


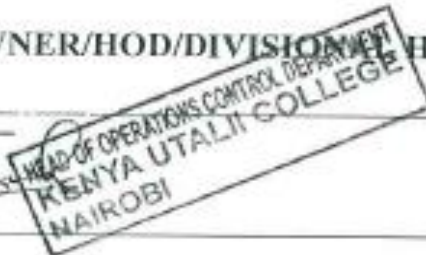


DOCUMENTED INFORMATION FOR OPERATIONS CONTROL



AUTHORIZATION: All documented information Quality Objectives, procedures, opportunities and risk register for operations control department are issued under the authority of:	
MANAGEMENT REPRESENTATIVE	
Signature:	
Date:	 2 ND MAY 2018
PROCESS OWNER/HOD/DIVISIONAL HEAD	
Signature:	 
Date:	2 ND MAY, 2018

DOCUMENT DETAILS

1.	Section A: Quality Objectives	
2.	Section B: Procedures	
		Title
		Purpose
		Scope
		Reference
		Terminology
		Responsibility
		Input
		Methods
		Output
		Records
		Key performance Indicators
		Appendices
		Flow chart-process map
3.	Section C: Opportunities	
4.	Section D: Risks	

SECTION A: QUALITY OBJECTIVES

N o	Objective s	Activities	Resources	Responsibil ities	Time frame	Key performance indicators
1	Inventory managem ent	Reconciliation of system and physical quantities	<ul style="list-style-type: none"> • Compet ent person nel • worki ng tools 	HoD of Department	<ul style="list-style-type: none"> • Dail y • Wee kly • Mon thly • Year ly 	Efficiency in % variance
2	Control of expendit ure	<ul style="list-style-type: none"> • Approval s • Monitori ng Actuals vs Budget • Stock taking 	<ul style="list-style-type: none"> • Compet ent person nel • Worki ng tools 	HoD of Department	<ul style="list-style-type: none"> • Dail y • Mon thly 	% variance
3	Revenue control	<ul style="list-style-type: none"> • Reconcili ation • Checking of sales documen ts 	<ul style="list-style-type: none"> • Compet ent person nel • Worki ng tools 	HoD of Department	<ul style="list-style-type: none"> • Dail y • Mon thly 	<ul style="list-style-type: none"> • Increase/de crease in costs • Increase/de crease in profits
4	Training of students	Carry out training	<ul style="list-style-type: none"> • Compet ent person nel • Traini ng sched ule 	HoD of Department	As they come	<ul style="list-style-type: none"> • Feedback from students • Feedback from lecturers

			<ul style="list-style-type: none"> • Working tools 			
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SECTION B: PROCEDURES

1. PROCEDURE FOR CONTROL OF EXPENDITURE

2. PURPOSE

To ensure that college resources are properly/efficiently managed

3. SCOPE

All areas covered in the institutions' budget/ procurement plan.

4. References

Budget

Procurement plan

ISO 9001:2015 Standard

Public procurement and disposal act 2015

Strategic plan

5. Terms, abbreviations, Definitions

PRFs' – Purchase requisition forms

LPOs' – Local Purchase orders

SRNs' – Store Requisition Notes

PVs' – Payment Voucher

HODs – Heads of Departments

6. Responsibility

6.0 The HOD – Operations control approves any departmental expenditure

6.1 He also verifies the final payment documents

7 Inputs

- 7.1 Purchase requisition forms (PRFs)
- 7.2 Local Purchase Order (LPO)
- 7.3 Internal memo's seeking availability of funds from the Financial Controller.

8 Method

- 8.1 Requisitioning department determines the desire to have the said item.
- 8.2 An employee of the department will make a formal request through the system for approval by the respective HOD.
- 8.3 If the requisition is approved by the HOD, it is forwarded to **Operations controller** to check whether the item was budgeted for or in the procurement plan. If not approved, an amendment is made and another PRF raised.
- 8.4 If the item is not budgeted for, the PRF is rejected or declined ending a process. However, in exceptional circumstances, the PRF for the said item can be approved
- 8.5 If item is budgeted for, the PRF is approved and automatically sent to the **Procurement officer** for purposes of sourcing quotations/ direct procurement.
- 8.6 An LPO based on the lowest compliant bidder, is forwarded to the operations **controller** for checking on the availability of funds and voting. At this point, funds are committed in the specific vote line.
- 8.7 Items are delivered and received by the receiving team.
- 8.8 Receiving documents are prepared and forwarded to respective departments **by the storekeeper**.
- 8.9 **Accounts officer** prepares a payment voucher for the said item and forward the same to control department for verification which includes checking of all receiving documents.
- 8.10 If the set of documents don't meet the verification requirements, the process is rejected and referred back to the **accounts officer**.
- 8.11 If the set of documents attached to the payment voucher meets the verification requirements, the voucher is verified and automatically forwarded for final approval by the Principal and CEO and payment is done.

9 Outputs

9.1 Payment of the supplier.

10 Records

10.1 Copy of LPO

10.2 Copy of GRN

10.3 Copy of Invoice

11 Key Performance Indicators

11.1 Supplier feedback

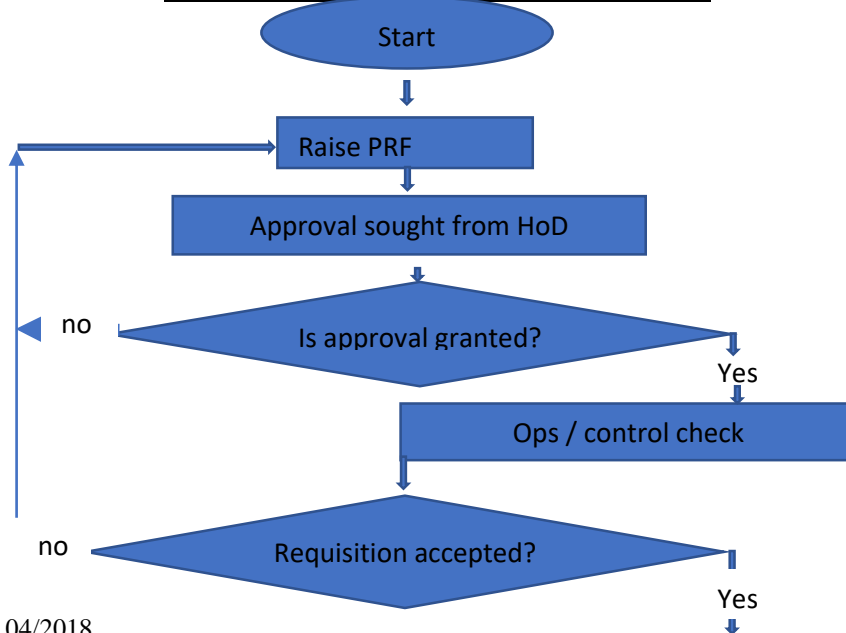
11.2 Uninterrupted operations

11.3 Enhanced efficiency

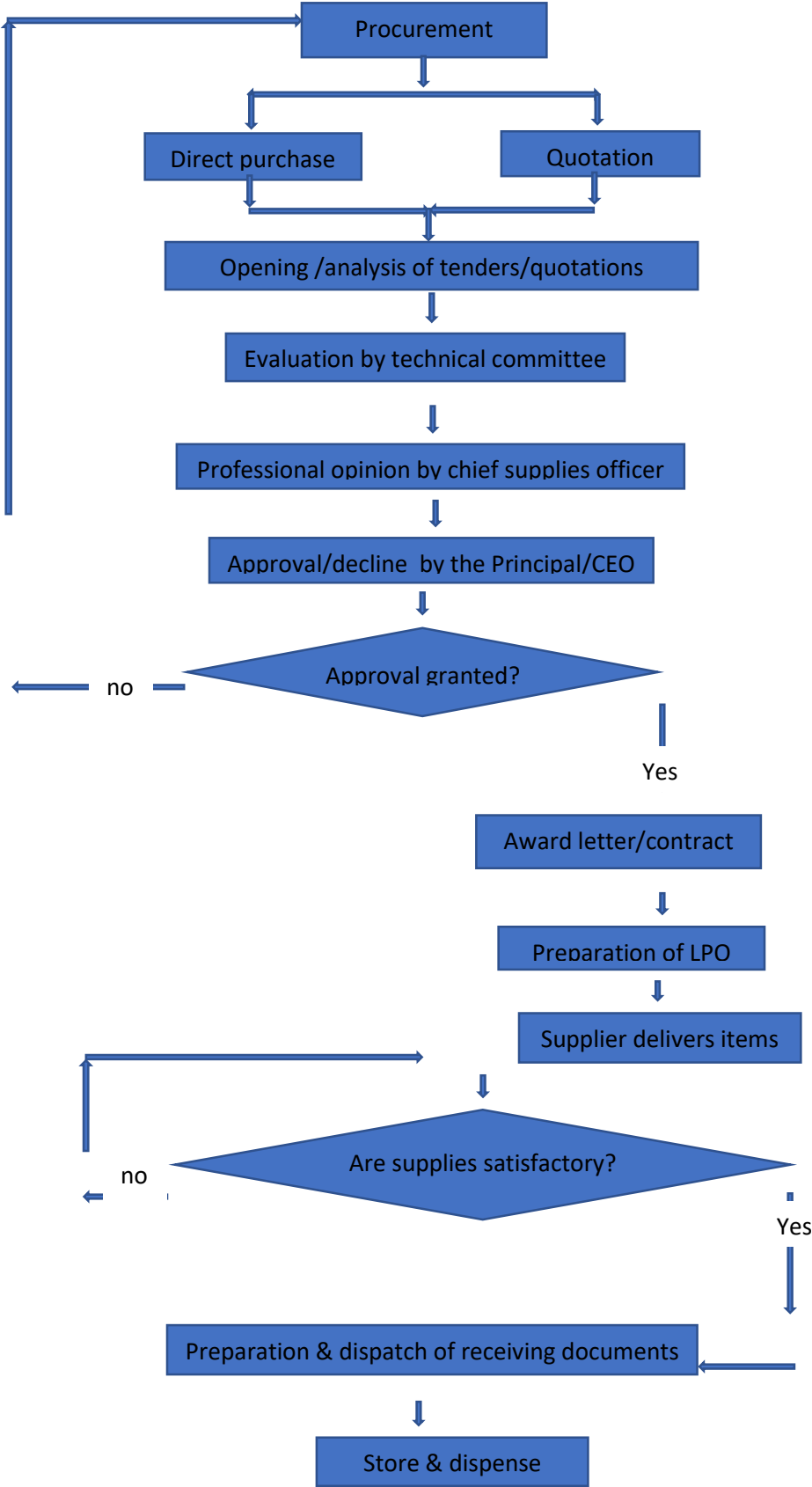
12. Appendix

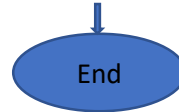
12.1 Flow charts

Control of expenditure flow chart.



DOCUMENTED INFORMATION FOR OPERATIONS CONTROL





1.0 PROCEDURE FOR CONTROL OF REVENUE

2.0 Purpose

To ensure that college revenues are properly accounted for.

3.0 Scope

All revenue centers of the institution.

4.0 References

4.1 Revenue targets for respective departments

4.2 Budget

4.3 Procurement plan

5.0 Terms, abbreviations, Definitions

5.1 Captains order – booklet containing several triplicate pages used by waiters to take orders from clients.

5.2 Guest checks – bill compiled by waiters for all guest consumption at any given time.

5.3 Guest check summary – a list of all guest checks used in a given day/shift. Indicates the total shift/days revenue collected.

5.4 Buffet counter control book – used to counter-check the number of guests consuming meals.

6.0 Responsibility

6.1 The operations control HOD organizes for the issuance of control documents i.e captains order booklets, guest checks, guest check

summaries and meal vouchers as need arises.

- 6.2 Control assistants monitors the use of the above documents.
- 6.3 Control assistants do physical control of guests during service (especially buffet service) by use of meal voucher system.
- 6.4 They vouch/check the sequence and accuracy use of the sales documents.

7.0 Inputs

- 7.1 Par stocks
- 7.2 Stationery
- 7.3 Facility
- 7.4 Tools & equipment

8.0 Method

- 8.1 Operation Control assistant issues captain order booklets and guest checks for use in the Food & Beverage service and Front Office and monitors the use of the documents.
- 8.2 The control assistant produces reports which are reviewed by the HOD then circulated to management and the user.
- 8.3 The HOD – Operations control recommends action to management for variances beyond acceptable levels.

9.0 Outputs

- 9.1 Total cash realized for the shift/day.
- 9.2 Total credit payments for the shift/day.
- 9.3 Total complimentaries consumed.
- 9.4 Total duty meals consumed.
- 9.5 Voids/breakages/shortages.
- 9.6 Possible surcharges.

10.Records

- 10.1 Copy of or guest checks
- 10.2 Guest check summaries

10.3 Recapitulation report.

10.4 Food cost report.

10.5 Bar report.

11. Key Performance Indicators

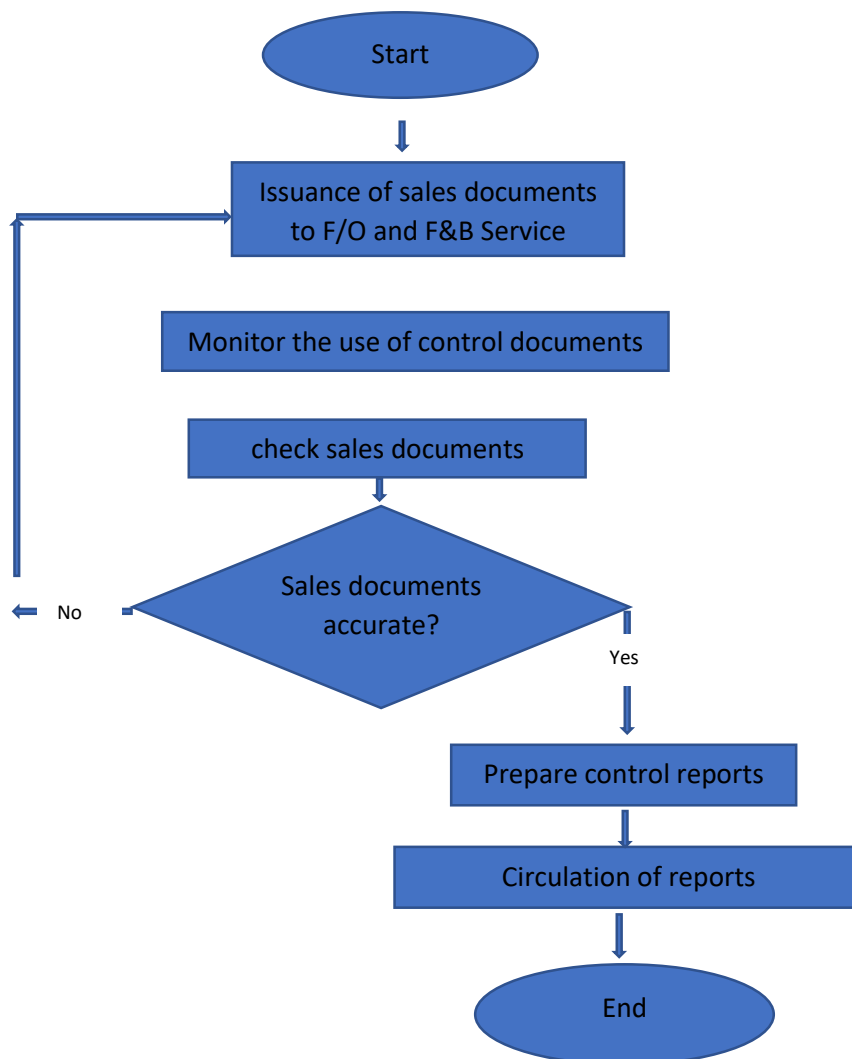
11.1 Satisfied guests/customers

11.2 Variance reports.

12. Appendix

12.1 Flow charts

Revenue control flow chart



1.0 INVENTORY MANAGEMENT

2.0 Purpose

To ensure that college assets are effectively and efficiently Managed.

3.0 Scope

All college designated storerooms and other dispensing outlets.

4.0 References

- 4.1 Memo
- 4.2 Respective stock item cards
- 4.3 Stock sheets.
- 4.4 System value for the entire stock.
- 4.5 Variation reports.
- 4.6 Stock levels

5.0 Terms, abbreviations, Definitions

- 5.1 Memo for stocktaking: Comprehensive written instruction is issued to all affected outlets detailing dates of stocktaking in specific areas. This is to ensure that the affected areas are made aware of stocktaking dates and that adequate plan is made for any receipts or issues before stocktaking date reaches. It also ensures that no stock movement takes place during the stocktaking exercise
- 5.2 Item stock card – a card for up-dating stock movement.
- 5.3 Stock sheet – a sheet used for recording physical quantity
- 5.4 System value – a value used to reconcile against physical stock value.
- 5.5 Variation reports – a product of reconciliation between system and physical quantity
- 5.6 Stock levels – quantity of a given item at any given time

6.0 Responsibility

- 6.1 Each individual stock controller assigned to a specific stock outlet.
- 6.2 Head of department to review stock control reports.

7.0 Inputs

- 7.1 Stock sheets
- 7.2 Calculators
- 7.3 Rule measures
- 7.4 Pens
- 7.5 Competent personnel

8.0 Method

- 8.1 For monthly stock takes, the HOD issues a memo giving instructions to all outlets stating that no stock movement in the said dates will take place, one week before stock taking exercise begins.
- 8.2 Daily stock take is done at prescribed times in various outlets.
- 8.3 Open bar stocks are conducted on a need basis.
- 8.4 For the bar outlets, the value of quantity sold is reconciled with actual sales and a variance report generated and circulated for corrective action if any.
- 8.5 The procedures to be followed is by dividing each outlet into areas for stocktaking purposes.
- 8.6 The HOD appoints a technical competent team (from control & stores) for stock taking.
- 8.7 One person of each team will be responsible for counting and the other for recording and checking the count and counter- signing the stock sheet. The storekeeper helps in identification and arrangement of stock.
- 8.8 Each item is physically inspected at the stock taking date.
- 8.9 The stock controller ensures that adequate records in inventory are kept up to date.
- 8.10 In case of correction, records are amended as a result of physical inspection and appropriate signature/s made by the stock taker beside the amendment.
- 8.11 Stock movements during stocktaking exercise should be discouraged except on emergency situation.
- 8.12 Check that goods are kept in the stock sheet with complete description of each item.

- 8.13** The stock controller also ensures that goods kept for third parties, slow moving and obsolete stock are identified and separated.
- 8.14** s/he will also take note of any expired, obsolete or damaged items and ensures that these items are valued at reasonable estimated net realizable value.
- 8.15** A follow up of any stock which at the time of stock taking was noted as being damaged or obsolete and is included in stock until the disposal committee disposes of them.
- 8.16** The HOD Operations control discusses with management any possible policy of selling off certain products (Obsolete and or damaged) at less than usual selling price e.g. loss leaders due to competition, substitute products on the market etc.
- 8.17** S/he also checks the arithmetical accuracy of calculations, additions and summaries.
- 8.18** He ensures that if there are stocks held as consignment stock, an appropriate confirmation letter is sent to him by the storekeeper to facilitate for its separate stock take.
- 8.19** S/he ensures that movement of stock is kept to minimum, while the number of emergency requisition notes are kept to a small number.
- 8.20** Goods received during the stocktaking time is kept in a separate location.
- 8.21** In the main store and medical outlet, system quantities are reconciled against physical quantities, and a variance report generated and circulated.
- 8.22** For the bar outlets, the value of quantity sold is reconciled with actual sales and a variance report generated and circulated for corrective action if any.
- 8.23** Reports of the inventory exercise are made, distributed accordingly and copies filed. For monthly stock take, reports are distributed four days after stock take. Daily stock take reports, they are distributed before close of business.

9.0 Outputs

9.1 Management reports

9.2 Variation reports

9.3 Corrective actions recommended.

10. Records

10.1 Stock sheets

10.2 Copies of management reports filed

10.3 Copy of variation reports.

11. Key Performance Indicators

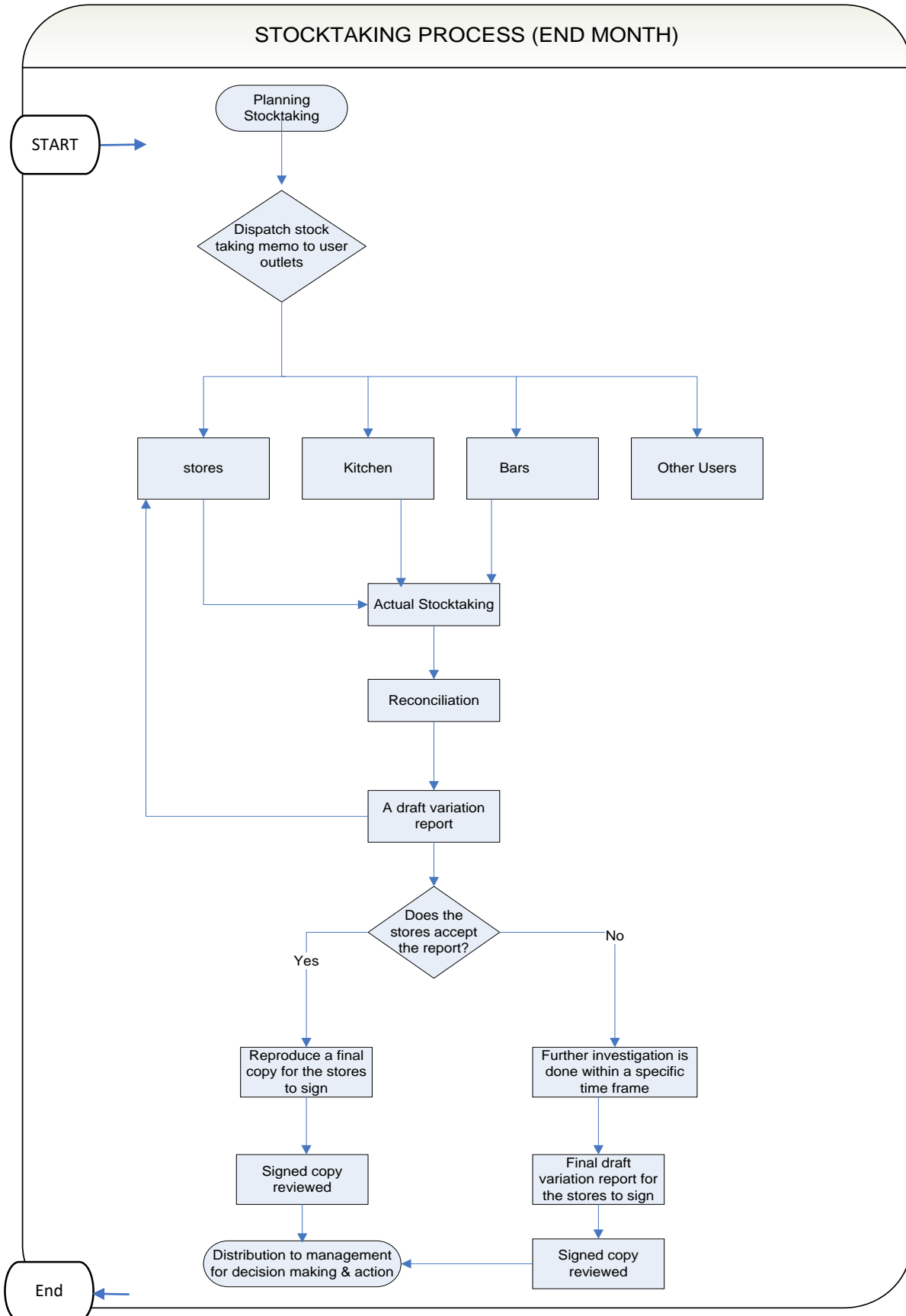
11.1 Stock levels

11.2 Variance reports

12. Appendix

12.1 Flow charts

DOCUMENTED INFORMATION FOR OPERATIONS CONTROL



1. PROCEDURE FOR TRAINING OF STUDENTS ON ATTACHMENT

2. PURPOSE

To ensure that college students get a practical touch on what they learn in class

3. SCOPE

All students doing Front Office, Food & Beverage services and Hotel Management courses.

4. References

- 4.1 Time tables
- 4.2 Schedule of a training program for specific course programs.
- 4.3 Calendar of academic programs.

6.0 Terms, abbreviations, Definitions

- 6.1 PRFs' – Purchase requisition forms
- 6.2 LPOs' – Local Purchase orders
- 6.3 SRNs' – Store Requisition Notes
- 6.4 PVs' – Payment Voucher
- 6.5 Captain order booklets
- 6.6 Guest checks
- 6.7 Guest check summaries and recapulation reports
- 6.8 Cash register and control reports
- 6.9 HODs – Heads of Departments

7.0 Responsibility

- 7.1 The HOD – Operations control develops a schedule of training program for the respective students.
- 7.2 He assigns control assistants to take through students on a training program.
- 7.3 Students assessments are done by control assistants and approved by the HOD.

8.0 Inputs

- 8.1 Training materials e.g. Purchase/sales documents.

9. Method

- 9.1 All are formally introduced to the departmental objectives by the Head of department.
- 9.2 Students then assigned to a control assistant who in turn takes them through specific tasks in each section as per the training schedule.
- 9.3 At the end of the training session, students are required to present their individual assessment forms for award of marks in each category or competent area by the control assistant.
- 9.4 Assessment cards are finally taken to the HOD for review.
- 9.5 If the HOD is satisfied with the marks awarded, s/he approves the respective assessment card. On the other, if not satisfied, the assessment card is returned to the control assistant with reasons.
- 9.6 The cards will eventually be sent back to the respective students who will take them back to their Heads of department for necessary action.

10. Outputs

- 10.1 Marks awarded

11. Records

- 11.1 List of students as provided by the respective HODs’.

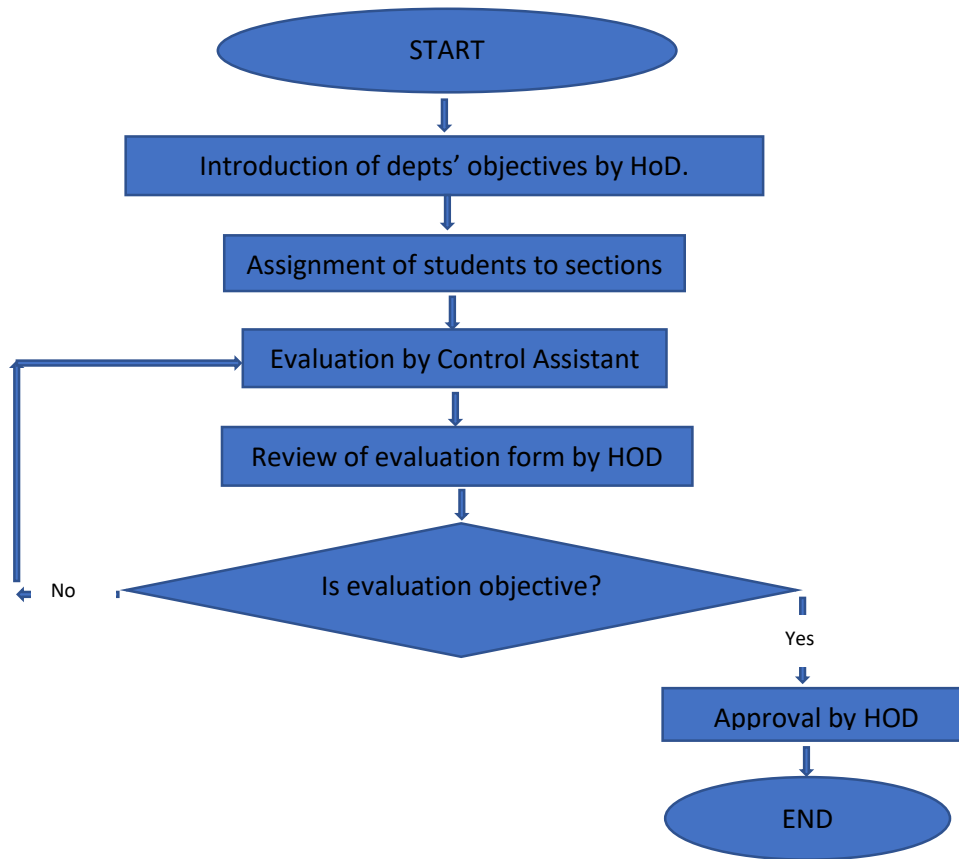
12. Key Performance Indicators

- 12.1 Students feedback
- 12.2 Lecturers feedback

12. Appendix

- 12.1 Flow charts

STUDENT TRAINING FLOW CHART.



SECTION C: OPPORTUNITIES

No	Opportunity	Actions	Resources	Responsibility	Timelines	KPI
1	Qualified personnel	Exploit opportunities	Working tools & equipment	HOD	Continuous	<ul style="list-style-type: none"> • Improved performance • high enrolment of students • high occupancy rate
2	Modern technology	Exploit opportunities	Working tools & equipment	HOD	Continuous upgrading	<ul style="list-style-type: none"> • Improved efficiency
3	Established brand name	Exploit opportunities	Competent personnel	HOD	Continuous	<ul style="list-style-type: none"> • High quality graduates • Repeat business

DOCUMENTED INFORMATION FOR OPERATIONS CONTROL

SECTION D: RISK REGISTER

No.	Description of risk	Type of risk	Probability of occurrence			Severity high-3 medium-2 low-1	Impact	Mitigation	Responsibility	KPI
			high	med	low					
1	IT-rapid technological obsolesce	Operational & Financial				3 3	high high	Allocate resources to accommodate change	Top management	Interruption of operations
2	Loss of qualified personnel	Social operational				1 2	medium medium	Training Succession plan	Top management	Interruption of operations
3	Possible embezzlement of resources	Financial				2	medium	Have robust internal controls	Top management	<ul style="list-style-type: none"> • Reduced efficiency • Missing items • High cost of supplies