**DACUM Research Chart for**

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

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| **DACUM Panel**  Joseph DaBerio  General Manager  Best Western Plus Oceanfront  Virginia Beach, VA  Elizabeth Eck  General Manager  Navy Lodge/NEXCOM  Norfolk, VA  Lynette Fournier  Resort Manager  Gold Key/PHR Hotels & Resorts  Virginia Beach, VA  Dave Makarsky  Executive Vice President, Resort Operations  Gold Key/PHR Hotels & Resorts  Virginia Beach, VA  Louie Marcelo-Glen  Regional Director of Operations  Landmark Hotel Group  Virginia Beach, VA  Cliff Myers  Director of Administration  Virginia Beach Convention and Visitors Bureau  Virginia Beach, VA  Stacey Wright Shiflet  General Manager  Virginia Beach Resort Hotel and Conference Center  Virginia Beach, VA  Elizabeth Weller  Executive Vice President of Administration  Gold Key/PHR Hotels & Resorts  Virginia Beach, VA  **DACUM Facilitators**  Laura W. Hanson  Tidewater Community College  Jessica Yandell  Tidewater Community College |  | **Sponsored by**    **Developed by**  Tidewater Community College  Virginia Beach, VA  September 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 Regulations  Accounting principles  ADA – Americans with Disabilities Act  Analytical skills  Financial reports analysis  Attention to detail  Basic forecasting techniques  Bookkeeping  Brand tools  Building codes  Business communications  Business etiquette  Catering  Conflict resolution  Creative thinking  Credit card processing systems  Customer service skills  Economics of supply and demand  Emergency response  Hospitality industry  Hospitality industry trends  Interpersonal skills  Labor laws - DOL, EEOC, FLSA, ADA, FMLA  Lodging management  Logistics  Market dynamics  Menu and recipe management systems  Microsoft Office Suite  Multi-tasking  Oral communication skills  Organizational skills  OSHA guidelines  Property management systems  POS technology  Principles of revenue management  Principles of supply and demand  Problem solving  Profit and loss  Recruiting and hiring  Revenue management principles  Social media impact  Social media best practices  Supervisory skills  Time management  Website maintenance  Wi-fi systems  Written communication skills | **Worker Behaviors**  Active listener  Adaptable  Calm  Committed  Common sense  Decisive  Determined  Disciplined  Empathetic  Engaging  Ethical  Flexible  Focused  Friendly  Goal-oriented  Good hygiene and grooming  Good judgment  Hard working  Integrity  Maintains professional distance  Motivated  On-stage presence  Open minded  Orderly  Organized  Patient  Personable  Positive attitude  Professional demeanor  Punctual  Resourceful  Responsible  Self-controlled  Solution oriented  Strong work ethic  Supportive  Sympathetic  Tactful  Team player  Thick-skinned  Tolerant  Trustworthy  Well-spoken |
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| **Tools, Equipment, Supplies and Materials**  Computer/Internet  Human Resource Information System (HRIS)  Market indicator reports  Master keys  PBX system  PMS  POS system  Radio  Reservation systems  Revenue management systems  Sales and catering systems  Smart phone  Telephone  Wi-fi systems  Work order systems  **Professional Organizations**  American Hotel & Lodging Association (AH&LA)  AH&LA Under 30 Gateway  Local Convention and Visitors Bureau  State & Local Hospitality & Travel Associations  Virginia Beach Hotel Association  **Credentials**  AH&LA Certified Hotel Administrator (CHA)  ServSafe  Training for Intervention ProcedureS (TIPS) | **Acronyms**  ABC – Alcohol Beverage Control  BOH – Back of House  DOL – Department of Labor  EEOC – Equal Employment Opportunity Commission  F&B – Food and Beverage  FLSA – Fair Labor Standards Act  FMLA – Family Medical Leave Act  FOH – Front of House  GSS – Guest Satisfaction Survey  OSE – Operating Supplies and Equipment  OSHA – Occupational Safety and Health Administration  PAR – Per Available Room  PBX – Public Branch Exchange  PM – Preventative Maintenance  PMS – Property Management System  POS – Point of Sale  PTAC – Packaged Terminal Air Conditioner  **Future Trends and Concerns**  Adding revenue centers  Affordable Care Act  Diminished value proposition of brand  Emerging technologies - consumer processes  Green initiatives  Identity theft  Increase in international travelers  Increased federal, state and local regulatory guidelines  Increased sophistication of booking engines  Industry perception  Lack of workforce readiness skills  Leading multi-generational workforce  Lifestyle brands  Managing online reputation  Minimum wage increases  Mobile enabled self-service technologies  Online reputation management  Revenue per guest instead of revenue per available room  Salary gap  Sustainability  Transparency  Unrealistic expectations |
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Hospitality is Universal