

Assistant General Manager

Job Title: Assistant General Manager

Reports to: General Manager
Director of Operations

Hotel/Department: Executive Staff

FLSA Status: Exempt

Job Objective: Directs and coordinates hotel activities to obtain optimum efficiency and economy of operations, and maximize full potential with a balanced focus on mission, guest, employee and owner satisfaction. Is familiar with and complies with the property's mission and standards in performing all key areas of accountability and other essential duties and responsibilities.

Key Areas of Accountability:

- Plans, develops and implements the property's policies and goals, maximizing standards of guest service, occupancy rates, and revenue goals.
- Ensures guests receive professional, efficient, prompt and courteous service.
- Ensures training and development of hotel staff to enable effective job performance, teamwork attitude, and clear communications. Ensures hotel staff compliance to assigned position performance standards.
- Provides weekly statistic reservation forecasts; revises and maximizes selling strategies appropriately, and leads front desk staff in managing hotel reservations system to goal.
- Prepares, allocates, and manages hotel operating budget. Identifies areas in which upgrades are needed or reductions can be made. Monitors and maintains financial accounting records and prepares reports.
- Accurately prepares, maintains and distributes hotel staff payroll. Prepares and submits required reports and documentation for staff payroll. Prepares and submits required reports and documentation for staff payroll, 401 (k), direct deposits, benefits and insurance, etc.
- Accurately manages Daily Operating Report, petty cash bank, audit files and procedures, accounts receivable, rents (if applicable), manager's checkbook and check register, daily purchase records, and all other accounting records as required.
- Confers with General Manger, Director of Operations, and other assistant managers and department heads to review activity, operating, and sales reports. Recommends needed changes in programs or operations.
- Performs daily and weekly property inspections. Ensures property, grounds, physical plant, and work areas are maintained to standard, and that all safety equipment and conditions are to code. Monitors maintenance progress and FF&E conditions; recommends improvements; prepares status reports.
- Ensures hotel supplies are ordered and stocked in advance of need. Performs monthly inventories.
- Liaisons with guests, staff and vendors to resolve conflicts courteously and professionally.
- Cultivates strong working relationships and communications with hotel staff, executive staff, and other departments to ensure maximum operating effectiveness and fulfillment of special event needs.
- Inspects rooms for and greets VIP's.
- Responds to all guest and employee emergencies.
- Updates rates in computer system.
- Acts as hotel public relations director, and promotes the property within the hotel industry, local community, and trade associations.
- Upholds and enforces the property's mission and standards.

Other Duties and Responsibilities:

- Works weekend and holiday shifts as Manager on Duty, as assigned.
- Carries and responds to beeper at all times, unless otherwise authorized by GM or DOO.
- Attends and/or directs mandatory executive staff and departmental meetings. Conveys pertinent information to staff and department heads.
- Fills in as needed for Night Audit and Front Desk coverage.

- Ensures effective, timely and accurate communications flow with regard to policies and procedures, achievement of hotel goals, etc.
- Ensures hotel staff is provided uniforms and name tags, and upholds property grooming standards. Ensures hotel staff compliance with all safety and health requirements of the hotel, state, and federal regulations. Initiates Safety Training.
- Upholds and enforces key control standards.
- Ensures proper use and care of all property equipment and supplies.
- Carries out all reasonable requests of management not listed above.

Supervisory Responsibilities: Manages hotel front desk, night audit, bell/banquet, security, and valet staff, as applicable. Carries out supervisory responsibilities in accordance with company policies and applicable laws. Responsibilities include interviewing, hiring, and training staff; planning, assigning, and directing work; arranging fill-ins; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems, etc.

Qualifications: To perform this job successfully, incumbent must be able to perform each essential duty satisfactorily. Requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential duties.

***Education/Experience:** High school diploma or equivalent required; college degree preferred. Two years previous hotel management experience in a boutique or resort hotel required, and/or a combination of four years training and experience in hotel/resort supervision and management. Experience in financial accounting, personnel supervision, and problem resolution.

***Language Skills:** Position requires excellent spoken and written English communications skills including: ability to read, analyze, and interpret hospitality industry journals, financial reports, and legal documents; ability to respond to common inquiries or complaints from customers, regulatory agencies, or members of the business community; ability to effectively present information to corporate management, public groups, potential clients, and/or boards of directors.

***Mathematical Skills: Ability** to work with mathematical concepts such as probability and statistical inference, and to apply concepts such as fractions and percentages to practical situations.

***Reasoning Ability:** Ability to define problems, collect data, establish facts, and draw conclusions. Ability to interpret technical instructions in mathematical or diagram form and deal with several abstract and concrete variables.

***Certificates/Licenses:** CPR certification will be required; employer will provide training. Must have valid driver's license, good driving record, and automobile associated coverage.

***Equipment/Computer Expertise:** Basic typing skills and ability to operate standard office equipment including: copier, telefax, multiple-line telephone system, 10-key, etc. Must be experienced with and be able to effectively and efficiently use an IBM-type computer and printer to handle room reservations, payroll, word processing, database management and spreadsheet accounting (ADP Payroll, Microsoft Office programs and Lotus 1-2-3 preferred).

Physical Demands: The physical demands described here are representatives of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this job, the employee is regularly required to sit, talk or hear, and taste or smell. The employee is regularly required to stand; walk; and use hands to finger, handle, or feel. The employee must occasionally lift and/or move up to 50 pounds. Specific vision abilities required by

this job include close vision, distance vision, color vision, peripheral vision, depth perception, and ability to adjust focus.

Work Environment: Work environment characteristics described here are representative of those an employee encounters while performing essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. The employee should be able to move around and work with others in a small, confined area. The noise level in the work environment is usually moderate.

Performance Evaluation: Evaluation of reliable, accurate and timely performance in areas of key accountability; other duties and responsibilities; hotel management and staff supervision; financial, labor and cost records; achievement of company goals; attendance; work quality; completion of assigned tasks, reports, and staff supervisory duties; maintenance of positive, team-building attitude; and courteous professional guest service. Performance input obtained from GM, DOO and other assistant managers, as well as guest comments and comment cards and completion and accuracy of work.

I have read and agree to comply with the above job descriptions.

Signature

Date

Chief Engineer

Job Title:	Chief Engineer
Hotel/Department:	Executive Staff
Reports To:	General Manager
FLSA Status:	Exempt
Key Communications with:	General Manager Executive Housekeeper Guest Services Maintenance Assistants Contractors Sub-Contractors

Job Objective: Directs, coordinates and performs routine, preventive and emergency interior/exterior maintenance and repairs to obtain optimum efficiency and economy of operations, and maximize full potential with a balanced focus on mission, guests, employee and owner satisfaction. Is familiar with and complies with the Hotel's mission and standards in performing all key areas of accountability and other essential duties and responsibilities.

Key Areas of Accountability:

- Prioritize, plan, schedule, assign and supervise engineering department staff preventive maintenance tasks, work orders and special projects, ensuring timely, accurate completion.
- Respond to guest's maintenance needs promptly, and ensure guests receive professional, efficient, prompt and courteous service, to hotel standards.
- Ensure training and development of engineering staff to enable effective job performance, ongoing safety training, teamwork attitude, and clear communications. Ensure staff compliance to assigned position performance standards.
- Maintain the physical appearance and operational efficiency of the hotel including physical, mechanical, electrical, plumbing and hot tub systems, etc.
- Perform daily and weekly property documented inspections. Ensure property, grounds, physical plant, and work areas are maintained to standard, and that all safety equipment and conditions are to code.
- Establish and maintain department equipment and supply inventory levels appropriate to property requirements, and train staff on supplies inventory, maintenance and ordering procedures.
- Maintain, monitor and test hotel's emergency and security systems, features and procedures.
- Maintain and monitor utilities usage rates and suggests methods for reducing associated costs.
- Ensure security, cleanliness, preventive maintenance and repair of engineering tools, equipment and safety features, according to established procedures and within budget.
- Ensure maintenance storerooms and work spaces are kept in a neat, clean and organized manner.
- Train engineering department staff on correct maintenance procedures and assists in repairs as needed.
- Prepare, allocate, and manage engineering operating budgets. Identify areas in which replacement or upgrades are needed, or reductions can be made.
- Confer with GM/DOO, assistant managers and department heads review maintenance status and inspection reports. Recommends needed changes in procedures and/or operations.

- Cultivate strong, positive working relationships and communications with the hotel's executive staff, hotel staff, and engineering staff to ensure maximum operating effectiveness and fulfillment of maintenance needs.
- Respond to corporate and management inquiries. Research and complete budget input and maintenance reports, in a timely manner, as directed.
- Liaison with guests, staff, vendors and contractors. Resolve disputes, as needed.
- Adhere to and promote the company's Mission/Standards

Other Duties and Responsibilities:

- Work weekend and holiday shifts as Manager on Duty.
- Attend and/or direct mandatory executive staff and departmental meetings. Convey pertinent information to staff and other department heads. Ensure effective, timely and accurate communications flow with regard to policies and procedures, achievement of hotel goals, etc.
- Ensure maintenance staff is provided uniforms and name tags, and upholds grooming standards.
- Ensure maintenance staff compliance with all safety and health requirements of, state, and federal regulations.
- ~~Is familiar with emergency procedures and applies them actively in any emergency situation.~~
- Upholds and enforces safety policies and standards.
- Uphold and enforce key control standards.
- Ensure proper use and care of all equipment and supplies.
- Carry out all reasonable requests of management that the employee is capable of performing.

Supervisory Responsibilities: Manage all aspects of maintenance staff on a daily basis. As an Executive Committee member and Manager on Duty, carry out interim supervisory responsibilities in accordance with company policies and applicable laws. Responsibilities include interviewing, hiring, and training staff; planning, assigning, and directing work; arranging fill-ins; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems, etc.

Qualifications: To perform this job successfully, incumbent must be able to perform essential duties satisfactorily. Requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform essential functions.

***Education/Experience:** High school diploma or equivalent required; college degree preferred. Minimum of five years maintenance experience and two years supervisory experience.

***Language Skills:** Position requires excellent spoken and written English communication skills including: ability to read, analyze and interpret documents such as industry journals, financial reports, operating and maintenance instructions, and procedure manuals; ability to respond to common inquiries or complaints from guests and contractors, regulatory agencies; ability to effectively present information to corporate management, public groups, potential clients and/or boards of directors. Spoken Spanish skills a plus.

***Mathematical Skills:** Ability to work with mathematical concepts such as probability and statistical inference, and to apply concepts such as fractions and percentages to practical situations. Ability to accurately add, subtract, multiply, and divide in all units of measure, using whole numbers, common fractions, and decimals.

***Reasoning Ability:** Ability to define problems, collect data, establish facts, and draw valid conclusions. Ability to interpret technical instructions in mathematical, diagram or blueprint form, and deal with several abstract and concrete variables. Must use good judgment in prioritizing maintenance requirements and scheduling staff assignments

***Equipment/Computer Expertise:** Five years experience with and ability to operate and train staff on use of a variety of tools and maintenance equipment including: electric sanders, drills, welders, and saws; plumbing snakes; PVC cutting tools and glues; multi-meter; interior/exterior painting tools and supplies; sheetrock repair/replacement tools; wallpaper tools; etc. Some computer experience preferred.

***Special Skills/Experience:** Experience with PVC (clearing of clogged drains; installation, repair/replacement of broken or defective lines and fixtures; etc.) hot tub operation, maintenance and repairs, electrical maintenance and repairs (installation of conduit and hardwiring, replacement of plugs and switches, electrical trouble shooting and repair, etc.), elevator maintenance, commercial washer/dryer repairs, interior/exterior building maintenance and repairs (wall/molding repairs; painting and prep-work; grout and tile repair; minor refinishing; cleaning and repair of air ducting fans and motors; etc.), wall paper hanging and repair, repair/replacement of locks and security devices, etc. Must be able to work well independently with minimal supervision, and to be receptive to new techniques and procedures.

***Certificates/Licenses:** CPR certification will be required, employer will provide training.

Physical Demands: The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to stand; walk; use hands to finger, handle, or feel; reach with hands and arms; climb or balance; and stoop, kneel, crouch or crawl. The employee frequently is required to talk or hear and taste or smell. The employee is occasionally required to sit. The employee must regularly lift and/or move up to 25 pounds, frequently lift and/or move up to 50 pounds, and occasionally lift and/or move up to 100 pounds. Specific vision abilities required by this job include close vision, color vision, peripheral vision, depth perception, and ability to adjust focus.

Work Environment: The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly exposed to outside weather conditions. The employee is frequently exposed to moving mechanical parts. The employee is occasionally exposed to high, precarious places; fumes or airborne particles; toxic or caustic chemicals; risk of electrical shock; and vibration. The noise level in the work environment is usually moderate.

Performance Evaluation: Evaluation of reliable, accurate and timely performance in areas of accountability; other duties and responsibilities; maintenance of adequate supplies/parts inventories and equipment; achievement of company goals; work quality; completion of assigned tasks; maintenance of positive, teambuilding attitude and courteous, professional relations with management, staff and guests; attendance;

proper uniform and grooming, etc. Performance input obtained from Engineering Manager, DOO, Assistant Managers and co-workers, guest comments and comment cards, as well as completion and accuracy of work.

I have read and agree to comply with the above job description.

Signature

Date

Revised: February, 2001

Controller

Position:	Controller
Department:	Accounting
Purpose:	The Hotel Controller directs the accounting and control functions at the hotel, while ensuring timely reporting of operating results and maintains the integrity of the management information system.
Reports to:	Operations Controller

Essential Functions:

- ◆ Supervise all accounting functions.
- ◆ Prepare the financial statements within the time frames supplied in the Corporate closing schedule and according to the Company Policies and Procedures, Generally Accepted Accounting Principles and the ~~Uniform System of Accounts.~~
- ◆ Analyze and interpret financial results in order to assist and advise the General Manager and the Company Corporate Team.
- ◆ Maintain balance sheet analysis on at least a quarterly basis and preferably on a monthly basis with full supporting detail.
- ◆ Prepare accurate cash flow statements and projections on a monthly basis and on request.
- ◆ Maximize working capital and cash flow statements and projections on a monthly basis and on request.
- ◆ Prepare timely and accurate sales, use and occupancy tax returns as well as any other external reports or returns as deemed necessary.
- ◆ Ensure successful treasury cash management as set forth in the policies and procedures manual.
- ◆ Ensure compliance with the management agreement and attendant legal documents. Understanding how those documents translate into financial responsibilities and how they may effect both the hotel's and Corporate's financial position.
- ◆ Maintain effective system and control procedures as set forth in the policies and procedures manuals.
- ◆ Ensure integrity and efficiency of computerized data processing functions.
- ◆ Ensure that all financial reports, budgets, forecasts, and other information required by the company are accurately compiled and submitted within the specified time limits, identifying variances, and making recommendations for improvements as appropriate.
- ◆ Review forecasts and budgets prepared by hotel management team to ensure that owners, the General Manager, and Corporate Management are provided with guidelines of performance that are both reasonable and achievable.
- ◆ Ensure all legal, treasury, and tax documentation is properly maintained and secured, and that all statutory and fiscal reporting requirements are satisfied, which includes any governmental requirements

for permits and licenses.

- ◆ Ensure adequate insurance coverage is maintained to protect the assets of the hotel with particular regard to the requirements contained in the hotel's management contract.
- ◆ Ensure adequate controls are installed and maintained for the protection of the hotels' assets against loss or misappropriation.
- ◆ Successfully lead and perform an advisory or interpretive role as well as to recommend controls related to the ethical environment.
- ◆ Continuously monitor economic, social and governmental trends and policies to ensure the General Manager and Corporate Management are kept fully apprised of any implications that may affect the performance of the hotel in meeting its financial objectives.

Hotel Specific Essential Functions:

- ◆ Service Training
- ◆
- ◆

Tools and Equipment:

- ◆ Computer and printer, typewriter, telephone, pen/pencil, photo-copying machine, file folders, filing cabinet, facsimile machine

Working Environment:

- ◆ Interior of hotel, in normal office conditions.

SKILLS CERTIFICATION TRAINING CHECKLIST

The items below represent key skills and abilities necessary for the obtainment of certification. Both trainer/manager and associate need to sign after completing each area of training.

Name: _____ **Date of Hire:** _____ **Date Completed:** _____

Job Title: Controller **Department:** Accounting

Skills/Ability to:	Associate Signature	Trainer Signature	Date
<ol style="list-style-type: none"> 1. Perform an Internal Audit 2. Explain and perform the Income Audit Daily Report regarding hotel revenue 3. Explain and perform the Front Office process of guest check-in and checkouts 4. Explain and perform the Night Audit function 			
<ol style="list-style-type: none"> 5. Explain and perform Outlet Cashiering functions 6. Explain and perform Cash Accountability control procedures 7. Explain and prepare a Forecast 8. Manage the Accounts Receivable function 9. Explain the Payroll system 10. Explain and perform the General Cashier function 11. Explain and perform the Accounts Payable function 12. Explain the Corporate Office and hotel credit polices (if applicable) 13. Explain and monitor the hotel purchasing policies and procedures 14. Explain company corporate culture 15. Analyze, reconcile and maintain General Ledger records 16. Business concepts, mission and the planning process 17. Explain the purpose and procedures of the company Service program 18. Explain the responsibilities of the Manager on Duty program 19. Explain the Guest program 20. Explain the Human Resources function 21. Explain the process of recruitment, selection and hiring 			

SKILLS CERTIFICATION TRAINING CHECKLIST

Skills/Ability to:	Associate Signature	Trainer Signature	Date
<ol style="list-style-type: none"> 1. Explain in general terms the associate benefit policies: <ul style="list-style-type: none"> - managing for improved performance – coaching session - managing for improved performance – counseling sessions - managing for improved performance – disciplinary action - procedures for probation, work suspension, and associate termination 2. Explain the process of conducting performance appraisals 3. Explain the strategies for maintaining non-union status (if applicable) 			
<ol style="list-style-type: none"> 4. Explain terms of union contracts (if applicable) 5. Explain the programs and components in the Hotels Training System 6. Understand and perform the scheduling of Department associates 7. Explain procedures for maintaining a safe working environment. 8. Explain the purpose of the Occupational Safety Health Act and how your department complies 9. Explain the Workers Compensation claims management process as it relates to the management associate(s) of the department 10. Describe the purpose and function of the following departments: <ul style="list-style-type: none"> - Housekeeping - Security - Front Office - Guest Services - PBX - Health Spa - Sales and Marketing - Engineering Services - Human Resources - Restaurant Outlets - Room Service - Banquets - Culinary - Stewarding 			

SKILLS CERTIFICATION TRAINING CHECKLIST

Skills/Ability to:	Associate Signature	Trainer Signature	Date
<p>1. Explain the action steps to take in the event of an Associate or guest accident</p> <p>Hotel Specific Skills/Ability to:</p> <ul style="list-style-type: none"> ➤ Provide Service Training ➤ ➤ <p>Demonstrates the required skills of job responsibilities through practical testing. (Hotel Specific Tests)</p>			
<ul style="list-style-type: none"> ➤ ➤ ➤ 			

Executive Chef and Director of Food & Beverage

FLSA: Exempt

POSITION TITLE: **Executive Chef and Director of Food and Beverage**

DIVISION/DEPARTMENT: Food and Beverage

REPORTS TO (TITLE): General Manager

SUPERVISES: All Culinary, Restaurant, and Banquet Service Staff and the F & B Conference Services Facilitator

DATE (Revised): July 18, 2002/July 4, 2003/November 1,2003

BASIC FUNCTION: This position oversees all food and beverage culinary, banquet, conference and restaurant services. Ensures the highest standards of operation and products are maintained and the departments are managed in an efficient and profitable manner.

QUALIFICATIONS: EDUCATION, KNOWLEDGE, TRAINING, & WORK EXPERIENCE

- ❖ High school graduate or equivalent.
- ❖ Associate Degree with Bachelor Degree preferred.
- ❖ 8 – 10 years experience in Food and Beverage Operations preferred
- ❖ 8 – 10 years experience as an Executive Chef required
- ❖ 2 – 5 years experience in Hotel Operations preferred
- ❖ Must be customer service oriented.
- ❖ Ability to interact well with others.

ESSENTIAL FUNCTIONS:

1. Oversees all food and beverage outlets and ensures quality and consistency in menu items.
2. Trains and develops personnel.
3. Responsible for decision making and policy formulation within areas of responsibility
4. Develops and implements creative seasonal menus.
5. Develops and implements annual budgets and 90 day forecasts.
6. Maximizes revenues in areas of responsibility.
7. Maintains effective staffing and cost controls in all areas of responsibility.
8. Continually evaluates and maintains a high level of guest satisfaction and customer service.
9. Participates in marketing planning with the Communications Manager, Marketing Consultant and the General Manager, for areas of responsibility.
10. Implements and coordinates interfaces with all other departments.
11. Serves as Manager on Duty.

MARGINAL FUNCTIONS:

1. Assists other departments as required.
2. Oversees the Resort entities in the absence of the General Manager
3. Performs additional duties as requested by the General Manager.

ENVIRONMENT:

POSITION ANALYSIS/SPECIFICATIONS

	<i>N/A</i>	<i>OCCASIONAL</i>	<i>FREQUENT</i>	<i>CONSTANT</i>
Sitting		X		

Standing			X
Walking		X	
Bending Over		X	
Crawling	X		
Reaching		X	
Crouching	X		
Kneeling	X		
Balancing	X		
Pushing/Pulling	X		
Lifting/Carrying			
10lbs or less	X		
11lbs to 25lbs	X		
26lbs to 50lbs	X		
51lbs to 75lbs	X		
76lbs to 100lbs	X		
Over 100lbs	X		
Manual Dexterity		X	
Fine Motor Skills		X	
Gross Motor Skills		X	
Eye/Hand Coord.		X	
Near Vision			X
Far Vision			X
Color Recognition			X
Hearing			X

ENVIRONMENTAL FACTORS

	<i>YES</i>	<i>NO</i>
Working Outside	X	
Working Inside	X	
Working Alone	X	
Working Closely With Others	X	
Excessive Cold/Heat	X	
Excessive Humidity/Dampness		X
Noise/Vibrations	X	
Working Above Ground	X	
Working Below Ground		X
Working with Chemicals/Detergents/Cleaners		X
Working Around Fumes/Smoke/Gas	X	
Walking on Uneven Surfaces		X
Motorized Equipment or Vehicles		X
Working Around Machinery/Motorized Equip.		X
Climbing on Scaffolds or ladders		X

The above statements are intended to describe the general nature and level of work being performed by employees assigned to this classification. They are not intended to be construed as an exhaustive list of all responsibilities, duties and skills required of personnel so classified.

I have read the above Position Guidelines and Position Analysis/Specifications and testify that I am able to perform the essential job functions for this position.

NAME

DATE

Executive Housekeeper

FLSA: Exempt - Salaried
POSITION TITLE: Executive Housekeeper
DIVISION/DEPARTMENT: Rooms
REPORTS TO: General Manager
DATE: April 23, 2004

BASIC FUNCTION:

Responsible for the day to day operations of the Housekeeping and Laundry Departments and supervision of staff members.

QUALIFICATIONS: EDUCATION, KNOWLEDGE, TRAINING, & WORK EXPERIENCE

High school degree or equivalent. Minimum of five years of progressive experience in a similar position and five years supervisory experience. Excellent communication, organizational skills and time management skills required. Attention to detail and follow through is essential. Knowledge of cleaning equipment and cleaning chemicals required. Valid State Driver's License. Requires constant physical activity and lifting.

ESSENTIAL FUNCTIONS:

- Plan, organize, designate and schedule daily cleaning and sanitation of Inn room inventory, including condominiums and homes.
- Maintain quality control of room cleanliness and room maintenance.
- Supervise departmental staff, including all aspects of employment and performance evaluations.
- Train and develop staff members.
- Manage departmental budget as determined in conjunction with the General Manager.
- Develop and maintain par levels for supplies and linens.
- Develop and maintain positive and productive working relationships with staff members and other members of the Management Team.
- Attend weekly staff meetings.

MARGINAL FUNCTIONS:

1. Other duties as assigned by the General Manager

ENVIRONMENT:

This is a physically demanding position. You may have to carry all of your cleaning supplies, linens and cleaning equipment up and down stairs, on sidewalks outside, and sometimes for a considerable distance. This will need to be done regardless of weather conditions. There are multiple types of units that require cleaning. You may work with another employee but frequently you may be expected to work alone.

POSITION ANALYSIS/SPECIFICATIONS

	<i>N/A</i>	<i>OCCASIONAL</i>	<i>FREQUENT</i>	<i>CONSTANT</i>
Sitting		X		
Standing				X
Walking				X
Bending Over				X

Crawling		X	
Reaching			X
Crouching			X
Kneeling			X
Balancing			X
Pushing/Pulling			X
Lifting/Carrying			X
10lbs or less			
11lbs to 25lbs			X
26lbs to 50lbs		X	
51lbs to 75lbs		X	
76lbs to 100lbs		X	
Over 100lbs	X		
Manual Dexterity			X
Fine Motor Skills			X
Gross Motor Skills			X
Eye/Hand Coord.			X
Near Vision			X
Far Vision			X
Color Recognition			X
Hearing			X

ENVIRONMENTAL FACTORS

	<i>YES</i>	<i>NO</i>
Working Outside	X	
Working Inside	X	
Working Alone	X	
Working Closely With Others	X	
Excessive Cold/Heat		X
Excessive Humidity/Dampness		X
Noise/Vibrations	X	
Working Above Ground	X	
Working Below Ground		X
Working with Chemicals/Detergents/Cleaners	X	
Working Around Fumes/Smoke/Gas	X	
Walking on Uneven Surfaces	X	
Motorized Equipment or Vehicles	X	
Working Around Machinery/Motorized Equip.		X
Climbing on Scaffolds or ladders		X

The above statements are intended to describe the general nature and level of work being performed by employees assigned to this classification. They are not intended to be construed as an exhaustive list of all responsibilities, duties and skills required of personnel so classified.

I have read the above Position Guidelines and Position Analysis/Specifications and testify that I am able to perform the essential job functions for this position.

NAME

DATE

General Manager

Job Title:	General Manager
Hotel/Department:	Executive Staff
Reports To:	Owner/Management Company
FLSA Status:	Exempt
Supervises:	Hotel Staff and New Construction

Job Objective: While overseeing the construction of a new 86-room hotel, directs and coordinates activities of existing Hotel to obtain optimum efficiency and economy of operations, and maximize its full potential with a balanced focus on people, product and profit.

People:

- Provide leadership for all hotel personnel: directly for key managers and indirectly for supervisors and approximate non-management personnel.
- Prepare an annual manpower development succession plan that reflects a very definite focus on and commitment to training.
- Make selections for key management positions according to the hotel and company policies ensuring the candidates meet the job specifications. Counsel and advise direct subordinates on the selection of the key management staff.
- Develop and install a system of standards of performance with appropriate feedback systems whereby each individual may objectively appraise their own management performance and levels of improvement.
- Establish, practice and instill by example a progressive style of management which is both positive in nature and which focuses on improvement in contrast to styles which focus on winning and losing.

Product:

- Represent the Hotel and the new property in civic, business, industry and local government.
- Have complete authority, responsibility and accountability for the Hotel and the new hotel, except where authority is expressly denied in writing.
- Develop clearly defined annual objectives for both hotels that reflect significant improvement throughout the operation, which represent a high level of fiscal integrity, and which are supportive of the overall mission.
- Develop a comprehensive annual marketing plan that focuses on specific results and which includes thorough action plans and budgeted costs associated with their implementation.
- Ensure that both hotels have in place an accurate organization chart that reflects a management organization and structure that is compatible with and supportive of the physical and fiscal plans of the Hotel and its sister property.
- Monitor performance and improvement on an on-going basis so as to determine the effectiveness of implementation strategies. Function as a facilitator of ideas and action plans and as a leader and coach of individual performance. Provide a pro-active rather than a re-active perspective to the on-going operation of the Hotel.
- Lead with intellectual and emotional maturity, demonstrating a personal philosophy of life and work habits, practicing consultative supervision and observing ethical business practice.
- Keep the owner/supervising president informed about the condition of the hotels and all major factors influencing their operation.
- Represent the management company and the hotels to the public (civic, service and professional groups), industry and government in such a manner to enhance the reputation of the management company, the properties and to gain recognition for their competency and contribution.

Profit

- Prepare a comprehensive annual operating profit plan, for all departments within both hotels.
- Prepare a detailed annual capital expenditure plan.
- Prepare a salary administration plan.
- Ensure at least one internal and external audit is to be conducted annually.
- Establish the source of business available to the Hotel and establish priority and sales opportunities in the development of that business.
- Participate in the management company's selling program to the fullest extent.
- Promote and maintain good working relationships with management company counterparts.

Job Responsibilities:

- Operate the existing Hotel and the new project with the integrity and commitment that results in its continued growth and increased profitability.
- Accept responsibility for the health, safety and welfare of the guests and the employee of the hotel(s).
- Accountable for all personnel actions, assets and personal property and the end result of their use.
- Develop with each key manager clearly defined divisional objectives which focus on significant improvement and which are in harmony with and supportive of the overall mission of the hotel and its sister property.
- Develop, in conjunction with the aid of all key management personnel, strategies and programs to ensure attainment of the hotel goals and objectives.
- Develop job descriptions to ensure clarity and understanding of the job's purpose and the tasks performed in achieving job responsibilities.
- Develop objectives, as a supplement to the performance standards, for all key managers pertaining to their functional responsibilities that are supportive of the goals of both hotels.
- Implement performance planning and review all management personnel, according to established performance standards and mutually agreed upon objectives, comparing results to budgeted plans and position objectives.
- Develop within the limits of established policies and operating procedures the philosophy of decentralized decision managing with delegated authority to affect improvement. Encourage participative management and group decisions to ensure interest and best possible results.
- Strive to create a management environment which encourages individual performance, encourages group dynamics and results in a definable synergy at a variety of levels throughout the operation.
- Set forth clear administrative guidelines and ensure that these are adhered to throughout all hotel operations.
- Implement development and training programs in all departments to produce in-depth qualified personnel, to ensure continuity of management, and to prepare for vacancy and/or transfer requirements. Support all personnel in the achievement of their training and development objectives.
- Schedule weekly, trimester, and annual meetings of the Executive Committee, Department Heads and staff to ensure dissemination of the basic company philosophies and policies throughout the Hotel and its sister property.
- Set forth minimum acceptable standards of quality, operation and service as a benchmark point for self-measurement.
- Ensure that all departments have the necessary written procedures to ensure efficiency of operation and development of operational and technical skills.
- Supervise all key management personnel in carrying out their operating responsibilities and tasks, coordinating efforts and establishing priorities, as necessary.
- Establish and constantly reinforce the commitment of highest standards of quality, service and the overall integrity of the guest experience.
- Create and maintain a focus on defining results in ways that are both objective and measurable.
- Maintain a system of monitoring, control and information feedback that compares results to forecasts and plans.

- Provide guest comment cards soliciting guest compliments and/or complaints throughout the hotels. Utilize this information in the operation so as to better meet the needs and expectations of hotel guests.
- Explain discrepancies between actual and planned profit performance and any corrective action taken on a monthly basis.
- Ensure employee exit interviews are held; review monthly departmental employee turnover records and take necessary action.
- Review pricing policies and strategies on a quarterly basis.
- Review energy saving programs and plans on a monthly basis.
- Ensure procedures for fire, riot, bomb threat, cash guest security and other emergency situations are to be written and distributed to all employees.
- Conduct oneself in an ethical and exemplary manner that encourages like manners and conduct.
- Represent the interest of the Hotel and of its personnel in a fair, impartial and equitable manner.
- Review major policy decisions to ensure that the Hotel and its sister hotel receive the benefit of the owner/president's thinking and to ensure that both hotels are acting in conformity with the most recent company views and policies.
- Coordinate the efforts of other corporate staff, standing ready to render service, support, information and calling on them for such advice and assistance as is deemed advisable.
- Cooperate effectively with peers and associates sharing mutual interest, concerns, advice and specialized knowledge.
- Convey clear instructions, guidance with proper intent to achieve a unity of purpose. Establish working relationships that will attain a high level of effective executive and employee morale.
- Maintain positive on-going relationships with all owners and their representatives/consultants, and ensures that effective reports are presented in a professional manner on a timely basis.
- Identify those business sources that the Hotel and its sister property can serve; program the sales efforts to solicit those sources capable of serving.
- Develop and implement an annual marketing plan.
- Identify "need" periods and develop strategies to increase occupancy and revenue.
- Organize and operate an effective, profit oriented marketing department responsible for the development of maximum balance group and individual business.
- Responsible for the representation of the Hotel and its sister hotel in travel association, trade and industry related organizations that represent potential for business and travel for the purposes of soliciting business and visiting with prospective customers.

Supervisory Responsibilities: Supervises Director of Sales and Marketing, Sales & Marketing Manager, Guest Services Manager, Engineering Manager, Executive Housekeeper, Reservations Coordinator, and Controller/Human Resources Manager. Is responsible for the overall directions, coordination and evaluation of the Hotel and its sister hotel. Carries out supervisory responsibilities in accordance with the organizations' policies and applicable laws. Responsibilities include interviewing, hiring and training employees; planning, assigning, and directing work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems.

Qualifications: To perform this job successfully, incumbent must be able to perform each essential duty satisfactorily. Requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential duties.

***Education/Experience:** Bachelors degree or equivalent; or four to ten years related experience and/or training; or equivalent combination of education and experience.

***Language Skills:** Position requires excellent spoken and written English communications skills including. Ability to read, analyze, and interpret hospitality industry journals, financial reports, and legal documents. Ability to respond to common inquiries or complaints from customers, regulatory agencies,

or members of the business community. Ability to effectively present information to corporate management, public groups, potential clients, and/or boards of directors.

***Mathematical Skills:** Ability to work with mathematical concepts such as probability and statistical inference. Ability to apply concepts such as fractions, percentages, ratios, and proportions to practical situations.

***Reasoning Ability:** Ability to define problems, collect data, establish facts, and draw conclusions. Ability to interpret technical instructions in mathematical or diagram form and deal with several abstract and concrete variables.

***Certificates/Licenses:** CPR certification will be required; employer will provide training. Must have valid driver's license, good driving record, an automobile and associated coverage.

Physical Demands: The physical demands described here are representatives of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to sit, talk or hear, and taste or smell. The employee is regularly required to stand; walk; and use hands to finger, handle, or feel. The employee must occasionally lift and/or move up to 25 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and ability to adjust focus.

Work Environment: Work environment characteristics described here are representative of those an employee encounters while performing essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. The noise level in the work environment is usually moderate.

Performance Evaluation: Evaluation of reliable, accurate and timely performance in areas of key accountability; other duties and responsibilities; hotel management and staff supervision; financial, labor and cost records; achievement of company goals; attendance; work quality; completion of assigned tasks, reports, and staff supervisory duties; maintenance of positive, team-building attitude; and courteous professional guest service; completion and accuracy of work.

I have read and agree to comply with the above job description.

Signature

Date

Night Security

Job Title: Night Security

Hotel/Department: Front Office

Reports To: Hotel Controller

FLSA Status: Nonexempt

Job Objective: To provide for the security and safety of the guests and the hotel during the night. Is familiar with and complies with the Hotel's mission and service standards and philosophy in performing all key areas of accountability and other essential duties and responsibilities.

Areas of Key Accountability:

- Follows safety and security policies and procedures at all times.
- Patrols property's interior grounds and back alleyway.
- Ensures all guestroom doors are closed and all public access doors locked.
- Ensures all properties security alarms and video camera are on and functioning well.
- Responsible for reporting any suspicious activity to the local Police Department. Risk should not be taken that might endanger the employee.
- Responsible for maintaining clear and concise logs of all nightly occurrences, suspicious activity, or anything out of the ordinary or requiring follow up.
- Responds to guest requests quickly and courteously as reported by night auditors.
- Performs all duties in a safe manner and reports all accidents to supervisor immediately regardless of severity.
- Maintains safety and security of guests at all times.
- Adheres to key control policy and procedure according to set standards.
- Adheres to and promotes the company's Mission/Standards.

Other Essential Duties and Responsibilities:

- Performs any cleaning duties as assigned.
- Assists in training new/other employees.
- Maintains cellular phone log for emergency calls.
- Responsible in relieving the Night Auditor to guarantee that the front desk is never left unattended
- Answers phone with proper telephone etiquette as outlined in our Guest Services standards.
- Change videotape in VCR after your shift.
- Other duties may be assigned, as needed.

Qualifications: To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

***Education/Experience:** High school diploma or general education degree (GED); or one to three months' related experience and/or training; or equivalent combination of education and experience.

***Equipment/Computer Expertise:** Ability to operate general maintenance equipment such as plunger, etc.

***Language Skills:** Ability to read, understand and speak English. Ability to read, write and comprehend simple instructions, short correspondence, and memos. Ability to effectively present information one-on-one or to a small group of people including customers and co-workers.

***Mathematical Skills:** Ability to add and subtract two digit numbers and to multiply and divide with 10's and 100's. Ability to perform these operations using units of American money and weight measurement.

***Reasoning Ability:** Ability to apply common sense understanding to carry out detailed but uninvolved written or oral instructions. Ability to deal with problems involving a few concrete variables in standardized or unusual situations.

***Certificates/Licenses/Registrations:** CPR certification may be required. Valid driver's license with good driving record is required. Must be legally allowed to work in the United States.

Physical Demands: The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this job, the employee is regularly required to stand, walk, and reach with hands and arms. The employee frequently is required to use hands to finger, handle, or feel; stoop, kneel, crouch, or crawl; and talk or hear. The employee is occasionally required to climb or balance. The employee must regularly lift and/or move up to 25 pounds, frequently lift and/or move up to 50 pounds, and occasionally lift and/or move up to 100 pounds. Specific vision abilities required by this job include close vision, distance vision, peripheral vision, depth perception, and ability to adjust focus.

Work Environment: The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this job, the employee is regularly exposed to outside weather conditions. The employee is occasionally exposed to toxic or caustic chemicals. The noise level in the work environment is usually moderate.

Performance Evaluation: Evaluation of performance of areas of key accountability, other job functions and responsibilities as well as attendance, proper uniform, etc., will be done by way of input based on observance from the Hotel Controller, General Manager, Front Office Supervisor, Guest comments and Comment Cards, as well as co-worker and other management input.

I have read and agree to comply with the above job description.

Signature

Date

Position:	Chief Accountant
Department:	A & G Controllers
Responsible to:	Director of Finance
Responsible for:	Accounting Staff

Main Purpose of the Job:

To assist the Director of Finance in assuring the implementation of the Corporate Policies & Procedures.

To maintain the legal financial reports to the hotel and to effectively administer the Accounting office staff and other sections of the Finance department.

To prepare and be responsible for the timely submission of all the reports to the Head Office.

Key Result Areas

Guest Satisfaction:

Main Duties & Responsibilities

- * To carry out the duties & responsibilities of the Director of Finance during his absence.
- * To maintain legal books of the hotel, prepare standard and miscellaneous journal vouchers for monthly closing.
- * To assist the Director of Finance in Budget preparation.
- * To prepare Final Trial Balance, Profit & Loss Statement and FRS, Gold Book & Weekly Activity Report.
- * To review and coordinate the reconciliation of all balance sheet accounts.
- * To prepare/assist the Director of Finance in preparing all reports required by the General Manager / Area Director of Finance / Home Office.
- * To assist the Director of Finance in training of staff through job rotation programmes.
- * To co-ordinate house bank counts with the General Cashier.
- * To coordinate the various sections of the Accounting department to ensure the timely receipt of input for the closing.
- * To assist the Guest with all queries.
- * To be aware of company Customer Programmes.

- * To act according to the complaint handling standards & procedures.
- * To carry out any reasonable duties as may be requested by the department head.
- * To be aware of company service standards and apply its principles at all times.
- Employee Satisfaction:**
 - * To report for duty clean and tidy, wearing the correct uniform and name badge and ensure that the attendance record is signed both at the beginning and at the end of the shift.
 - * To train, develop, guide and motivate colleagues.
 - * To assist all departments when required.

- * To attend departmental communication meetings & training sessions and to operate in line with the instructions received.
- * To be responsible for a clean and tidy working area.
- Financial Performance:**
 - * To be fully aware of the hotel goals and budgets.
 - * To prepare monthly analysis for the monthly results and comparison against budget and previous years.
 - * To promptly advise the Director of Finance of any red flag area which could result in financial damage to the hotel in order to prevent or minimise such damage.
 - * To monitor on a regular basis with the Director of Finance the department direct purchases as to reduce hotel cost.
 - * To be aware of any activities/events operating within the hotel in order to promote and maximise sales.
 - * To suggest means and ways of reducing costs without effecting the quality and standard of the hotel.

- * To ensure energy and water saving.
- Environmental Awareness:**
 - * To report any maintenance defects to an immediate supervisor or the engineering department.
 - * To operate all equipment as per the operating guidelines.
 - * To have full knowledge of the hotel safety and emergency procedures.

- * To comply with statutory and legal requirements for fire, health and safety, hygiene, licensing and employment.
- * To be aware of all local customs.
- * To adhere to the hotel rules at all times.
- * To support the hotel's environmental projects.

I confirm that I have read and agreed this job description explaining the main duties & responsibilities of my job:

Signed: _____ (Job Holder)

Print name:

Date:

Issued by: _____ (Departmental Manager)

Print name:

Date:

Conference Sales Manager

Position: Conference Sales Manager

Division:

Department: Hotel Sales

Effective Date: 10/10/95

Position Reports To: Director - Hotel Sales

Primary Function:

Solicit future conference business for hotels in assigned market areas. Maintain and exceed booking goals of 1,500 definite room nights per month.

Work To Be Performed:

Contact meeting planner by mail, telephone, facsimile, personal calls, customer outings and site inspections.

Negotiate space, dates and rates to obtain booking goal while focusing on shoulder and off season business.

Assist in development and solicitation of package plans aimed at conference business and encourage repeat business.

Assist in developing annual marketing strategies.

Market food, beverage (banquet and restaurant covers), golf, tennis, and admission ticket business. When possible, solicit donations for the foundation development effort.

Develop working knowledge of cost factors (room rates, food and beverage, museum operations) and the conference service operation.

Administer personnel functions to support staff.

Attend trade shows and travel to various market areas, promoting the facilities.

Operate within a team concept; willingness to cover for others when needed while meeting individual performance goals.

Continue professional development through educational offerings made via industry trade groups and educational institutions.

Knowledge of company mission and non-hotel offerings to guests.

Direction Received:

Must be willing to work independently to solicit business in assigned areas.

Ability to help the Director administer the specific objectives of the annual marketing plan.

Supervision To Be Exercised:

Direct supervision of secretary and conduct the hiring, coaching, counseling and termination process of same.

Qualifications:

Minimum: Excellent communication skills, ability to work independently without direct supervision, in-depth knowledge of conference sales skills and techniques, familiarity with general hotel operations; generally gained through a degree in business administration, hotel management or 3-5 years experience in a closely related field. Must be willing to travel 15-25% of the time and work evenings and weekends as required.

Preferred: Conference sales experience in an assigned market area.

Director of Sales

Job Title: Director of Sales

Hotel/Department: Executive Staff

Reports to: General Manager

FLSA Status: Exempt

Key Communications with: General Manager
Corporate Office
Sales Department
Assistant Managers

Job Objective: To oversee and manage sales staff and reservations to ensure maximum revenue, editorial coverage, and marketing opportunities are achieved.

Job Responsibilities:

- Maintain and promote a teamwork environment with effective and clear communication amongst co-workers.
- Ensure best client service is being made available through communication amongst the team, cross-training within the department, and appropriate office coverage.
- Set example through professionalism, friendly attitude towards clients and co-workers, timely response to client and co-worker needs, and observance of Sales Office Standards.
- Ensure the sales team shares these same ideals.
- Have "open door" policy for open communication within department.
- Provide opportunities for cross-training, development, and growth.
- Be familiar with all areas of the sales department (cross-trained) in order to best service client.
- Perform necessary supervisory functions to effectively and efficiently manage the personnel assigned.
- Determine the standards of performance as a basis for review progress of sales department members.
- Ensure hotel meets or exceeds budgeted goals.
- Follow company cross-sell procedures.
- Utilize company database to determine geographic areas for travel agent calls while maintaining top and existing travel agent accounts.
- Organize travel agent month and travel agent appreciation rates for slow months.
- Solicit PR, travel agent and other business through personal calls, trips, and networking.
- Maintain and expand targeted media lists/contacts.
- Develop and send informative press releases to targeted lists highlighting all activities and promotions.
- Actively participate in industry and civic organizations, serving as a representative of the company to enhance our knowledge of local operations and activities.
- Maintain and expand Corporate Incentive Program via direct mail, personal visits and phone calls with participants and potential clients to ensure program's success.
- Continue to develop and educate self and staff.
- Aid with group bookings, site inspections and visits as needed.
- Work directly with the General Manager and sales team on the business plan, trimester plan and budgets.
- Manage advertising, direct mail and sales budget, making appropriate recommendations for realignment, when necessary.
- Monitor overall office workflow and make adjustments as necessary.
- Yield rates on a weekly basis with the General Manager, Sales Manager and the Yield/Reservations Coordinator.

- Oversee and ensure the update of the different websites and the GDS.
 - *Generate and book cross sell leads.
 - *Monitor progress of the sales team.
- Responsible for training sales managers and department heads on appropriate aspects of Cross Sell

Other Responsibilities:

- Maintain a high profile while serving as a Hotel representative.
- Follow and promote hotel standards with guests, co-workers and community.
- Respond to all inquiries within 24 hours.
- Maintain a friendly, positive attitude with clients, guests and employees.
- Active participation in monthly managers meeting.
- Complete trip reports and be timely with trip follow-up on all sales calls.
- Participate in MOD program if required.
- Maintain a high level of professionalism with a "lead by example" profile. Recommend streamlining suggestions, changes, or possible efficiency improvements in any area of the Hotel.
- Respond to corporate, client, and Hotel requests on a timely basis.
- Adhere to all policies, procedures and standards set forth by this department, the Hotel, and management company.
- Comply with all safety and OSHA requirements.
- Maintain a professional and clean working environment.
- Report to work as scheduled, in professional attire.
- Direct any questions or concerns to General Manager.
- Comply with all deadlines.
- Perform any projects assigned by the General Manager.

Supervisory Responsibilities: Manages all aspects of sales staff on a daily basis, and carries out interim supervisory responsibilities, if necessary in accordance with Hotel policies and applicable laws. Responsibilities may include interviewing and training staff; planning, assigning and directing work; arranging fill-ins; addressing complaints and resolving problems, etc.

Qualifications: To perform this job successfully, incumbent must be able to perform each essential duty satisfactorily. Requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential duties.

***Education/Experience:** High school diploma or equivalent required; Bachelor's Degree and two years sales experience required, and/or a combination of four years training and experience with increasing responsibilities in sales management capabilities.

***Language Skills:** Position requires excellent spoken and written English communications skills including: ability to read, analyze, and interpret sales documents; ability to respond to common inquiries or complaints from staff, guests or members of the business communities; ability to effectively present information to management and staff.

***Mathematical Skills:** Ability to work with mathematical concepts such as probability and statistical inference, and to apply concepts such as fractions and percentages to practical situations.

***Reasoning Ability:** Must possess ability to define problems, collect data, establish facts, and draw valid conclusions.

***Special Abilities:** Must be organized, dependable, able to work well independently, detail-oriented, flexible in scheduling and prioritization, and self-motivated. Must be able to adjust tasks in accordance with

changing deadlines and priorities. Must be tactful, confident and a good listener when dealing with guests, staff and the business community.

***Certificates/Licenses:** CPR may be required; employer will provide training. Must be legally allowed to work in the United States and have a valid driver's license, good driving record, automobile and associated insurance coverage.

***Equipment/Computer Expertise:** Basic typing skills and ability to operate standard office equipment including: copier, telefax, telephone, calculator, etc. Must be experienced with and able to efficiently use a computer and printer for word processing, ACT and spreadsheets, Microsoft Windows (Word), Microsoft Office, and Excel.

Physical Demands: The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to sit, talk or hear, and taste and smell. The employee is occasionally required to stand; walk; and use hands to finger, handle, or feel. The employee must occasionally lift and/or move up to 30 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and ability to adjust focus.

Work Environment: Work environment characteristics described here are representative of those an employee encounters while performing essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

The noise level in the work environment is usually moderate.

Performance Evaluation: Evaluation of reliable, accurate and timely performance in areas of key accountability; other duties and responsibilities; achievement of Orchard Hotel/CHG goals; attendance, work quality; completion of assigned tasks and reports; maintenance of positive team attitude; and courteous, professional relations with management and staff; completion and accuracy of work. Other management and/or department input may be used.

I have read and agree to comply with the job description.

Signature

Date

Executive Chef

Position: **Executive Chef**

Reports to:

Directs: Executive Sous Chef
Sous Chefs
Restaurant Chefs
Garde Manger
Steward
Store Room Manager

Scope of Responsibility:

Responsible for the consistent preparation of innovative and creative cuisine of the highest quality, presentation and flavor for the dining rooms, banquets, and other food facilities, resulting in outstanding guest satisfaction, improved market share and increased covers and revenues in all revenue generating outlets. In accomplishing this standard interviews, hires, trains, supervises, counsels and motivates the kitchen team while controlling production and food costs.

Duties and Responsibilities:

- 1) Trains, develops, and motivates supervisors and culinary staff to meet and exceed established food preparation standards on a consistent basis. Teaches preparation according to well defined recipes and follows up and discusses ways of constantly improving the cuisine at the property.
- 2) Displays exceptional leadership by providing a positive work environment, counseling employees as appropriate and demonstrating a dedicated and professional approach to management.
- 3) Delegates as appropriate to develop supervisors and subordinates to accept responsibility and meet clearly defined goals and objectives.
- 4) As part of the management team, displays an attitude of loyalty, dedication, confidentiality and a willingness to cooperate with other team executives and staff. Accepts projects and responsibilities as assigned by the Resident Manager and completes in a timely manner.
- 5) Ensures all equipment in the kitchens is properly maintained and in working order in accordance with County Health Department and hotel standards.
- 6) Coordinates with support departments for acquisition of needed goods and services.
- 7) Ensures sufficient staffing levels are scheduled to accommodate business demands.
- 8) Ensures all products are prepared in a consistent manner and meet departmental appearance/quality standards.
- 9) Provides management and support to the kitchen management staff, ensuring efficiency in the daily operation.
- 10) Remains at all times appropriately groomed and wears the uniform provided.
- 11) Follows and enforces all applicable safety procedures specified for kitchen and food services areas.

Non-Physical Qualifications:

- 1) Must possess basic reading, basic writing, and basic mathematical skills.
- 2) At least 5 years high-volume cooking experience with extensive knowledge in fine dining and front end restaurant service.
- 3) At least 3 years experience as an Executive Chef for a hotel property.
- 4) Strong interpersonal and communication skills involved in culinary training.

Physical Qualifications:

- 1) Ability to work from a standing position for extended periods of time.
- 2) Ability to perform reaching, stooping and/or crouching motions repeatedly.
- 3) Dexterity in the hands and fingers needed to effectively manipulate the tools and utensils used in food preparation.
- 4) Visual abilities (closeness and depth perception) to ensure quality food preparation and personal safety with various types of equipment.
- 5) Must have the sense of smell and taste needed to ensure quality food preparation.

Primary Duties:

- 1) Review and approve food orders from the central commissary for delivery (as required for special order items).
- 2) Discuss daily food cost reports with key kitchen and F&B staff.
- 3) Review and approve (adjust as necessary) restaurant/banquet recipe cards.
- 4) Review weekly schedules to meet forecasts and budgets.
- 5) Troubleshoot unexpected or unusual situations in the kitchens.
- 6) Interview and hire employment applicants for kitchen employee positions.
- 7) Attend and participate in various meetings and administrative sessions.
- 8) Train and update kitchen management employees with regard to all applicable policies and procedures.
- 9) Design and conduct ongoing on the job training for Apprentices, Externs and kitchen staff.

Other Duties:

- 1) Prepare various products for special events and VIP functions as needed.
- 2) Frequently review finished products for quality prior to leaving kitchens.
- 3) Create and revise restaurant special events and banquet menus as requested.
- 4) Request and implement staff adjustments (additions, terminations, rate changes, etc.).
- 5) Schedule and conduct product taste panels with Food & Beverage Management (as required for new products).
- 6) Additional related duties as requested by Food & Beverage and Hotel Management.

Personal Characteristics:

Leader, trainer and motivator of staff
Strong verbal and written communicator
Creative and artistic
Personable and approachable
Enjoys active guest interaction
Even tempered
Team Player
High energy level

Neat in appearance
Well organized
Strong administrator
Good judge of people and situations
Focused with ability to handle many details and heavy volume of events
Strong work ethic
Unquestionable integrity
Stable and committed
Fine reputation in personal and professional life
Strong supervisory skills
Good decision maker
Meets deadlines
Maintains a passion for food
Maintains a reputation for consistency and fairness

Special Requirements:

Ability to appreciate, enjoy and adapt to resort/conference environment. Self starter who brings solutions and new ideas. Must be resourceful and confident in abilities. Proven record of culinary accomplishments by recognitions personally achieved with concurrent recognitions for the cuisine of the affiliated resort, hotel or restaurant. Must be willing to make a long term commitment to the Resort, the Management and Culinary teams to establish and maintain a reputation for excellence in cuisines locally, regionally and nationally.

Food and Beverage Manager

TITLE: Food & Beverage Manager

DEPARTMENT: Golf Course / Deli

REPORTS TO: Director of Golf

APPROVED BY:

PURPOSE OF POSITION: To provide our members and guests with quality food and beverage products in a clean atmosphere with the best service possible.

PRIMARY RESPONSIBILITIES:

% of Time	Responsibilities	E / NE*	Reason Code**
40	Staff Supervision - Interview, hire, train, provide schedules and ensure proper operating procedures are followed by the deli attendants and beverage cart attendants. Coordinate staffing schedules, food inventories and varieties for group outings and tournament banquets.	E	1,2,3,4
20	Inventory - Maintain adequate inventory levels, provide variety, minimize food costs, keep spoilage to a minimum, maintain inventory records, meet inventory deadlines and process all invoices in a timely manner.	E	1,2,3,4
10	Food Quality - Keep within health department guidelines and ensure all food and beverages are quality products and are used by dates intended.	E	1,2,3,4
20	Banquets, Member functions and Public Promotions - Work with group contacts in up-selling food and beverages products, coordinating banquets, promoting the facility and running daily, weekly and/or monthly specials.	E	1,2,3,4
10	Point of Sales - Audit daily sales reports, keep system up to date with changes, produce and maintain monthly sales reports.	E	1,2,3,4

- * E = Essential; NE = Non-Essential
- ** 1 = Performance of this function is the reason the position exists.
 2 = The number of employees available to perform this function is limited.
 3 = This function is highly specialized. Employees are hired for skill/ability/expertise to perform this.
 4 = Failure to perform this function may have serious consequences.
 5 = This function was performed by past employees, and is performed by current employees.

JOB SPECIFICATIONS:

- **MINIMUM EDUCATION:** Food preparation certification and alcohol training program. Must have and maintain health card and managers card through the department of health.
- **MINIMUM EXPERIENCE:** Must have a minimum of 3 years management experience in the food and beverage industry. Banquet and menu management experience required. Experience working with groups to set up functions and up-selling of products and services.

- **SKILLS:** Personnel motivation, inventory controls, POS systems and computer skills required. Must be self motivated and be able to work with limited supervision.

- **EFFORTS:** Team leader and oversee member and guest functions.

- **WORKING CONDITIONS:** Must be able to work closely with staff, banquet and group coordinators, the public and interdepartmental personnel. Must be willing to work evenings, weekends and holidays

-**ACCOUNTABILITY:** Responsible for the food and beverage operations at the golf course.

The above statements are intended to describe the general nature and levels of work being performed. They are not intended to be construed as an exhaustive list of responsibilities, duties and skills of personnel so classified.

Employee: _____

Date: _____

Supervisor: _____

Date: _____

Human Resources Manager

Job Title: Human Resources Manager

Hotel/Department: Executive Staff

Reports To: General Manager
Director of Operations

FLSA: Exempt

Job Objective: Develops policy, directs and manages all aspects of the property's human resources activities and programs, ensuring compliance with state and federal regulations pertaining to ADA, SB198, FMLA, labor relations, employment practices, etc. Is familiar with and complies with the company's mission and standards in performing all key areas of accountability and other essential duties and responsibilities.

Key Areas of Accountability:

- Plans, develops and monitors property's resources policies and goals, maximizing standards of employee productivity and efficiency, and minimizing turnover.
- Maintains accurate and complete current employee personnel files, including orientation, training, performance appraisals, promotions/pay raises, leave of absence, sick time, emergency and home address and telephone numbers, disciplinary documents, garnishments, terminations, etc.
- Remains current with existing and new developments in human resources laws, regulatory practices, policies, programs and procedures. Consults legal counsel to ensure that policies comply with state and federal law. Advises and informs management regarding all aspects of human resources management, and ensures compliance with state and federal regulations concerning employment.
- Prepares, allocates, and manages human resources budget, specifically employee goodwill, procurement and training. Identifies areas in which upgrades are needed or reductions can be made. Monitors and maintains HR budget records and prepares reports.
- Accurately prepares, maintains and distributes Executive Committee payroll. Prepares and submits required reports and documentation for payroll, direct deposits, benefits and insurance. Tracks Executive Committee vacation accruals, sick time, leave of absence, etc.
- Confers with General Manager, Director of Operations, and other assistant managers, departmental heads and supervisors to review employee records, needs, benefits briefing, etc. Recommends needed changes in programs or procedures.
- Maintains utmost confidentiality in all matters pertaining to payroll, employee records, investigations and/or grievances.
- Places and monitors all employee recruitment advertisements. Liaisons with various sources of labor supply to recruit new employees. Represents hotel at local job fairs.
- Performs preliminary interviews with job applicants, verifies references, and recommends applicants or current employees to fill vacancies.
- Monitors and controls unemployment insurance claims through use of outside contracted consultants
- Manages all Workers' Compensation claims and files, and keeps DOO and assistant managers informed as to status thereof. Investigates accidents as required, and complete appropriate documentation.
- Maintains records and files reports in accordance with OSHA and federal safety regulations.
- Liaisons with managers and employees to investigate and resolve conflicts in accordance with state and federal regulations.
- Represents hotel during employee relations dispute resolution, mediation, and/or court appearances.
- Administers and tracks FMLA and leave of absence status for all employees in accordance with law.
- Plans and coordinates all employee special events (Holiday party, summer picnic, pizza party, etc.). Contracts with outside suppliers to provide employee special event services.

- Administers all employee incentive programs (Workers' Compensation awards, Perfect Attendance awards, Employee of the Month/Year, Supervisor of the Trimester, company awards, etc.).
- Establishes and administers in-house management training programs to meet company needs.
- Establishes and conducts new employee orientation seminars and sessions to foster positive attitude toward company goals.
- Writes directives advising management and staff of company HR policies, employment opportunities, compensation, employee benefits and programs, etc.
- Conducts 90-day employee benefits briefings, 401 (k) briefings.
- Maintains "open-door" policy for assistance with benefits, loans, insurance issues, etc.
- Interprets and explains human resources regulations, policies and procedures to management and staff, as needed.
- Modifies, updates, and manages supplies of employee handbooks and training manuals, as required.
- Analyzes wage and salary data to determine appropriate pay raise plans. Conducts periodic wage surveys within labor market to determine competitive wage rate.
- Maintains records and distributes current employee reports (personnel roster, telephone list, performance appraisals due list, birthday calendars, work permit updates, etc.).
- Responds to external requests for employment and pay verification, and/or reference checks.
- Prepares employee separation notices and related documentation, and conducts exit interviews to determine reasons behind separations. Manages terminated employee personnel files.
- Serves as a liaison between hotel and printing company representatives, and coordinates ordering, receipt and storage of all printed material.
- Cultivates strong working relationships and communications with hotel staff, hotel executive staff, and other departments to ensure maximum operating effectiveness and fulfillment of employee needs.
- Researches and compiles reports for property, as required management company.

Other Duties and Responsibilities:

- Works weekend and holiday shifts as Managers on Duty, as assigned.
- Attends and/or directs mandatory executive staff, orientations, benefits briefings, labor law training sessions, etc. Conveys pertinent information to management and staff.
- Ensures effective, timely and accurate communications flow with regard to policies and procedures, achievement of hotel goals, etc.
- Upholds and enforces hotel grooming standards.
- Ensures HRO compliance with all safety/health requirements of hotel, state and federal regulations.
- Ensures proper use and care of all hotel equipment and supplies.
- Carries out all reasonable requests of management not listed above.
- Other duties, as assigned.

Supervisory Responsibilities: Directly supervises one assistant, as needed by the demands of the Human Resources Office. As an Executive Committee member and Manager on Duty, carries out interim supervisory responsibilities in accordance with hotel policies and applicable laws. Responsibilities may include interviewing and training staff; planning, assigning, and directing work; arranging fill-ins; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems, etc.

Qualifications: To perform this job successfully, incumbent must be able to perform each essential duty satisfactorily. Requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential duties.

***Education/Experience:** High school diploma or equivalent required; college degree preferred. Bachelor's Degree and two previous human resources experience required, and/or a combination of four years training and experience with increasing responsibilities in human resources management capacities.

Thorough knowledge of and familiarity with current state and federal labor law regulations. Experience in financial accounting, personnel supervision, counseling and problem solving.

***Language Skills:** Position requires excellent spoken and written English communications skills including: ability to read, analyze, and interpret human resources journals and legal documents; ability to respond to common inquiries or complaints from staff, regulatory agencies, or members of the business community; ability to effectively present information to management and staff.

***Mathematical Skills:** Ability to work with mathematical concepts such as probability and statistical inference, and fundamentals of plane geometry. Ability to apply concepts such as fractions, percentages, ratios, and proportions to practical situations.

***Reasoning Ability:** Must possess ability to define problems, collect data, establish facts, and draw valid conclusions.

***Special Abilities:** Must be organized, dependable, able to work well independently, detail-oriented, flexible in scheduling and prioritization, and self-motivated. Must be able to adjust tasks in accordance with changing deadlines and priorities. Must be tactful, confident and a good listener when dealing with employee grievances.

***Certificates/Licenses:** CPR certification will be required; employer will provide training. Must have valid driver's license, good driving record, automobile and associated insurance coverage.

***Equipment/Computer Expertise:** Basic typing skills and ability to operate standard office equipment including: copier, telefax, telephone, calculator, etc. Must be experienced with and able to efficiently use an IBM-type computer and printer to handle payroll, word processing, database management and spreadsheet accounting (ADP Payroll, Microsoft Word & Excel and Lotus 1-2-3, preferred). Must possess working knowledge of efficient filing systems and procedures.

Physical Demands: The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this job, the employee is regularly required to sit, talk or hear, and taste or smell. The employee must occasionally be required to stand; walk; and use hands to finger, handle, or feel. The employee must occasionally lift and/or move up to 30 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and ability to adjust focus.

WORK ENVIRONMENT: Work environment characteristics described here are representative of those an employee encounters while performing essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. The noise level in the work environment is usually moderate.

PERFORMANCE EVALUATION: Evaluation of reliable, accurate and timely performance in areas of key accountability; other duties and responsibilities; human resources regulations and policies; financial, labor and cost records; achievement of hotel goals; attendance; work quality; completion of assigned tasks and reports; maintenance of positive, teambuilding attitude; and courteous, professional relations with management and staff. Performance input obtained from GM, DOO and Executive Committee, as well as completion and accuracy of work.

I have read and agree to comply with the above job description.

Signature

Date