



## GENERAL MANAGER JOB DESCRIPTION

REPORTS TO: VP/Regional Director of Operations  
CLASSIFICATION: Exempt

### GENERAL MANAGER

A person in a HOTEL GENERAL MANAGER position is responsible for consistently delivering results that contribute to the mission and overall success of the hotel by accomplishing performance objectives linked to improving business revenues, improving business effectiveness and efficiencies, or improving the value of the hotel's products and services to its customers and clients. Success is measured against ten standards: Productivity, Customer and Client Relations, Professionalism, Revenue Management, Financial Management, People Management, Leadership, Quality Management, Communication, and Safety and Security. To be successful, a person in a HOTEL GENERAL MANAGER position must develop and demonstrate effective strengths in many general skill areas in addition to any job specific skill requirements.

### PERFORMANCE EXPECTATIONS

This management tool is designed to facilitate communications between the associate and his or her supervisor as it relates to job performance.

#### Individual Performance Standards Rating Scale and Definitions

**[+] Exceeds Expectations** - An associate may exceed expectations in a given standard or on an overall performance basis by consistently exceeding established goals and handling the unexpected well with little or no supervision. Individuals receiving this rating are well respected and clearly recognized by associates as experts in their field.

**[=] Meets Expectations** - An associate meets expectations by consistently achieving established goals and handling the unexpected with regular assistance from a supervisor.

**[-] Does Not Meet Expectations** - An associate does not meet expectations when the associate is unable



to consistently achieve established goals or requires more than normal levels of supervision to achieve expected results.

## PERFORMANCE STANDARDS

**PRODUCTIVITY:** Organizes resources, performs tasks, and coordinates with other functions to most effectively and efficiently perform work responsibilities and accomplish objectives on a timely basis. Can manage assignments and responsibilities without becoming overwhelmed. Is computer literate to meet the requirements of the job and wisely uses automation to more efficiently manage information. Expectations for this standard should be clarified by monitoring actual results in relation to defined job assignments and the impact accomplishment assigned objectives had on the department's revenues, operating productivity, communication, and/or product quality. Defined business results produced.

**CUSTOMER AND CLIENT RELATIONS:** Personally demonstrates a commitment to customer service by anticipating and responding promptly to guest needs. Is committed to making every guest satisfied. Knows all components and features of the hotel brand's customer service program and is trained to meet standards of each component. Demonstrates sensitivity / professionalism when listening / responding to customers and clients. Successfully implemented at least five guest satisfaction programs over and above basic customer expectations. Tracking is in place to measure repeat guest ratio. Customer and client satisfaction ratings are in the top 90 percentile.

**PROFESSIONALISM:** Clearly understands and communicates the mission, business goals and requirements for successful job performance. Measures own performance against these requirements. Discusses business issues and concerns in ways to encourage peak productivity, innovation, and active participation. Seeks responsibilities and authority to provide the best possible service to clients and customers. Assumes personal responsibility for being consistently on time for work, regular attendance, and maintaining a professional appearance. Monthly activity reports are timely, accurate, and of a quality that can be shared with investors. Expectations for this standard should be clarified by examining the quality of work produced, specific contributions made to furthering the hotel mission, participation in both industry and community efforts and the timeliness, accuracy, and impact of work produced. Success is measured by monitoring work habits that are exemplary.

**REVENUE MANAGEMENT:** Prepares ambitious, yet attainable action plans that accurately reflect impact of key local economic factors and trends influencing hotel market growth. Demonstrates keen knowledge of the hotel's demand segments and exploits all opportunities to maximize revenues. Understands the principle competition for each demand segment and can take advantage of the hotel's relative strengths against each to secure premium market share. Identifies major revenue opportunities and contributes to the hotel's operating strategy to optimize profitability. Staff is trained in the company's reservation sales program and use of the strategy board. Accurately forecasts business changes based on changing market and economic conditions and adjusts activities to maintain or exceed plan objectives. Contributes to the development and implementation of marketing and sales plans based upon the ability to meet and exceed customer wants and needs. Takes full advantage of available resources to generate new business. Personally makes and documents a minimum of five outside sales calls per week (more if there is no sales staff). Understands RevPar principal. Prepares and enforces use of selling strategies as required by the company. Top line budget/forecasts achieved, measured by results in ADR, Occupancy, RevPar, market share, reservation sales call testing.

**FINANCIAL MANAGEMENT:** Meets or exceeds budgeted hotel profit margins. Accurately forecasts revenues and expenses. Prepares timely, well-planned annual budgets that accurately reflect the hotel's potential business plan. Anticipates revenue or cost opportunities and manages the timing of discretionary expenditures to stabilize cash flow. Analyzes financial and operating information on an ongoing basis in order to adjust labor and other costs. Aging accounts are consistently paid within 60 days. Ensures hotel staff is trained in financial control procedures and motivated to take actions or present ideas to maximize productivity with no sacrifice in customer service and product quality. Negotiates purchases and contracts to drive the best possible prices on all items. Assures internal audit, loss control, preventative maintenance and inventory procedures are understood by all associates and followed consistently. Budgeted or approved forecasted profit goals achieved. Carefully researches capital expenditure recommendations to ensure lowest bids, timely application, and a sound return on investment.

**PEOPLE MANAGEMENT:** Manages human resource functions including recruiting, selection, orientation, training, scheduling, compensation, supervision, and evaluation to achieve peak productivity and a positive, cooperative working environment. Effectively takes corrective action and gives meaningful positive recognition. Emphasizes teamwork, information sharing, objective feedback and encouragement as ways of doing business in order to empower associates to serve customers and contribute to the overall success of the hotel. Demonstrates understanding of management responsibility by fostering the continued development of all associates, assuring compliance with all governmental and company policies and regulations regarding employment. Insures all associates participate in orientation programs within thirty days after hiring. Personnel files are complete and in compliance. Productivity and associate retention goals achieved.

**LEADERSHIP:** Associates respond to clear communication and direction without repetition. Keep commitments without offering excuses. Contributes new short term and long term ideas that are in the best interest of the hotel and the company. Is a leader and not a follower among peers. Supervisors consider feedback valuable and credible. Is confident and knowledgeable of the industry and keeps abreast of trends. Is a Certified Hotel Administrator. Is considered a role model by peers and supervisors. Defined measures include results achieved.

**QUALITY MANAGEMENT:** Clearly understands and communicates the requirements for total quality management and successful performance within the assigned hotel. Measures own performance against requirements. Provides the best possible service to clients and customers. Inspects a minimum of five guestrooms per day. Takes actions to set the standards for the hospitality industry. Preventative maintenance program is implemented and followed for both guestrooms and major equipment. Expectations for this standard should be clarified by assessing contributions made to enhancing the product or service of the hotel as perceived by customers, both internal and external. Consistently achieves quality assurance scores in the top 90 percentile and strives for award recognition. Defined measures of product quality and teamwork achieved.

**COMMUNICATION:** Communicates key issues to supervisors on a timely basis. Written communication is clear, complete, and concise. Initiates communication with supervisors when supervisor has a break in communication. Uses good judgment in identifying what constitutes a key issue. Demonstrates clear communication with all associates both verbally and written. Shares key information with associates to foster a clear understanding of expectations.

**SAFETY AND SECURITY:** Seriously takes responsibility for the safety and security of guests, associates, and the asset. Knowledgeable and in compliance with all safety and security requirements by the management company, franchise, health department, fire department, State Inn keepers laws, and OSHA. Holds monthly safety meetings and has appropriate follow-up and documentation in file. Regularly schedules the police and fire department to train associates on procedures. Follows all procedures in processing complete informative incident reports with photographs. All associates are trained on requirements and documentation is on file. Reacts quickly to safety hazards identified and does not hesitate to correct them. Is certified as a pool operator, in CPR, and first aid.

Will perform any duties Regional Vice President deems necessary within employee's capabilities.

**ACKNOWLEDGEMENT:**

I have reviewed and I understand the expectations of this job description. It is understood that I will be required to meet the expectations outlined above within work hours that comply with all Wage and Hour Federal and State laws and company policy.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_