**DACUM Research Chart for**

**Assistant General Manager – Lodging (Full Service)**

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| **DACUM Panel**Joseph DaBerioGeneral ManagerBest Western Plus OceanfrontVirginia Beach, VAElizabeth EckGeneral ManagerNavy Lodge/NEXCOMNorfolk, VA Lynette FournierResort ManagerGold Key/PHR Hotels & ResortsVirginia Beach, VADave MakarskyExecutive Vice President, Resort OperationsGold Key/PHR Hotels & ResortsVirginia Beach, VALouie Marcelo-GlenRegional Director of OperationsLandmark Hotel GroupVirginia Beach, VACliff MyersDirector of AdministrationVirginia Beach Convention and Visitors BureauVirginia Beach, VAStacey Wright ShifletGeneral ManagerVirginia Beach Resort Hotel and Conference CenterVirginia Beach, VAElizabeth WellerExecutive Vice President of AdministrationGold Key/PHR Hotels & ResortsVirginia Beach, VA  **DACUM Facilitators**Laura W. HansonTidewater Community CollegeJessica YandellTidewater Community College |  |  **Sponsored by**  **Developed by** Tidewater Community CollegeVirginia Beach, VASeptember 30 – October 1, 2014 |

**Assistant General Manager – Lodging (Full Service)**

**Tasks**

**Duties**

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| **A** | **Build an Engaged** **Team** | A-1 Implement company/brand training plan | A-2 Evaluate company/brand training plan | A-3 Maintain company/brand training plan | A-4 Implement associate recognition program (monetary or commendation) |
| **B** | **Maintain Facilities****To Standards** | B-1 Perform daily walk-through | B-2 Verify PM is on schedule | B-3 Advise department heads regarding scheduling work orders | B-4 Coordinate capital project logistics |
| **C** | **Foster Exceptional Guest Service**  | C-1 Reinforce guest service expectations | C-2 Engage with guests throughout property | C-3 Promote staff engagement with guests | C-4 Resolve in-house guest issues |
| **D** | **Maximize Room Revenues** | D-1 Prepare occupancy forecast | D-2 Regulate group room inventory, pricing and space planning | D-3 Leverage brand tools (e.g., loyalty programs, revenue management for hire) | D-4 Collaborate on developing marketing opportunities |
| **E** | **Manage Labor Efficiency** | E-1 Validate staffing guidelines | E-2 Verify schedule meets staffing guidelines  | E-3 Analyze daily labor/productivity report | E-4 Notify department heads of daily occupancy changes  |
| **F** | **Oversee Rooms** **Division** | F-1 Enforce life safety standards | F-2 Review audit pack daily | F-3 Rectify audit pack discrepancies | F-4 Monitor room management processes (e.g., room status updates, arrivals, departures, requests) |
| **G** | **Supervise Food and Beverage Department** | G-1 Enforce sanitation, ABC and food handling guidelines | G-2 Coordinate event logistics  | G-3 Verify use of F&B Controls (e.g., waste log, production pars, transfer log, receipts) | G-4 Monitor critical BOH control points (e.g., purchasing, line check, storage expediting) |
| **H** | **Manage Operating Budget Performance** | H-1 Review annual budget | H-2 Review monthly occupancy forecast | H-3 Adjust line item budget to align with forecast | H-4 Notify department heads of budget adjustments |

**September 30 and October 1, 2014**

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| A-5 Implement Company Associate Development Plan | A-6 Disseminate information to department heads (e.g., events, guests, VIPs) | A-7 Support company/brand culture | A-8 Manage associate performance processes (e.g., coaching, progressive discipline, annual review) | A-9 Respond to associate feedback (e.g., discussions, surveys, roundtables) | A-10 Promote community service participation |
| B-5 Coordinate deep clean projects (e.g., guest rooms, public areas) | B-6 Maintain brand standards compliance (e.g., quality assurance program) | B-7 Verify PAR levels of attic stock (e.g., microwaves, lamps, PTAC units) |  |  |  |
| C-5 Comply with guest feedback protocols | C-6 Share GSS results with associates | C-7 Analyze trends in GSS results | C-8 Manage online reputation | C-9 Develop service improvement plan | C-10 Collaborate with department heads to implement service improvement plan |
| D-5 Manage transient room inventory, pricing and channels | D-6 Forecast room revenue | D-7 Monitor booking pick-up and pace | D-8 Participate in weekly revenue management meetings |  |  |
| E-5 Recommend staff schedule adjustments | E-6 Evaluate staff competency | E-7 Recommend needed training | E-8 Evaluate adequacy of staff and resources | E-9 Authorize payroll disbursements |  |
| F-5 Track guest request response rates (e.g., towels, lights) | F-6 Monitor critical control points (e.g., front desk, lobby, drive aisle) | F-7 Conduct weekly department head meetings  | F-8 Review weekly operating results | F-9 Respond to internal audits | F-10 Verify PAR levels of guest room OSE (e.g., toiletries, linens) |
| G-5 Monitor critical FOH control points (e.g., service steps, table turns, sequence) | G-6 Initiate service recovery | G-7 Analyze POS reports | G-8 Rectify POS discrepancies | G-9 Verify PAR levels of restaurant OSE (e.g., glass, china, silver) |  |
| H-5 Approve departmental purchase orders | H-6 Monitor F&B costs | H-7 Critique monthly financials |  |  |  |

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| **General Knowledge and Skills**ABC RegulationsAccounting principlesADA – Americans with Disabilities ActAnalytical skillsFinancial reports analysisAttention to detailBasic forecasting techniquesBookkeepingBrand toolsBuilding codesBusiness communications Business etiquetteCateringConflict resolutionCreative thinkingCredit card processing systemsCustomer service skillsEconomics of supply and demandEmergency responseHospitality industryHospitality industry trends Interpersonal skillsLabor laws - DOL, EEOC, FLSA, ADA, FMLALodging managementLogisticsMarket dynamicsMenu and recipe management systemsMicrosoft Office SuiteMulti-tasking Oral communication skillsOrganizational skillsOSHA guidelinesProperty management systemsPOS technologyPrinciples of revenue managementPrinciples of supply and demandProblem solvingProfit and lossRecruiting and hiring Revenue management principlesSocial media impactSocial media best practicesSupervisory skillsTime managementWebsite maintenanceWi-fi systemsWritten communication skills | **Worker Behaviors**Active listenerAdaptableCalmCommittedCommon senseDecisiveDeterminedDisciplinedEmpatheticEngagingEthicalFlexibleFocused FriendlyGoal-orientedGood hygiene and groomingGood judgmentHard workingIntegrityMaintains professional distanceMotivated On-stage presenceOpen mindedOrderlyOrganizedPatientPersonablePositive attitudeProfessional demeanorPunctualResourcefulResponsibleSelf-controlledSolution orientedStrong work ethicSupportiveSympatheticTactfulTeam playerThick-skinnedTolerantTrustworthyWell-spoken |
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| **Tools, Equipment, Supplies and Materials**Computer/InternetHuman Resource Information System (HRIS)Market indicator reportsMaster keysPBX systemPMSPOS systemRadioReservation systemsRevenue management systemsSales and catering systemsSmart phoneTelephoneWi-fi systemsWork order systems**Professional Organizations**American Hotel & Lodging Association (AH&LA)AH&LA Under 30 GatewayLocal Convention and Visitors BureauState & Local Hospitality & Travel AssociationsVirginia Beach Hotel Association**Credentials** AH&LA Certified Hotel Administrator (CHA)ServSafeTraining for Intervention ProcedureS (TIPS)  | **Acronyms** ABC – Alcohol Beverage ControlBOH – Back of HouseDOL – Department of LaborEEOC – Equal Employment Opportunity CommissionF&B – Food and BeverageFLSA – Fair Labor Standards ActFMLA – Family Medical Leave ActFOH – Front of HouseGSS – Guest Satisfaction SurveyOSE – Operating Supplies and EquipmentOSHA – Occupational Safety and Health AdministrationPAR – Per Available RoomPBX – Public Branch ExchangePM – Preventative MaintenancePMS – Property Management SystemPOS – Point of SalePTAC – Packaged Terminal Air Conditioner **Future Trends and Concerns**Adding revenue centers Affordable Care ActDiminished value proposition of brandEmerging technologies - consumer processesGreen initiativesIdentity theftIncrease in international travelersIncreased federal, state and local regulatory guidelinesIncreased sophistication of booking enginesIndustry perceptionLack of workforce readiness skillsLeading multi-generational workforceLifestyle brandsManaging online reputationMinimum wage increasesMobile enabled self-service technologiesOnline reputation management Revenue per guest instead of revenue per available room Salary gapSustainabilityTransparencyUnrealistic expectations |
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Hospitality is Universal