Hotel and Housing Building Operations Course: Room Readiness, Maintenance and Service Levels

2 – 6 November 2026
Milan

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Ref: 953_42886 **Date:** 2 – 6 November 2026 **Location:** Milan **Fees:** 5500 GBP

Programme Summary

Hotel and housing building operations is the subject of this one-week training course for facilities, hotel and residential operations managers, ending in an operations control file for one occupied property. Occupied buildings cannot pause for repairs, so rooms are lost to late handovers, unplanned faults and contractors measured by habit. The programme moves from the occupied building and its standards to room readiness, planned maintenance, contractor service levels and incident response, using prepared records from a hotel and a residential block. Mars Training Centre UK delivers this programme on hotel and housing building operations to mixed-organisation cohorts.

The Business Case

Managers who plan work around occupancy, hand rooms over on a clear standard and hold contractors to written service levels keep more rooms and homes in use and answer complaints from evidence. Where repairs are reactive and handovers are informal, faults recur, rooms stay out of service and disputes with contractors have no record to settle them. The programme works on the measures below.

- Rooms Out of Service: Fall when faults are planned, ranked and closed before the next arrival.
- Repeat Fault Rate: Reduces when root causes are recorded and planned maintenance targets them.
- Contractor Performance Disputes: Decline when service levels, measures and evidence are agreed in advance.

Principles and Evidence Base

- ISO 41001 Facility Management Systems: An international management system standard, applied in Sessions 1 and 5 to set policy, roles and review for an occupied property.
- Planned preventive maintenance: A maintenance approach that schedules inspection and servicing by asset risk, applied in Session 3 to build the plan.
- Service level measurement: A method that defines measures and targets for contracted work, applied in Session 4 to score contractors.

Intended Participants

- Facilities managers who run building services in properties occupied day and night.
- Hotel operations managers who answer for room readiness and guest experience.
- Residential block managers who answer for resident repairs and common areas.
- Contract managers who set and review service levels with maintenance contractors.

Typical settings include hotels, serviced apartments, residential towers and mixed-use developments.

Learning Outcomes

1. Participants will be able to construct an occupied property service standard covering rooms, common areas and building systems.
2. Participants will be able to evaluate room handover practice between engineering and housekeeping.
3. Participants will be able to prioritise faults by effect on occupancy and safety.
4. Participants will be able to design a planned maintenance schedule around occupancy.
5. Participants will be able to diagnose contractor performance gaps from service level data.
6. Participants will be able to justify an operations plan and budget request to an owner.

Programme Structure

Day 1: Hotel and Housing Building Operations Standards

What must an occupied property deliver, and who is answerable for each part?

- Occupied Property Service Standard
- Responsibility Matrix for Engineering and Housekeeping
- ISO 41001 Policy and Role Mapping
- Guest and Resident Request Flow
- Asset and Space Register

Day 2: Room Readiness and Handover

How is a room returned to use quickly and to a stated standard?

- Room Turnaround Sequence
- Defect Reporting and Triage Sheet
- Handover Inspection Checklist
- Out of Service Room Log
- Common Area Inspection Round

Day 3: Planned Maintenance Around Occupancy

How is work scheduled so that rooms and homes stay available?

- Asset Risk Ranking
- Planned Preventive Maintenance Schedule
- Occupancy Window Planning
- Fault Root Cause Record
- Spares and Access Plan

Day 4: Contractors and Service Levels

How is contracted work measured and managed?

- Service Level Measure Definition
- Response and Fix Time Scorecard
- Contractor Review Meeting Agenda
- Variation and Claim Log
- Incident and Emergency Response Roles

Day 5: Operations Control File for One Property

Do the earlier results join into a file that an owner can rely on?

- Applying the Session 1 Service Standard
- Testing the Session 2 Handover Checklist
- Checking the Session 3 Maintenance Schedule
- Reconciling the Session 4 Service Level Scorecard
- Completing the Operations Control File

Methodology

The programme is a structured exercise built on prepared records from a hotel and a residential block: room status logs, fault reports, maintenance schedules, contractor reports and resident requests. Participants rank faults, plan work, score contractors and defend their plans to peers acting as an ownership board.

- Suggested activity: Rebuilding a room handover sequence from a fault log.
- Suggested activity: Placing a month of planned work around an occupancy forecast.
- Suggested activity: Scoring a contractor against agreed response times.

Capstone Output

Each participant completes an operations control file for one occupied property. It holds a service standard, a handover checklist, a planned maintenance schedule, a service level scorecard and a response plan. At work it supports the next owner or board review and becomes the template for other properties.

Frequently Asked Questions

Is hotel and housing building operations training suitable for managers new to facilities work?

Yes. Hotel and housing building operations is taught from prepared records and templates. You need responsibility for a hotel, residential or mixed building, but no engineering qualification.

Which standard does hotel and housing building operations rest on in this training?

Hotel and housing building operations here rests on ISO 41001 for facility management systems, with planned preventive maintenance and service level measurement used as working methods.

How is the file from hotel and housing building operations training used at work?

You take the operations control file to your owner or board review, reuse its handover checklist and maintenance schedule, and use its scorecard in contractor meetings.

How does hotel and housing building operations differ from hotel management?

Hotel and housing building operations covers the building, its systems and its contractors, whereas hotel management covers guest sales, staffing and revenue.