



UNIT 1: LINEN ROOM

Linen is the housekeeping department's second largest expense. Linen is expensive to replace, and if it is well maintained, correctly laundered, and properly stored, its life can be extended. Soiled, worn, or creased linen leave a bad impression of the cleaning standards in a hotel. Guests dissatisfied due to this may be lost forever. Efficient linen and laundry management ensures that large volumes of soiled linen are washed and treated so as to look neat, smell fresh, and feel crisp and that they are disbursed at the right time and to the right place. Linen may be cleaned either on or off the hotel premises. Hotels whose laundry output is sufficiently high and which have adequate space available opt for on-premises laundry (OPL). Linen room is managed by Linen room supervisor along with attendants and other staff.

THE LINEN AND UNIFORM ROOM

The linen and uniform room is a central depot for all hotel linen and this is the place from where clean articles of linen are distributed throughout the establishment. Linen room is located in the back of the house area. The uniform room almost always exists in close association with the linen room. The bulk of clean linen and uniforms awaiting reuse are stored here.

Linen Room Organization

There are primarily two types of linen rooms—centralized and decentralized.

Centralized linen room In this system, linen from all floors are collected and sorted in one central area. The linen room supervisor has complete control over the linen room. All linen issues and receipts go out from here. This system is useful for small or medium size establishments which are not spread over large area.

Decentralized linen room In this system, each floor maintains its own par stock of linen. As and when necessary, these are replenished from the main linen room. The linen par is stored in floor pantries, and the floor supervisors are responsible for maintaining the par level. This system works well in hotels that have a large number of floors. The system is also used in resorts, where rooms are spread across a large expanse of area.

ACTIVITIES IN THE LINEN ROOM

- Collection of soiled linen
- Counting and sorting of linen
- Packing of soiled linen for the laundry
- Dispatch of soiled linen to the laundry
- Receipt of fresh linen from the laundry
- Checking and sorting of fresh linen
- Storage of fresh linen
- hotel linen and uniforms
- Distribution of fresh linen to the floor
- Stocktaking for linen and maintenance of records
- Stitching, repairing, and monogramming of all hotel linen and uniform



- Uniform selection
- Uniform storage and issue
- Discarding of unusable linen

PLANNING THE LINEN AND UNIFORM ROOM

Location - The linen room must be such as to facilitate the easy flow of linen to and from the laundry. In case a commercial laundry is being used, the linen room should be accessible for receipt and dispatch of linen from the back entrance of the hotel. The linen room's location must also facilitate easy issue and receipt of linen from the guest floors and other departments. Therefore, it should be situated near the service elevator. Another consideration for the linen room's location is easy access from the executive housekeeper's office. The linen room should also be a good distance away from the food production area, as linen absorbs odours easily. Also, the location should be such that it allows for proper ventilation of the linen room.

Space - The total space allocated for the linen room will depend on the size of the hotel and the activities to be carried out in the linen room. Space is required for linen storage areas and a linen exchange counter. Space is also allocated for the storage of uniforms and for a uniform exchange counter. Set apart from these should be a soiled linen collection area. Adequate space is also needed for the inspection tables, the linen room supervisor's desk, the guest laundry area, and the sewing room.

Entrance - A common entrance-cum-exit point is ideal for security reasons. It should be at least 4 feet wide and without a threshold so as to ensure easy movement of trolleys. A stable-type door is recommended so that unauthorized persons are deterred from entering the room. This barrier itself can serve as the linen exchange counter.

Floors and walls - The floor must be sturdy enough to bear the load of heavy trolleys moving across it. Tiles should be avoided as they tend to chip. Walls should be of a material that can be easily cleaned at frequent intervals. Tiled walls are ideal.

Lighting and ventilation - Though most of the linen room is meant for storage, adequate ventilation is important to prevent growth of mildew, even though natural light may be less. Shadowless lighting in the form of fluorescent lamps is required. The air must be free of humidity and maintained at a temperature of 20°C.

Storage - Linen storage shelves should be designed for maximum utilization of space. The shelves also need to be sturdy and firmly fixed as the weight they bear may be considerable. They may reach up to the ceiling provided that there is ample ventilation and that equipment is available for safe access. There should be a clearance of 6 inches below the lowermost shelf. All shelves must be slatted for thorough ventilation of stored linen. The depth of the shelves should be about 18-20 inches if they are against the wall. In case the shelves are to be accessible from both sides, the depth may be 36-40 inches. Linen articles meant to be stored for longer periods of time should be stored on shelves with slatted sliding doors or curtains to prevent dust settling. Storage shelves should also be allocated for condemned linen or discards.

Soiled linen area - This area should be close to the entrance and must be large enough to accommodate all the soiled linen. There should be enough space to sort and count the linen and to move and park the trolleys. The floor and storage units in this area should consist of surfaces that do not stain damp linen.



Linen exchange counter - This is usually a window without any grilles, wide enough to pass bundles of linen through. The window normally opens downward, with shutter forming a counter. The area below this counter may be used to park trolley to collect the soiled linen. When not in use, this counter should be taken up kept bolted as a window shutter. As mentioned earlier, the stable-type door at entrance of the linen room may also function as an exchange counter.

Inspection area - This area consists mainly of the inspection table, which should be large enough to accommodate the freshly washed linen that needs to be inspected. A 100-room property may require a table of about 10 ft x 6 ft size. A folding table one that may be dismantled is ideal. The colour of the tabletop should contrast with the colour of the linen. If a one-piece or non-folding table is used, the space below the table may be utilized for storage.

Uniform storage area - Uniforms are normally hung on hangers, numerically segregated according to designation and department. A mobile uniform stand may also be used. Standard-sized uniforms are segregated according to size and stacked in racks. An exchange counter should be located close to the storage area.

Guest laundry area - In hotels where the OPL does not directly accept the guest laundry, space must be allocated for storing, marking, and recording soiled guest articles before they are sent to the laundry. Fresh guest laundry on receipt from the laundry must be stored according to room numbers or hung on hangers for delivery. A table, a mobile rail for hanging clothes, and racks designed to hold the laundry as per room numbers may be designed for the purpose. A sink and an ironing table are also necessary for a hotel with no OPL.

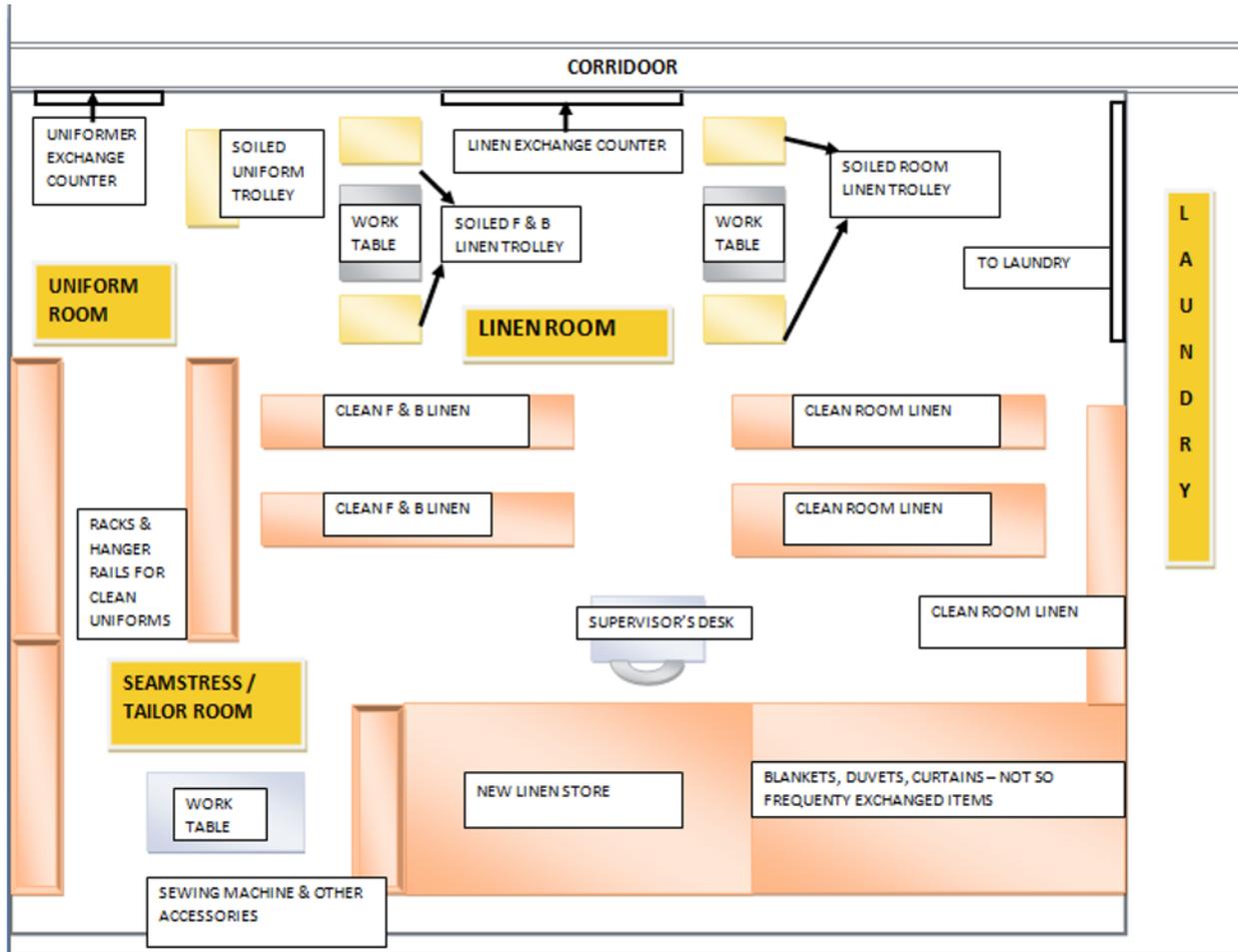
Linen room supervisor's desk - The desk should be located in such a way that the supervisor has a good view of the entire room, especially the transaction points. The desk, cupboards, and drawers should be designed to accommodate the files and records maintained in the linen room. It also accommodates the telephone.

PROPER STORAGE OF LINEN IN LINEN ROOM

1. While in storage, linen must be kept free from dust. It is inevitable that where linen is handled, dust and fluff will be present. Therefore all fresh linen should be stored under cover.
2. cupboards with slatted sliding doors.
3. Articles that are not in frequent use, such as mattress protectors, curtains, and blankets, may be stored covered with A dust-sheets.
4. The linen stock should be rotated in order on Tirst-in, first-out' basis.
5. While placing fresh linen on shelves, especially the heavier ones, it should be ensured that the fold faces outwards.
6. Heavier linen should be placed on lower shelves.
7. Smaller articles such as face towels and serviettes are placed in bundles of 10.



SAMPLE LAYOUT OF LINEN ROOM



EQUIPMENT IN LINEN ROOM

- Trolleys to carry soiled and clean linen
- Racks to store linen
- Hanger and rails to store uniforms
- Tailor's sewing machine and accessories
- Step ladders
- Inspection / Work tables
- Exchange counters
- Computer / Telephone

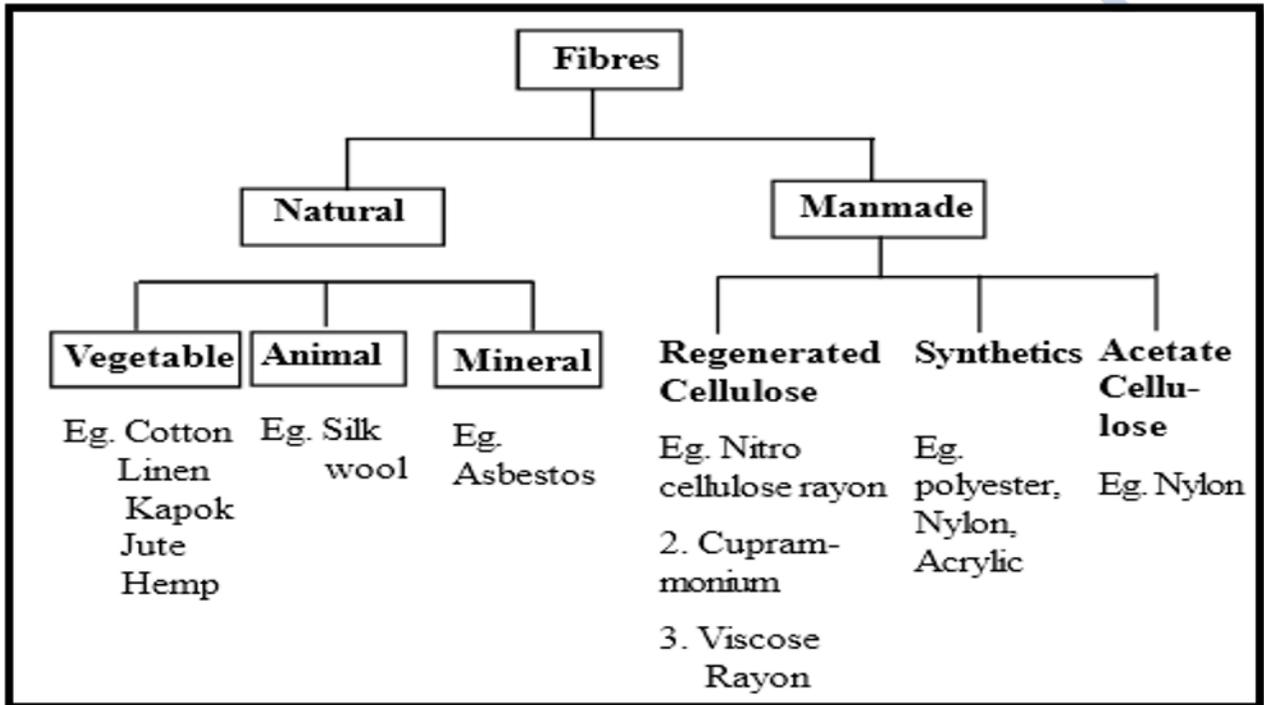
SELECTION CRITERIAL FOR VARIOUS LINEN ITEMS

Linen is a textile made from the fibers of the flax plant. Linen is very strong and absorbent, and dries faster than cotton. In hotels, the generic term Linen includes all bedding, upholstery, bath linen, table cloths, napkins etc



All linen is made from different types of fabrics made from fibres. Hence, it is important to understand basics of fibres and fabrics to purchase suitable linen.

Types of fibres:



There are metal fibres too like silver and gold used for embroidery on a fabric.

Plant / Vegetable Fibres	Animal Fibres
Strong with crisp feel	Soft feel
Dull in appearance.	Varied lustre
Non resilient and crease easily	Resilient and resist crushing
Stronger wet than dry	Stronger dry than wet
Absorbent	Absorbent
Moth proof	Attacked by moths
Affected by mildew in damp conditions	Not affected by mildew generally
Bleached in sunlight	Damaged by long exposure to sunlight
Not harmed by alkalis.	Damaged by alkalis
Loose strength in contact with acids.	Damaged by chlorine based bleaches and acids

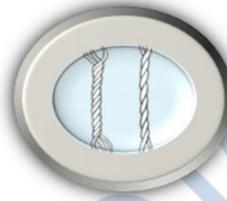
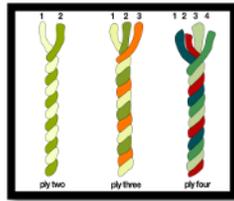
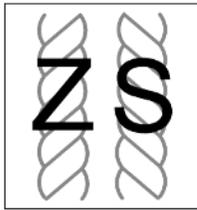
These fibres are twisted together to form yarns. Yarns are then woven / knitted (many ways) to obtain fabric which are used to form various linen items such as towels, sheets, napkins etc.



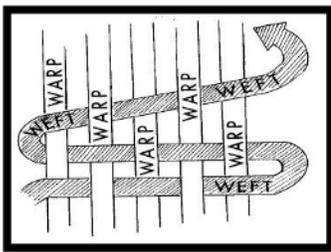
The fibres could be Staple Fibres which are shorter in length or Filament fibres that are long and continuous.



Many fibres are then twisted in Z or S shape (clockwise or anticlockwise) to form a yarn. The yarn can be two ply, three ply or more. Higher the number of ply, stronger the yarn. Also TPI (Twists per inch) of yarn is a measure of its strength and may affect its absorption qualities.



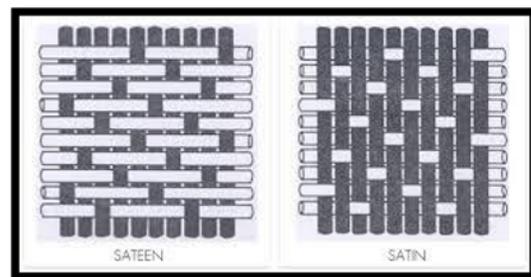
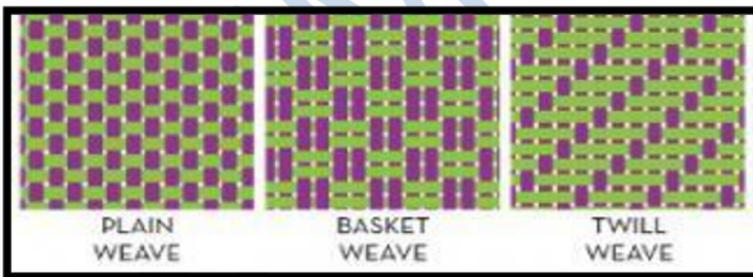
Weaving:



Weaving is the most common method of textile production. There are many other ways such as knitting etc.

During weaving, two types of threads are interlaced together to form a fabric. The vertical threads are termed as Warps. The horizontal threads are interlaced with warps and are known as Wefts.

Depending on the interlacing patterns of warps and wefts, there are different types of weaves. Some common ones are:



- Seersucker Weave: Crinkled effect, self patterned e.g. Night Spread
- Dobby Weave: Decorative short designs, may be textured. E.g. Huckaback
- Jacquard Weave: Decorative, wide range. E.g. Brocade, Damask, Tapestry
- Percal: Percal is made of blends in which cotton fibres are combed before spinning. The resultant fabric is smooth and has a greater tensile strength. Fabric is woven in a basic criss-cross weave (one-





over, one-under) and has a thread-count higher than 200. It tends to be more crisp and cool, and is used to make bed sheets.

Weaving affects:

- Texture
- Durability
- Elasticity
- Absorbency
- Lustre
- Appearance of fabrics.

Selection Criteria for Fabrics: The fabrics chosen must not only retain their appearance throughout their useful life, but must also be serviceable, easy to maintain, and long-lasting. The general criteria for the selection of fabrics for bed linen, bath linen, soft furnishings, F&B linen, and health-club linen are outlined below.

- **Strength** The strength of the fabric depends upon the type of fibre used. Synthetic fibres (such as polyester and acrylic) have more strength than natural ones (such as cotton and wool). The type of weave and the closeness of the weave also affect the fabric strength. The strength of the selvedge too should be checked.
- **Laundering** Linen and laundering costs come right after labour costs on the list of highest expenditures. Synthetics require lower temperatures and shorter cycles while laundering than cottons. No-iron blends do not require pressing.
- **Comfort** This depends on the feel, texture, softness, and weight of the cloth. Any fabric that comes into contact with the skin must be absorbent. Cottons have very high absorbency compared to synthetics.
- **Shrinkage** Synthetics do not shrink, whereas natural fibres shrink by about 6-8 per cent unless they have been sanforized. Wool loses its shape if not carefully laundered.
- **Colour** Pattern, texture, and colour, in fabrics can impart character to a room. At the same time, one should not forget the need for ease of maintenance. Most hotels prefer white linen as they can be safely laundered without fear of their colour fading. Coloured fabric should be checked for dye stability. Fabrics dyed at the yarn stage are definitely more colour-fast than ones dyed at the fabric stage. Dyed natural fibres will fade after several washes. Dark-coloured fabrics show dust and lighter marks, whereas light-coloured ones show dirt and stain easily; these will be less apparent in a medium-toned fabric. The colours chosen must also be easily available when replacements are required.
- **Pattern and texture** A patterned fabric can hide marks. Abstract patterns will hide marks as much as mottled patterns. Large patterns can make a large area looks filled and vice versa. As for texture, a more open texture collects more dust and dirt.
- **Flame-retardancy** Wool is naturally flame-retardant. There are synthetic fabrics too made out of flame retardant material. Flame-retardant fabrics can be used for drapery, upholstery, and carpets.
- **Thermal insulation** The warmth of a fabric used for coverlets and such is determined by its thermal insulation properties, measured in units called 'togs' This must be checked for blankets. Drapery should also help to maintain the temperature of a room to some extent.



LINEN PURCHASE

It is an economy to buy good quality material for any establishment because of the great use and the frequent launderings to which the linen is subjected. It is advisable to get prices and see samples from more than one source, and weigh up the merits of each against the cost. The largest quantity possible should be ordered at one time in order to get the cheapest rates, and so that exact requirements may be met orders should be placed early. Samples may be tested by:

- a) rubbing the material between the hands over dark material and noting the amount of dressing, ie starch, which falls on to it; if much falls it denotes a poor quality material;
- b) looking at the material under a magnifying glass to note the closeness and evenness of the weave;
- c) noting the firmness of the selvedge and the finish of the machining, especially at the corners;
- d) sending a sample of the material to the laundry to be washed a given number of times, and comparing it with a once-washed sample, to get some idea of the wearing quality.

Samples may also be sent to testing houses to get an idea as to fibre content and count.

There are distinct advantages in an hotel owning its own linen in that it has the full choice of quality, size and colour of the articles and it may have its own monogram. However, a large sum of money has to be found initially and whenever replacements are needed. Mending and laundering have to be arranged and these may be done on or off site.

Factors to be considered before purchasing linen are –

- a) Quality of Linen – Sample taken from supplier and tested for thread count, gsm, togs, weaving, dye, absorbency, finish etc
- b) Suitability of Linen- Size of linen, Fabric, comfort, design, flame retardancy etc
- c) Economical bulk purchase cost offered by supplier
- d) Availability of replacement linen in future
- e) Monogramming – Name, initials or crest may be woven into fabric.
- f) Maintenance cost of linen considering shrinkage, life span, laundering cost etc

Linen Life Span – Maintenance cost of linen is much higher than its initial purchase cost. Therefore it is an important consideration before finally deciding the purchase of linen.

The life span of linen is measured in terms of how many times it can be laundered before becoming too worn to be suitable for guestroom use. The expected useful life of the linen is often more important than the purchase price in determining whether alternative products are economical or not.

Life-span laundering cost = Item weight x Laundering cost per kg x Number of launderings withstood

Cost per use = (Purchase cost + Life-span laundering costs) ÷ Number of life-span launderings



LINEN HIRE

Giving to the high cost of linen and its upkeep, the hiring of linen from firms providing a linen rental service has become more popular. The firms undertake a supply clean articles in good condition and arrangements are made between the firm and the hotel regarding the amount of linen required, the frequency of deliveries and the price to be charged. Stocktaking is still normal practice and losses have to be paid for.

Advantages of linen hire –

- No purchase cost.
- No maintenance cost.
- Only Linen Room required.
- Less staff, less wage payment.
- Short term hiring for banquet.
- Low occupancy, reduced hire.
- No repair cost.
- Less space required for operation.

Disadvantages of linen hire –

- Variable quality.
- Limited choice.
- No monogramming.
- No discards available for re-use.
- Contract cost remains same even in low season.

PAR STOCK

This refers to the amount of each type of linen required to make up all the guestrooms of the hotel at a given time, and so is the minimum quantity of clean linen that must be on hand at any time for the smooth operations. The par-stock quantity of linen is also referred to as 'house set-up'. A number of factors, outlined below, go into the setting up of the par stock for linen.

The laundry cycle Does the hotel have its own laundry? If yes, the number of sets can be reduced as the linen is washed the same day. If a contract laundry handle the linen, the delivery period has to be taken into account and extra stocks kept on hand for the interim period.

Occupancy level and usage How busy is the hotel? What are the peak period? The summer season and humid climates necessitate more frequent changes of towel Whether lowering the par would lead to overuse of each linen article, leading rapid deterioration and condemnation, is also to be taken into account.

Replacement The general rule of thumb is to store one full par-stock quantity of new linen on an annual basis as replacement for worn-out, damaged, lost, or stolen linen articles.

Emergency A power failure or equipment damage may shut down the hotel laundry operations and interrupt the movement of linen through the laundry cycle. One par stock of linen is kept on hand for such emergency situations.



Thus, a par number has to be set up to maintain the par stock of linen. The 'Par number' is a multiple of the 'one par' or set-up quantity required to support daily housekeeping functions. Thus two pars of linen comprise the total number of each type of linen needed to outfit all guestrooms twice. In the same way, three pars of linen is the total number of each type of linen needed to outfit all guestrooms three times, and so on. In most deluxe hotels, the par number is kept at 5 times the set up. For instance, in a 300-bed property with an OPL, there may be 1500 sheets so that:

- 300 - the first par would be in circulation 'today'.
- 300 - the second par, by way of 'yesterday's' linen, would be in the on premises laundry.
- 300 - the third par' comprise the linen to be stripped from the guestroom beds 'today' and meant for laundering 'tomorrow'.
- 300 - the fourth par, being the emergency linen in the linen room.
- 300 - the fifth par, of replacement linen stored in the linen room.

In hotels where the soiled linen is washed on the same day they are stripped away, 3.5 pars of linen may be maintained. Where contract laundries handle the linen, 6 pars of linen may have to be maintained.

Importance of maintaining Par stock

- To make efficient use of capital
- To prevent over-stocking
- To make optimum use of space
- To ensures proper supply at all times
- To help in effective budgeting
- To simplify inventory taking
- To bring about control
- To identify the purchase quantities

LINEN CONTROL

This is carried out in four phases:

- 1) Routine checking of linen for appearance and hygiene standards – Quality Control
- 2) Quantity control of the daily flow of linen stock/linen exchange procedure.
- 3) Stocktaking or physical inventory & documentation.
- 4) Documenting and marking the discards.

Routine checking of linen for appearance and hygiene standards

The executive housekeeper must emphasize the inspection of fresh and soiled linen not only by the linen room staff but also the other staff handling linen. Stringent checking should be carried out by the laundry staff. However, where the laundry is contracted out, the onus falls on the linen room staff. Spot checking of linen should be carried out by supervisors in the areas where linen is used such as room service, staff changing rooms, and so on. If inspection of all articles is carried out thoroughly, a high standard of linen quality is maintained and the chance of a guest finding a torn or stained article is minimal.

Quantity control of the daily flow of linen stock/linen exchange procedure

A definite par stock is allocated as per requirement to various areas where linen is used on daily basis e.g. floor pantries of various floors, restaurant, coffee shop etc. Post that linen is simply exchanged on 'Clean for Dirty' basis. Following formats are used to exchange linen by GRA or F & B service employee.



ROOM LINEN EXCHANGE SLIP

Floor / Department:.....

No.:.....

Date:.....

Time:.....

Linen Article	Soiled Linen Received	Fresh Linen Issued	Balance	Remarks

Sign. Of Floor Supervisor..... **Linen Room Sup**.....

ORIGINAL: LINEN ROOM

1ST COPY: RETAINED IN BOOK WITH FLOOR SUPERVISOR

F & B LINEN EXCHANGE SLIP

Department:.....

No.:.....

Date:.....

Time:.....

Linen Article	Soiled Linen Received	Fresh Linen Issued	Balance	Remarks

Sign. Of F & B outlet Supervisor..... **Linen Room Sup**.....

ORIGINAL: LINEN ROOM

1ST COPY: RETAINED IN BOOK WITH F & B OUTLET SUPERVISOR

Linen is provided for rooms and F&B areas following one of these procedures:

Fresh-for-soiled/one-for-one This is a simple method of linen exchange. Fresh linen is provided only if an equivalent soiled article is given back. The advantage in this method is that there need be no record format. Usually uniforms are exchanged according to this method. Even though fresh-for-soiled or one-for-one is the





simplest exchange, in case of large numbers of linen, it will take more time on account of the counting of both fresh and soiled and the fetching of the requisite amount of fresh articles.

Topping up This is the bringing up of the stock to the optimum level at periodic intervals or whenever it falls short of the pre-determined optimum.

Requisition / Indent This method of linen exchange is mostly used for banquet linen, where the requirements may vary from day to day. A requisition slip is filled in, on the basis of which linen is provided.

LINEN INDENT FORM		
Floor / Department:		No.:
Purpose of Indent:		Date:
Linen Article	Quantity Required	Remarks
Sign. Of Dept. In-charge: Linen Room Sup:		

The linen room entry book contains daily records of the soiled linen brought to the linen room from the various floors and departments as well as the amount of soiled linen sent to the laundry. There is no duplicate for this record as it is for the reference of the linen room staff only. It is signed and maintained by the linen room supervisor and it helps him/her to keep track of the day-to-day movement of the linen handled by the staff. It also indicates that the total amount of soiled linen received in a day is not equal to the amount dispatched to the laundry.

Linen Room Entry Book									
Linen article	1 st floor	2 nd floor	Bar	Coffee shop	Rest. A	Rest. B	Total soiled linen rcvd	Total soiled linen delivered to laundry	Remarks
Signature of linen room supervisor									





Stocktaking or physical inventory & documentation

Stocktaking of linen is a physical verification, by counting, of the stocks of all linen items at all points in the cycle. It is carried out at periodic intervals or at the time of the 'closing of books' for evaluation purposes – at the end of each financial year. Accurate recording of entries is important during stocktaking so that the overages and shortages can be determined from the difference between the physical count of balances and the balance appearing in the accounts inventory ledger.

Importance of stocktaking:

- Accurate track of physical stock
- Identification of thefts or pilferage
- Problem With Damage, Unprocessed and Missing Stock
- Highlight Stock Control Issues – procedural deficiencies.
- Efficient capital management
- Helps in making budget.

STOCKTAKING PROCEDURE:

Pre-preparation of stocktaking:

- Appoint a particular day / time for stocktaking (Room linen, F&B line & Uniform) – The day and time should be such when there is minimum occupancy and minimum movement of linen / uniform so that sealing movements does not hinder daily operations. This can be after 3 p.m. for Room Linen Inventory and between lunch and dinner operations for F&B linen inventory. In a large establishment, three separate days may be identified – one for room linen stocktaking, second for F & B linen stocktaking and third for uniform stocktaking.
- Appointing Stocktaking committee -
 - Executive Housekeeper
 - Internal auditor
 - Accountant
 - Linen supervisor
- Informing various concerned departments and committee of appointed date and time of stocktaking so that linen movement can be frozen without hampering operations.
- Segregate all linen items (Including Discard) – Appropriate discard procedure may be carried out as detailed in next sub topic. Count may be written on the master inventory sheet.
- Identify all locations of linen: e.g. Room linen may be placed in Linen room, Linen store, Guest rooms, Floor pantries, Ends of linen chutes, Maid's trolley and Laundry. Similarly F & B linen may be placed in F & B outlets, side stations, back areas of restaurants, trays, on tables / buffet etc

Conducting stocktaking:

Freezing all movement of linen for appointed period:

- All floor linen rooms, linen room, linen store and chutes are sealed



- Laundry delivery carts are frozen for dispatch.
Physical count at each location is carried out by stocktaking team
Preparing Records
- Room linen inventory form is filled
- Transcribe of information onto the master inventory sheet

Room Linen inventory for F.Y.										
Floor.....							Date.....			
Floor Supervisor.....										
Room no.	B/S		P/S	N/S		M/P		B/T	H/T	F/T
	Sgl	Dbl		Sgl	Dbl	Sgl	Dbl			
Total stock on Floor.....							Grand Total.....			
B/S = Bed Sheet		P/S = Pillowslips		N/S=Night Spread		B/T=Bath Towel		H/T=Hand Towel		F/T= Face Towel
M/P=Mattress Protector										

The actual count of linen during stocktaking is transcribed on to master inventory control sheet. Data from last year's inventory is entered in row 2 and any new purchases during the year are added in it. Once we subtract the discard numbers from above total, we get a figure in row 6 that must match the physical counting of current year's stocktaking.

The linen is counted from all locations and totaled up at row 14. Then the number of each linen article is compared with number in row 6. Minor shortages may be ignored but any major differences call for further investigation. High losses may be due to theft / pilferage. Also the number is compared with standardized par. New linen must be ordered to maintain par level and the cost can be added to the next year's department budget for suitable purchases.





MASTER INVENTORY CONTROL SHEET					
Location name.....			Inventory date.....		
Inventory prepared by.....					
Signature of executive housekeeper.....					
Signature of general manager.....					
Part 1					
1. Linen item					
2. Last inventory data					
3. New Linen received					
4. Subtotal (2+3)					
5. Recorded discard					
6. Total (4-5)					
Part 2					
7. Floor Pantries					
8. Linen Store					
9. Linen room					
10. Laundry					
11. On Maids carts					
12. In rooms (Total from Room Linen inventory sheet)					
13. On cribs, rollaway etc					
14. Subtotal (7+8+9+10+11+12+13)					
Part 3					
15. Losses (6-14)					
16. Standardized Par stock					
17. Amount needed (16-14)					
18. Ordered items					
19. Need to order (17-18)					

Similarly, master inventory sheet may be prepared for F & B linen and uniforms.

Documentation and marking of Discards

Discarded or condemned linen are items those are no longer useful in their present condition due to some irreversible damage such as a permanent stain or simply wear and tear due to usage over a period of time.

During the day to day operations, a linen item which the Laundry Manager or Linen Room Supervisor identify as something which cannot be used further for serving Guests, is separated and kept in cupboard / shelf / hamper.

Once in quarter / half year, this linen is check and processed as under:

- a) Sorting of discarded items





- b) Checking by housekeeper and financial controller
 - Approved – Stamped Discard – dyed and used as cleaning cloths. Reduced from stock book. OR Cut-downs.
 - Not Approved – repaired and put back in circulation.
- c) Appropriate entry is made in Discards Register / Stock registers

Discard / Condemned: Any item which is no longer useful in its present condition due to permanent stains, wear and tear. Discarded items are stamped and preferably dyed a different colour and used as cleaning cloths. Discarded items must be reduced from the stock.

Cut downs: are those condemned items which are converted into something useful. E.g., Bed sheets can be cut down into pillow covers, table cloths into serviettes. The discarded item must be reduced from stock and the converted new item must be added to the stock.

Linen supervisor has many uses for discards:

- Used as cleaning cloths for cleaning crew.
- Used to cover furniture stored in furniture yard.
- Torn into rags for polishing.
- Bed sheets being used as dust sheets or being made into pillow covers.
- Large discarded sheets can be cut down for use as crib sheets, aprons other such articles.
- In some properties, discarded linen with minor deficiency are sold to hotel staff on reasonable prices.
- Some properties also donate used linen to charities.

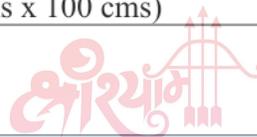
Whatever the norm, all discards should be accounted for and proper records should be maintained.

Linen Discard Record								
Period Ending.....								
Date	Bath Towel	Hand Towel	Face Towel	Bath mat	Double sheet	Single sheet	Pillow Covers	Remarks
Sign of Exe. H. Keeper.....				Sign. Of Financial Controller.....				
Sign of G.M.....								

SIZES OF VARIOUS LINEN ARTICLES

Although today many manufacturer’s customize and provide a varied sizes of linen, some standard measurements are followed as under:

Article	Size	Measurement
Bed Sheets	Single	78” x 108” (203cms x 274 cms)
	Double	90” x 108” (224cms x 274 cms)
	King	117” x 108” (295cms x 274 cms)
Pillow case	Standard	20” x 30” (50cms x 75cms)
	King	20” x 40” (50cms x 100 cms)





Blanket	Single	70" x 100" (175cms x 250 cms)
	Double	90" x 100" (228 cms x 250 cms)
	King	116" x 100" (290 cms x 250 cms)
Towels	Bath Sheets	40" x 70" (100cms x 178cms)
	Bath Towels	30" x 54" (76cms x 137cms)
	Hand Towels	15" x 24" (38cms x 60cms)
	Face Towels	10" square (26 cms square)
	Bath Mats	24" x 36" (60cms x 92cms)
Table Linen	Square	36", 54", 63", Or 72" square (91, 137, 160, 182 cms square)
	Rectangular	52" or 90" x 72" (133cms or 230cms x 183 cms)
	Serviette	24" square (60cms square)
	Cocktail Napkin	10" square (26cms square)

SPECIFICATIONS OF LINEN ARTICLES

1) Sheets, night spreads and pillow covers

Material	Cotton: Smooth and comfortable. Lasts upto 200 washes, shrinks if not finished and has creases.
	Egyptian cotton: This cotton has extra-long fibres that are smaller in diameter than regular cotton. These longer, finer fibres create super smooth yarns when combed and spun, and therefore super smooth, soft cloth when woven.
	Polycot: Combined advantage of cotton and polyester. Lasts upto 500 washes, is economical, does not shrink and is easier to iron.
	Linen: Made from fibres produced from the stem of the flax plant, it is smoother, finer and stronger than cotton. It is also durable and drapes well. It is soft and crisp fabric.
Construction	Percalé – Plain weave / Sateen weave for bed sheets and pillow covers
	Seersucker weave for night spread
	180 + thread count
Finish	Grey goods: Fabrics that comes directly from the loom without receiving any finishing are called grey goods.
	Sanforized: A fabric finish which ensures less than 1% shrinkage in fabrics after washing.
	Mercerizing: A process fabric finish in which cottons are given a high degree of lustre through chemical action of caustic soda (sodium hydroxide)
Colour and size	White colour as an assurance to guest that they are absolutely clean Torn / cut sheet size: size of sheet before hemming Finished sheet size: size of sheet after hemming
Seconds	Sheets that have minor imperfections are available as seconds and usually have manufacturer's tags cut off.

2) Blankets / Duvet / Comforter

Material	Wool: Woollen blankets are widely used in hotels because of their excellent resilience and warmth. They are also non-flammable.
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	<p>Microfibre duvets: Fine synthetic fibre made from polyester. The threads are finer than a human hair. Microfibre is intended to be the synthetic man-made equivalent to natural down. It is cheap to mass produce in vast quantities. The fine fibres are soft and silky. They are used as they are hypoallergenic.</p> <p>Down: Natural fillings are soft, warm and more breathable than synthetic materials. Down and feather fillings are the most popular natural duvet fillings, both goose and duck. The majority of natural fillings are machine washable, durable and biodegradable and have better thermal insulation.</p>
Construction	Lightweight summer duvet: 3.0 - 4.5 tog
	Spring/Autumn weight duvet: 7.5 - 10.5 tog
	Winter weight duvet: 12.0 - 13.5 tog
Finish	A blanket edge may be finished in one of the two ways, being self stitched or bound. Typically either satin or nylon is used for the edge finishing, usually pieces about 3-7 inches.

3) Bedspread

Good quality bedspreads are purchased keeping in mind the following guidelines;

- The readymade sizes are seldom satisfactory; hence bedspreads should be made to order.
- The appearance, colour and print should match the décor.
- The durability and wearing quality of the fabric and the effect of laundering on colour need to be considered.

Material the bedspread should complement the colour and other design element in guestrooms, but the fabrics should be durable and easy to maintain. Synthetic fabrics are dominating the bedspreads in hotels. Most hotels prefer to have a washable bedspread fabric that is guaranteed to maintain its shape through repeated washings. Finishes bedspread are often sat on or folded or stacked away for use later. Hence the material should be crease proof. The fabric should also be fire retardant. Dust ruffles to complement the spreads are usually cotton polyester blends.

4) Mattress protector

The main function of the mattress protector is to protect the bed from spills and stains. They also provide a padded layer between the guest and the mattress and prevents sheets from slipping. Good quality mattress protectors are made of quilted fabrics, in which the filling may be of cotton or synthetic fibres. Cheaper mattress protectors are made of vinyl that has been felted.

5) Pillows

An ideal pillow should be neither too soft nor too hard. While selecting pillows, the house keeper must first test their comfort using sample pillows supplied by the manufacturers the second factor needs to be considered should be longevity. Many hotels provide a choice of pillows to the guest in the form of a 'Pillow Menu'.





Material: A variety of material such as cotton, down, feather, microfiber, polyester or foam can be used to fill the pillows. The fabric that encloses the filling is called the ‘Ticking’ and is usually made of 100 per cent cotton/ linen or polyester. For pillows with natural filling, 100 per cent cotton ticking with a minimum thread count of 180 is recommended. Ticking for synthetic filled pillows can be blends from 50/50 to 80/20 polycot. Finishes other factors that need to be considered are whether the pillows are mildew proof, moth-proof, flame retardant etc.

Colour / sizes / shapes. hotel pillows usually have white ticking, often with a white on white pattern. Shapes too may vary with very long body pillows or U shaped to support head / neck etc

6) Towels and bathmats

Material	Cotton or a cotton linen blend is used for towels as it provides required strength, absorbency and softness.
	Turkish cotton: A premium cotton that has extra long fibres. Because of this unique material, Turkish towels are known to become even softer, fluffier, and more absorbent with successive washings. Turkish cotton provides the perfect balance between absorbency and softness which makes it the best cotton to be used in towels.
Construction	Pile weave for Bath towels, hand towels and bathmats
	Uncut Pile, moderate height of pile 1/8” for greater absorbency
	Huckaback weave for face towels
Finish	The selvedge for towelling should be firmly woven and ¼ inch wide.
Colour and size	White monogrammed towels are preferred in hotels.

7) Shower curtain

The most common materials used for shower curtains in hotels are waterproof. These include nylon, vinyl, fibreglass, or PVC-coated materials.

8) Table cloth

Material	Linen, polycot or linen cotton union.
Construction	Damask – equal number of wefts and warps in satin weave
	May be double damask which looks better but is not durable.
Finish	Sanforized
Colour and size	Coloured depending on the colour scheme / theme of the restaurant. Sufficient fall of about 9” below table edge.

9) Napkins These are usually made of 100-per cent cotton or linen as they need to be absorbent. Also, it should be possible to starch them so as to allow them to be folded into fancy shapes.

10) Slip cloths These are placed over the table cloth to achieve a contrasting effect and hence are normally coloured.

11) Underlays Baize or any other felted material is suitable for these. Moulton is a cheaper alternative.

12) Skirts, frills, and runners Drapability is an important requirement in these fabrics. Satins made of





synthetic fibres are used as they are durable and colour-fast.

13) Waiter's cloth: A 100-per cent cotton casement is the preferred fabric for the waiter's cloth.

14) Curtains: Curtains can be made using a vast variety of fabrics –

- Silk for luxury though expensive and difficult to maintain
- Net for sheer curtains to permit daylight
- Double layered with lining, close knitted dark polyester / cotton / synthetic for heavy curtains to block light for heavy curtains etc

However while purchasing curtains, following qualities should be checked:

- Durability
- Abrasion resistance
- Should not soil easily or collect dust
- Easily washable
- Should not fade by exposure to sunlight
- Drapability
- Colour and pattern as per décor / colour scheme

15) Cushion covers these should not soil easily or collect dust. They should not slip about and should generally be lined.

16) Upholstery the fabric used for upholster covers should be string, resilient to soiling, closely woven with a non fluffy surface, resistant to snagging, and not cling to the guest cloth or skin due to static.

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