validate transactions and charges that have been posted

Introduction

All transactions should be traceable through an audit trail. This means a transaction will have a code or number attached which identifies it individually. In a hotel or resort the transaction is either paid and a receipt issued or signed for with a hard copy signature or an electronic signature or perhaps by pin number or password.

Validation

Transactions are validated by checking the code or numbering system of an item on a guest account and linking it to a hard copy or electronic cash register record which will also include a time stamp and server ID. This ensures allocation of monies and charges to correct accounts, departments and budget and forecast reports.

The night auditor may take a representative sample of guest accounts and individually check them for accuracy of charges and validate the record. As a hotel or resort has many guests a computerised system will also check but the night auditor has to factor in human error in data entry. Often a guest will pick up a mistake at the point of sale or when they check their advanced bill and question a charge.

All charges made through the hotel's system will have a transaction code or identification and a docket or reference number or code ensuring only legitimate charges are posted. Non-monetary charges also need to be validated to credit or debit the correct supplier of the complimentary service or free of charge item.

Posting screen from Micros Fidelio OPERA PMS

Code	Description	Amount	Qty.	Win.	Check No.	Supplement	Reference
⌵	Accommodation	300.00	1	1	NA 0924	Room Charge	

Total Postings: 0.00 Amount: 300.00

Post Close

2.3 Post charges to guest accounts

Introduction

The various departments in the venue keep track of those goods and services consumed by guests. Adding charges or payments is called 'Posting' to the guest account. Posting charges to guest accounts includes operating the in-house system to record legitimate charges against appropriate guest accounts.

Posting

Posting is the record of the details of a financial transaction which can be a charge or a payment on a guest's account. Charges are posted to a guest's account when each department transfers the dockets for charges incurred in the outlet to the front office, or if the charge has been processed on a POS terminal it is charged directly where it occurred. Alternatively if processed during the night by the night auditor, this may occur if the guest has used a service from a third party provider.

A credit charge decreases the balance owed by a guest and a debit charge increases the balance owed by a guest to a hotel or resort.

All guest charges post to one or more folios once the guest is in-house. In a Computer Property Management System for example the Micros Fidelio OPERA system, the term "window" is an alternate name for a folio. We use the term "window" because when viewing a guest folio to the screen, staff are able to see multiple folios that appear like windows.

Multiple windows or folios are used if the guest is sharing a room or if a third party is paying part of the account. For example Mia Lee is cabin crew for a major airline. Her airline pays for her accommodation and meals when she is away from her home city and Mia pays for extras such as the in-house movie she watched and the chocolate bar she ate from the mini bar.

2.4 Reconcile posting of transactions within the areas of responsibility

Introduction

Reconciling an account means proving or documenting that an account balance is correct.



We achieve this by comparing guest accounts with departmental and cashier reports in hard copy or electronic form and any source documents.

After posting all charges a night auditor will take each guest account and post the accommodation charge shown on the folio. The night auditor will check that the quoted room rate is still applicable. For example, has the guest asked for extra services that will change the room rate, for example, an extra bed or an extra guest sharing the room?

If there is a discrepancy between the guest information and room rate to be charged, the night auditor must determine which is correct and make appropriate adjustments, ensuring that the adjustment is documented. A night auditor will also check the status of each room to ensure the reports are given to Housekeeping and used by Front Office the next day so as to accurately reflect whether a room is occupied, vacant, clean or dirty.

The guest folio or account will be checked against the final, most up to date room status report of the day produced by Reception or Housekeeping. Any discrepancies will be monitored and fixed.

If the room status report indicates that a room is occupied, there should be guest information in the guest folio file for that room. A common discrepancy occurs when a room is shown as occupied on the status report, but there is no information in the guest file. This generally occurs when an incorrect room number has been written on the guest folio and the guest information has been misfiled or the guest has been transferred to another room.

It is up to the night auditor to ascertain which room the guest is occupying. If unable to do this, the night auditor must leave a message for Housekeeping or Reception explaining the discrepancy.

2.5 Identify and resolve discrepancies in the posting of internal charges

Introduction

Depending on the type of discrepancy located, it is often necessary to record the type and amount of the discrepancy, especially if the error is on a guest's account. Many establishments use a docket or a voucher called a credit voucher to document the adjustment. This will record not only the type of charge and amount being corrected, but a description or explanation as well.

Discrepancies

Discrepancies can be recorded using a guest folio discrepancy report. This records all discrepancies on guest accounts for one day. At the end of the day the night auditor will file the report with the rest of the daily documentation for later reference and checking. If to correct an error a charge needs to be added to a guest's account, then the appropriate docket or electronic comment is used to explain the change.

Some common discrepancies include:

- If the guest name does not match room given this is checked with the front Office or reception desk to check any room changes. The guest may be a share arrangement and the second name is not listed on the system. The guest may be a 'passer-by' a day visitor to a guest registered in the house. If the staff cannot confirm the guest as a registered guest then they will be asked to pay for all services as they are received
- If incorrect prices have been posted staff will enter a correction which is processed when the total charge for an item is removed from the account. This is managed by a negative post to a separate window or folio. If the amount has been entered correctly but the quantity is incorrect then an adjustment is processed when the total charge for an item is altered.



The staff with supervisory status will usually have the authority to complete these processes.

All guests will have a copy of their account to review either electronically or in hard copy. This is a policy to check accuracy and adjust any inconsistencies. To resolve incorrect postings, such as postings to incorrect guest folios, staff will need to remove the charge and postings cannot be deleted but can be corrected and hidden from the guest account by a negative post.

To negative post an item is moved to a new window or folio then staff repost the item as a negative quantity or negative \$ amount writing 'Posting error' in the 'Reference' or supplementary field or section.

If a guest exceeds their house/guest limits with excess charges staff will ask the guest to settle part or all of the account and may list the guest as 'Cash Only' until the situation has been rectified.

System errors can be difficult, especially with electronic systems. In this case the usual process is to revert to a manual system. A hard copy template of documents and manual cashing systems needs to be available as backup.

2.6 Implement requirements of internal financial systems and controls

Introduction

Internal financial systems and controls designed to keep strict control over the accounting process are necessary so that all transactions can be accounted for and so that the venue does not lose money through theft or poor control. All transactions of the day must be supported with written documentation and include vouchers, receipts, guest folios, dockets, registration cards and any source documents to name a few. All cash monies need to be counted and kept in a secure location.



Cashiers float

The float is signed out at the beginning of a cashier's shift and signed in at the end of the shift to help the venue keep track of the location of all floats and to reduce the likelihood of loss. It also makes people accountable for their float. Balancing the cash register at the end of a shift, and submitting the monies and receipts, will enable monitoring of the accuracy in transactions. Some establishments do blind drop and a third party checks and balances the cash register monies. This may include checking petty cash allocations and receipts for accuracy. EFTPOS machines and computerised cashing systems will produce an internal check identifying any imbalances.

Docket control

Docket control is a financial control system that helps keep track of all dockets issued to guests by the venue. Many venues maintain a docket numbering system to ensure that all dockets are accounted for, even those that are subsequently cancelled. In those venues where this occurs, it is not uncommon to find that the night auditor is responsible for accurately recording the numerical sequence of the dockets issued to each department each day. That department then becomes responsible for the dockets issued to them on a daily basis. Each docket must be used to record charges incurred by guests. Spare dockets are returned to the night auditor at the end of the trading day along with any cancelled dockets. Each of the venue's outlets completes a control sheet, issued with the actual dockets, on which all docket numbers are listed. As a docket is used, the cashier in that venue records on the control sheet the transaction details in a similar way to the information contained on any other source document. While docket control procedures seem tedious, it does help reduce the opportunity for theft or fraud on behalf of establishment employees.

Debtor control

While night audit is often responsible for identifying and reporting to management those accounts that have reached or exceeded their credit limit, it is not usually their responsibility for the follow up of unpaid accounts. In cases of a guaranteed booking where the hotel has payment details then staff post a late charge or a delayed charge. A delayed charge would be recorded on a guest's account after a guest's departure. Delayed charges are sometimes necessary because not all charges reach reception before the guest checks out.

At the end of each month, a statement for company accounts (city ledgers) is sent to each company with an outstanding account balance. Credit terms, when companies are expected to settle, are usually 7, 14 or 30 days. The statement will list all charges incurred during the past 30 days, any payments received, and any outstanding balance from previous accounting periods.

If a guest departs and the venue then learns that a guest has outstanding charges, if it is less than \$10.00 for a local guest or \$50.00 for an overseas guest, then the venue will not seek restitution. Instead, the venue will "write off" the lost revenue, usually because of the cost involved in retrieving payment. Also, the effect of sending an incorrect account to a guest may not be worth the money the establishment may receive.

2.7 Check room status and reconcile variations

Introduction

If the room status report indicates that a room is occupied, there should be guest information in the guest folio file for that room.

Reconcile Variations

A common discrepancy occurs when a room is shown as occupied on the status report, but there is no information in the guest file. This generally occurs when an incorrect room number has been written on the guest folio and the guest information has been misfiled or the guest has been transferred to another room. Since the Room Charge is posted to all registered guests, it is necessary to check that all rooms have the correct rate attached. Some guest's rates change during their stay. For example, a convention attendee may stay after the convention concludes and the convention rate finishes and the standard rack rate is charged.



2.8 Secure, record and prepare funds for banking

Introduction

The banking report contains the summarised amounts for the cash, credit cards, cheques, foreign currency and EFTPOS transactions managed during that shift. The night auditor would have checked all balances recording 'unders' and 'overs'. 'Unders' refers to having less physical money than the computer says we should have. 'Overs' refers to having more physical money than the computer says we should have.



Prepare Funds

Before funds are taken to the bank a banking summary needs to be completed. This summarises the amounts of cash, credit cards, cheques, foreign currency and EFTPOS taken for the day or banking period. The amount of the float is removed from the cash takings of the day and the total amounts are written on a banking envelope. The cash amounts by denomination are written on the banking envelope and the amounts and other documentation are placed inside.

The Banking report is included and the funds are ready to be placed in the banking satchel or bag and banked.



Work Projects

It is a requirement of this Unit that you complete Work Projects as advised by your Trainer. You must submit documentation, suitable evidence or other relevant proof of completion of the project to your Trainer by the agreed date.

- 2.1 Detail the financial transactions that need to be verified.
 - 2.2 Describe the purpose of validating transactions that have been posted.
 - 2.3 What sort of companies provide systems that allow charges to be posted to guests' accounts? Use the internet for assistance
 - 2.4 In your own words, describe the process of reconciling transactions posted.
 - 2.5 Identify and resolve discrepancies in the posting of internal charges.
 - 2.6 Research the Cashier's Float
 - How much money is there?
 - How do they change foreign currency?
 - How is it reimbursed?
 - 2.7 Discuss the term 'Room Status' from a hospitality point of view.
 - 2.8 Research secure banking funds:
 - What types are there?
 - How secure are they?
-

Summary

Process internal financial transactions

The night auditor will check all financial transactions and verify that all charges have been posted accurately. Guests may make advanced deposits to secure their booking. This may be part of the room charge or the guest may pay the whole amount of the room charge. These payments have to be posted on to the guest account, putting the account into credit until the guest arrives and then the night auditor will post a room charge.

All transactions should be traceable through an audit trail. This means a transaction will have a code or number attached which identifies it individually. In a hotel or resort the transaction is either paid and a receipt issued or signed for with a hard copy signature or an E signature or perhaps by PIN number or password.

The various departments in the venue keep track of those goods and services consumed by guests, adding charges. This is called 'Posting' to the guest account. Posting charges to guest accounts includes operating the in-house system to record legitimate charges against appropriate guest accounts.

Reconciling an account means proving or documenting that an account balance is correct.

We achieve this by comparing guest accounts with departmental and cashiers' reports hard or electronic copy and any source documents.

After posting all charges a night auditor will examine each guest account and post the accommodation charge shown on the folio. The night auditor will check that the quoted room rate is still applicable. For example, has the guest asked for extra services that will change the room rate - an extra bed, an extra guest sharing the room?

Depending on the type of discrepancy located, it is often necessary to record the type and amount of the discrepancy, especially if the error is on a guest's account. Many establishments use a docket or a voucher called a credit voucher to document the adjustment. This will record not only the type of charge and amount being corrected, but a description or explanation as well.

Internal financial systems and controls keep strict control over the accounting process and are necessary so that all transactions can be accounted for and so that the venue does not lose money through theft or poor control. All transactions of the day must be supported with written documentation and include vouchers, receipts, guest folios, dockets, registration cards and any source documents to name a few. All cash monies need to be counted and kept in a secure location.

If the room status report indicates that a room is occupied, there should be guest information in the guest folio file for that room.

Element 3:

Verify occupancy position of the property

3.1 Check and validate room status

Introduction

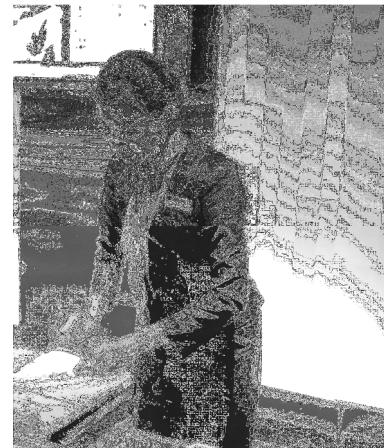
Part of a night auditor's duties is to prepare operational reports of an informative and statistical nature. These are used by both staff and management in the daily running of the establishment.

When compiling reports the night auditor will perform a number of simple, basic calculations using standard industry formulas to produce the statistics required.

The basic statistics used include:

- Occupancy Percentage
- Double or Multiple Room Occupancy
- Average Room Rate
- Average Rate per Guest.

Where there is a computerised system many of these statistics will be calculated automatically.



Occupancy

This measures the percentage of rooms occupied or sold in a property. It can be used to:

- Indicate how successfully the Sales and Front Office staff are selling rooms
- Measure the volume of business generated by guests in revenue-producing departments, comparing sales figures with the occupancy
- Provide information for management on which to base budgetary considerations.

The formula to calculate Occupancy Percentage is:

$\frac{\text{No. of rooms occupied}}{\text{Total no. of rooms available}} \times 100 =$	$\text{Occupancy Percentage}$
---	-------------------------------

Example

The occupancy rate of a hotel which has 141 rooms occupied of its 186 available rooms is: $141/186 \times 100 = 76\%$

It must be remembered that room occupancy may be calculated differently according to the way in which out-of-order rooms and free-of-charge rooms are handled. Find out what the policy is in your establishment before calculating room occupancy figures.

Double or multiple room occupancy

This statistic is used to determine linen and guest amenity requirements, food and beverage stock requirements and potential revenue in outlets. There are two methods for calculating this ratio:

Option 1

$$\frac{\text{Number of guests} - \text{Number of rooms occupied}}{\text{Number of rooms occupied}} \times 100 = \text{Multiple occupancy \%}$$

Example

$(198 - 141) / 141 \times 100 = 40.4\%$ of all occupied rooms have more than one person in them

Option 2

$$\frac{\text{Number of paid guests}}{\text{Number of rooms occupied}} = \text{Average guests per room occupied}$$

Example

$198 / 141 = 1.4$ guests per room

Average room rate

It is used to show how much, on average, each occupied room is generating in revenue and is a very important statistic when forecasting future room revenue. It is used to determine sales strategies and marketing promotions.

The formula is:

$$\text{Net room revenue} / \text{Number of rooms occupied} = \text{Average room rate}$$

Example

The average room rate per room occupied is based upon the total amount of revenue divided by the number of rooms that were occupied.

$\$22,500 / 141 = \159.57

Average rate per guest

Indicates how much, on average, each guest spends or pays for accommodation. It can be used to show spending patterns of particular types of guests, especially when used in conjunction with Food and Beverage information. This statistic is not used as frequently as occupancy percentage and average room rate.

$$\text{Net rooms revenue} / \text{Number of guests} = \text{Average rate per guest}$$

Example

The average rate per guest is based upon the total amount of rooms revenue divided by the number of guests staying in the hotel.

$\$22,500 / 198 = \113.64

3.2 Investigate discrepancies in room status

Introduction

If there is a discrepancy between the guest information and room rate to be charged, the night auditor must determine which is correct and make appropriate adjustments, ensuring that the adjustment is documented. A night auditor will also check the status of each room to ensure the reports given to Housekeeping (and used by Front Office the next day) accurately reflect whether a room is occupied, vacant, clean or dirty.

Discrepancy

The guest folio file will be checked against the final, most up-to-date, room status report of the day produced by Reception or Housekeeping. The status of each room on the room status report will be compared to the guest folio file to see if guest information is filed for that room.

If the room status report indicates that a room is occupied, there should be guest information in the guest folio file for that room. A common discrepancy occurs when a room is shown as occupied on the status report, but there is no information in the guest file. This generally occurs when an incorrect room number has been written on the guest folio and the guest information has been misfiled or the guest has been transferred to another room. It is up to the night auditor to ascertain which room the guest is occupying. If unable to do this, the night auditor must leave a message for Housekeeping or Reception explaining the discrepancy.



3.3 Adjust internal records to reflect actual room status

Introduction

The room status report provides details of the state of each room. This can be linked to the movement report which shows actual departures and expected arrivals. Internal records will reflect actual room status. Room status files are constantly updated as the front office checks people in and out and housekeeping update the rooms ready for sale.



Room Status

All guests who are registered in the establishment are included in the 'In-house Guest List'. It lists basic details of guests such as arrival and departure dates, room and folio number, number of guests, special packages and any other details deemed necessary by an establishment.

The 'Room Status List' will indicate which rooms in the establishment are:

- Vacant - an empty room but may not be ready for sale
- Ready vacant - clean and inspected by housekeeping as ready for sale
- Dirty occupied - occupied by an in-house guest, but not serviced by housekeeping today
- Clean occupied - serviced by housekeeping
- Dirty out of order - a room where maintenance or renovation is occurring.

Room status is checked against registration and reservation documentation and is often printed for reference and electronic files are frequently updated and offer an accurate list of rooms available for sale. Other operational reports reflecting room occupancy, such as housekeeping reports which may include 'in-house activity report', 'departure report', are used in conjunction with the room status reports.



Work Projects

It is a requirement of this Unit that you complete Work Projects as advised by your Trainer. You must submit documentation, suitable evidence or other relevant proof of completion of the project to your Trainer by the agreed date.

3.1 Research why Room Occupancy is an important statistic to know

3.2 & 3.3 Discuss the meaning of Room Status

- List all the terminology used to describe the status of rooms

Summary

Verify occupancy position of the property

Part of a night auditor's duties is to prepare operational reports of an informative and statistical nature. These are used by both staff and management in the daily running of the establishment.

If there is a discrepancy between the guest information and room rate to be charged, the night auditor must determine which is correct and make appropriate adjustments, ensuring that the adjustment is documented.

The room status list will indicate which rooms in the establishment are vacant clean or dirty, occupied clean or dirty, out of order or currently being serviced. Room status is checked against registration and reservation documentation and is often printed for reference. Electronic files are frequently updated and offer an accurate list of rooms available for sale.

Element 4:

Contribute to management decisions

4.1 Prepare management and operational reports

Introduction

The best method of communicating information is in the form of reports. The actual creation of reports will depend on who needs to know what information. Morning shifts will require different information to afternoon shifts. Apart from the room status report there are:



Daily room revenue summary report

To provide a summary of accommodation revenue and the number of guests staying in the property.

Daily revenue report

Is a summary of all revenue earned in the property that day. It can also be called the Daily Operations Report or Daily Activity Report or the sales and performance report, including foreign currency activity.

In-house activity report

This report is prepared for staff information in all areas of the establishment. It indicates the number and type of guests arriving, staying and departing the establishment that day. It will often indicate major groups, conferences or other activities taking place within the establishment.

The in-house activity report will also include outlining rooms occupied, expected departures and stayovers, expected arrivals, walk-ins and no-shows, rooms available, percentage occupancy by room and beds, free of charge (FOC) rooms, out-of-order rooms and single and multiple occupancy.

Arrival and departure lists

This is an essential report for Housekeeping and Front Office. It is sometimes compiled as two separate reports depending on the size of the property and the number of arrivals and departures. This includes a special packages report to record the number of packages and type of packages booked.

In-house guest list

This report lists all guests who are registered in the establishment. It lists basic details of guests such as arrival and departure dates, room and folio number, number of guests, special packages and any other details deemed necessary by an establishment.

Special requests report

This lists all special requests required by guests and is detailed by department. For example, if a guest needs a rollaway bed it would go to housekeeping's report. The electronic system provides an accurate 'trace' report for each department. A trace is an electronic message to request a service from a specific department.

Commission-related reports

This may include items such as travel agents commission report and lists all commissions payable for the reservations they have booked. This report is supplied to travel agents and third party booking agents to confirm commissions paid.

4.2 Distribute reports internally according to enterprise requirements

The final duty of the night audit shift is the generation and distribution of activity reports which summarise the financial trading period, usually corresponding to the statement of financial performance and identifying statistical information about current and expected occupancy and forecasting projections

The reports are distributed to specific departments depending on requirements and planning needs within the venue. Departments use these reports for forecasting staff needs, planning rosters, planning renovations, and purchasing supplies. For example the room service butlers need to receive the expected arrivals report to identify any expected VIPs so that rooms and amenities are all ready. Food and beverage may need to check on the number of group arrivals that require special breakfast service and adjust staffing to meet the need.

Back-up reports have to be done to source the information needed to bring all transactions up to date in case of electronic or computer failure. The hotel can still operate during a computer failure by using these reports and reverting to a manual system.

Reports may be generated nightly, weekly, monthly, yearly or for any other accounting period, depending on the information contained in the report and venue requirements.

Reports need to be distributed in a timely manner because they help management do their jobs. The information contained in the reports is often used to plan operational activities, set new (sales) targets and plan promotional activities.

The guest feedback report is an important report for management to draw up a profile of guest patterns. Using this, advertising campaigns can be tailored and targeted to specific markets. Management can improve facilities and services for guests depending on guest patterns. Information which may be included in the guest market breakdown:

- Source of reservation
- Market segment
- Postcode of guest
- Average rate per guest or market segment



- Length of stay
- How guests learned of the establishment - promotional source
- Materialisation of travel agent, airline, corporate and group allotment bookings
- Number of reservations for package deals.

4.3 Monitor and evaluate night auditing duties to provide feedback to management on opportunities for improvement

Generally Hotels and Resorts have a meeting of all departmental heads if not daily then at least once a week. The departmental heads will meet and compare revenue reports and other performance indicators. The Night Auditor's duties are monitored by management daily through the timely issuing of these reports and the efficiency and accuracy of the guest accounts. One of the measures that may be used to evaluate the night auditor's role is the level of customer complaints received about guest charges.

The main function of the night auditor's role is to audit the financial transactions of the hotel or resort; the process of checking and reviewing all financial and non-financial transactions to determine the accuracy of the posting process. This may expose bad practices or difficult procedures. If cashiers are all making the same error, the night auditor may recommend a change of procedure or an update of system to prevent the error. Also there may be opportunities for training to improve practices. Some errors may indicate a need for improved induction of cashiering staff. For example, if a cashier is not given the correct information and a report is completed in a pink ink it may not be legible or legal. These documents then need to be completed with black or blue ink.

Auditors may be monitored by external entities such as banking or government regulators and the reports that are produced measure the auditor's performance and are sent to the Hotel or resort management. These regulators may identify issues and set a time frame for completion.



Work Projects

It is a requirement of this Unit that you complete Work Projects as advised by your Trainer. You must submit documentation, suitable evidence or other relevant proof of completion of the project to your Trainer by the agreed date.

- 4.1 Prepare a report to identify the number of people who use a particular service or are grouped for a purpose each day for a week (or a time span recommended by your Trainer). It could be the number who travel on your bus or train carriage or it could be the number of people in a hobby class you attend or a religious service. Categorise your findings and average your figures.
 - 4.2. Research the risk procedures of some local Hotels or check the internet to make a list of what to do when the computer goes down and you have to perform a manual night audit.
 - 4.3. Research the banking regulations in your area and establish the requirements for qualification to conduct a financial audit.
-

Summary

Contribute to management decisions

The best method of communicating information is in the form of reports. The actual creation of reports will depend on who needs to know what information. Morning shifts will require different information to afternoon shifts.

The final duty of the night audit shift is the generation and the distribution of activity reports which summarise the financial trading period usually corresponding to the statement of financial performance and identifying statistical information about current and expected occupancy and forecasting projections.

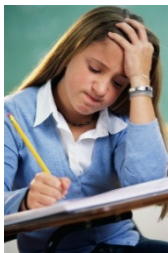
The Night Auditor's duties are monitored by the management daily through the timely issuing of these reports and the efficiency and accuracy of the guest accounts. One of the measures that may be used to evaluate the night auditor's role is the level of customer complaints received about guest charges.

Presentation of written work

1. Introduction

It is important for students to present carefully prepared written work. Written presentation in industry must be professional in appearance and accurate in content. If students develop good writing skills whilst studying, they are able to easily transfer those skills to the workplace.

2. Style



Students should write in a style that is simple and concise. Short sentences and paragraphs are easier to read and understand. It helps to write a plan and at least one draft of the written work so that the final product will be well organised. The points presented will then follow a logical sequence and be relevant. Students should frequently refer to the question asked, to keep 'on track'. Teachers recognise and are critical of work that does not answer the question, or is 'padded' with irrelevant material. In summary, remember to:

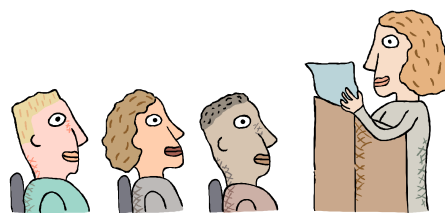
- Plan ahead
- Be clear and concise
- Answer the question
- Proofread the final draft.

3. Presenting Written Work

Types of written work

Students may be asked to write:

- Short and long reports
- Essays
- Records of interviews
- Questionnaires
- Business letters
- Resumes.



Format

All written work should be presented on A4 paper, single-sided with a left-hand margin. If work is word-processed, one-and-a-half or double spacing should be used. Handwritten work must be legible and should also be well spaced to allow for ease of reading. New paragraphs should not be indented but should be separated by a space. Pages must be numbered. If headings are also to be numbered, students should use a logical and sequential system of numbering.

Cover Sheet

All written work should be submitted with a cover sheet stapled to the front that contains:

- The student's name and student number
- The name of the class/unit
- The due date of the work
- The title of the work
- The teacher's name
- A signed declaration that the work does not involve plagiarism.

Keeping a Copy

Students must keep a copy of the written work in case it is lost. This rarely happens but it can be disastrous if a copy has not been kept.

Inclusive language

This means language that includes every section of the population. For instance, if a student were to write 'A nurse is responsible for the patients in her care at all times' it would be implying that all nurses are female and would be excluding male nurses.

Examples of appropriate language are shown on the right:

Mankind	<i>Humankind</i>
Barman/maid	<i>Bar attendant</i>
Host/hostess	<i>Host</i>
Waiter/waitress	<i>Waiter or waiting staff</i>

Recommended reading

Note: all Recommended Reading is sourced from 'Trove: National Library of Australia' at <http://trove.nla.gov.au/>.

Baker, S., 2000 (2nd ed'n), *Principles of hotel front office operations*, Hospitality Press, Melbourne.

Bardi, J.A., 2011 (5th ed'n), *Hotel front office management*, John Wiley & Sons, Hoboken, N.J.

Collins, S.D., 2009, *Managing conflict and workplace relationships*, South-Western Cengage Learning, Mason, OH

Cupples, A-M., 2005, *Give and receive workplace feedback: PSPGOV315A*, Tertiary Press, Croydon, Vic

Hunter, G., Tinton, T. & Mannall, C., 2010, *Hospitality supervision Level 3 S/NVQ*, Delmar Cengage Learning, Andover, Hampshire

Kasavana, M.L., 2009 (8th ed'n), *Managing front office operations*, American Hotel & Lodging Educational Institute, Mich.

Kavanaugh, R.R., 2007, *Supervision in the hospitality industry*, American Hotel & Lodging, Educational Institute, Lansing, Mich.

Powers, T. & Barrows, C.W, 2009, *Introduction to management in the hospitality industry*, John Wiley & Sons, Hoboken, N.J. [electronic resource]

Somers, M., 2008, *Coaching*, Hodder Education, London.

Sommerville, K.L., 2007, *Hospitality employee management and supervision: concepts and practical applications*, John Wiley, Hoboken, N.J.

Szende, P., 2010, *Case scenarios in hospitality supervision*, Delmar Cengage Learning, Clifton Park, NY

Vallen, Gary K & Vallen, Jerome J 2014, *Check-in check-out: managing hotel operations*, 9th ed., Pearson new international ed, Pearson, Harlow, Essex

Walker, J.R. & Miller, J.E., *Supervision in the hospitality industry: leading human resources*, J. Wiley, Hoboken, N.J.

Wilson, C., 2011, *Best practice in performance coaching: a handbook for leaders, coaches, HR professionals and organisations*, Kogan Page, London; Philadelphia.

Websites

- <http://www.bochk.com>
- <http://www.scotiabank.com>
- <http://www.exim.com.my>
- <http://www.micros.com>
- http://www.emergencyinfoonline.org/3030/informed/informed_5.php

Trainee evaluation sheet

Conduct a night audit

The following statements are about the competency you have just completed.

Please tick the appropriate box	Agree	Don't Know	Do Not Agree	Does Not Apply
There was too much in this competency to cover without rushing.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Most of the competency seemed relevant to me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The competency was at the right level for me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I got enough help from my trainer.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The amount of activities was sufficient.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The competency allowed me to use my own initiative.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My training was well-organised.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My trainer had time to answer my questions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I understood how I was going to be assessed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I was given enough time to practice.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My trainer feedback was useful.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Enough equipment was available and it worked well.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The activities were too hard for me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The best things about this unit were:

The worst things about this unit were:

The things you should change in this unit are:



Trainee self-assessment checklist

As an indicator to your Trainer/Assessor of your readiness for assessment in this unit please complete the following and hand to your Trainer/Assessor.

Conduct a night audit

		Yes	No*
Element 1: Identify the role of a night auditor			
1.1	Describe the activities undertaken by a night auditor	<input type="checkbox"/>	<input type="checkbox"/>
1.2	Describe the responsibilities of a night auditor	<input type="checkbox"/>	<input type="checkbox"/>
1.3	Locate the position of night auditor within the enterprise	<input type="checkbox"/>	<input type="checkbox"/>
1.4	Identify the experience required by a night auditor	<input type="checkbox"/>	<input type="checkbox"/>
1.5	Interpret enterprise policies and procedures that apply to the delivery of night auditor functions	<input type="checkbox"/>	<input type="checkbox"/>
1.6	Identify and explain the role of communication in night auditor activities	<input type="checkbox"/>	<input type="checkbox"/>
Element 2: Process internal financial transactions			
2.1	Verify that all relevant financial transactions have been posted	<input type="checkbox"/>	<input type="checkbox"/>
2.2	Validate transactions and charges that have been posted	<input type="checkbox"/>	<input type="checkbox"/>
2.3	Post charges to guest accounts	<input type="checkbox"/>	<input type="checkbox"/>
2.4	Reconcile posting of transactions within the areas of responsibility	<input type="checkbox"/>	<input type="checkbox"/>
2.5	Identify and resolve discrepancies in the posting of internal charges	<input type="checkbox"/>	<input type="checkbox"/>
2.6	Implement requirements of internal financial systems and controls	<input type="checkbox"/>	<input type="checkbox"/>
2.7	Check room status and reconcile variations	<input type="checkbox"/>	<input type="checkbox"/>
2.8	Secure, record and prepare funds for banking	<input type="checkbox"/>	<input type="checkbox"/>
Element 3: Verify occupancy position of the property			
3.1	Check and validate room status	<input type="checkbox"/>	<input type="checkbox"/>
3.2	Investigate discrepancies in room status	<input type="checkbox"/>	<input type="checkbox"/>
3.3	Adjust internal records to reflect actual room status	<input type="checkbox"/>	<input type="checkbox"/>

		Yes	No*
Element 4: Contribute to management decisions			
4.1	Prepare management and operational reports	<input type="checkbox"/>	<input type="checkbox"/>
4.2	Distribute reports internally according to enterprise requirements	<input type="checkbox"/>	<input type="checkbox"/>
4.3	Monitor and evaluate night auditing duties to provide feedback to management on opportunities for improvement	<input type="checkbox"/>	<input type="checkbox"/>

Statement by Trainee:

I believe I am ready to be assessed on the following as indicated above:

Signed: _____

Date: _____

Note:

For all boxes where a **No*** is ticked, please provide details of the extra steps or work you need to do to become ready for assessment.

William
Angliss
Institute

Specialist centre
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