

U.S. Department of Labor Employment and Training Administration Office of Apprenticeship (OA) Washington, D.C. 20210	<u>Distribution:</u> A-541 Headquarters A-544 All Field Tech A-547 SD+RD+SAA+; Lab.Com	<u>Subject:</u> New Apprenticeable Occupation: Hotel Manager <u>Code:</u> 400.1
Symbols: DSNIP/SHS		Action: Immediate

PURPOSE: To inform the staff of OA and the State Apprenticeship Agencies (SAA), Registered Apprenticeship program sponsors and other Registered Apprenticeship partners of a new apprenticeable occupation, Hotel Manager.

Hotel Manager
O*NET-SOC Code: 11-9081.00
RAPIDS Code: 2032CB
Type of Training: Competency-based

BACKGROUND: Mr. Rodney Moses, Vice President, Hilton Worldwide, submitted the Hotel Manager occupation for an apprenticeability determination.

Hotel Managers are responsible for managing the day to day operations for each of the following areas within a given hotel property: Financial Operations, Event Services, Food and Beverage Services, Hotel Front Office, Human Resources and Sales and Marketing.

If you have any questions, please contact Stephen Sage, Apprenticeship and Training Representative, Division of Standards and National Industry Promotion, at 202-693-3221.

ACTION: OA staff should familiarize themselves with this bulletin and the attached Work Process Schedule and Related Instruction Outline, as a source for developing apprenticeship standards and/or providing technical assistance.

NOTE: This bulletin is being sent via electronic mail.

Attachments:

- [WORK PROCESS SCHEDULE - HOTEL MANAGER](#)

**WORK PROCESS SCHEDULE
HOTEL MANAGER
O*NET-SOC CODE: 11-9081.00 RAPIDS CODE: 2032CB**

GENERAL ROTATION MANUAL

FINANCE

AREAS OF OBSERVATION AND COMPREHENSION

A: OVERVIEW, INTERNAL CONTROLS/AUDITS AND GUEST SERVICE

Tasks and Skills Application:

At the end of this portion of the rotation, individuals will have performed the following tasks under observation and be able to:

1. Describe three (3) key responsibilities of Finance.
2. Describe the basics of the Daily Report and explain the report's importance.
3. Explain the purpose of Standard Practice Instructions (SPIs) and Standard Operating Procedures (SOPs).
4. Describe the significance of Generally Accepted Accounting Principles (GAAP), Sarbanes Oxley and Internal Control Environment.
5. Review and interpret the Chart of Accounts for individuals 'home' department.
6. Describe five (5) controls in place to monitor cash.
7. Describe the purpose and frequency of General Ledger Reconciliations.
8. Cite the hours of operation of Finance and the three (3) most common guest inquiries.
9. Answer, with assistance nearby, basic guest billing inquiries.
10. Assist in responding to an unsatisfied guest and assist in applying an appropriate level of Service Recovery.

B: FORECASTING

Tasks and Skills Application:

At the end of this portion of the rotation, individuals will have performed the following tasks under observation and be able to:

1. Explain what a forecast is and its purpose.
2. Read basic information from the Annual Budget and Rolling Forecasts.
3. Calculate Flow-Through, Income Before Fixed Charges (IBFC) Margins, Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA) Margins and Cost-per-occupied-room (CPOR).
4. Explain and apply zero-based expense forecasting (if applicable).
5. Describe how the rooms occupancy and Average Daily Rate (ADR) forecast is prepared.
6. Describe the difference between a "Normal" Project and an "Extraordinary" Project.

7. Determine what types of items are put in Furniture, Fixtures and Equipment (FF&E) and provide five (5) examples.
8. Cite three (3) Capital Projects slated for this year and why they are important.
9. Define the Budget Expenditure Report (BER) process and its importance.
10. Define a Product Improvement Plan (PIP).

C: FINANCIAL REPORTING AND MANAGEMENT

Tasks and Skills Application:

At the end of this portion of the rotation, individuals will have performed the following tasks under observation and be able to:

1. Read and interpret the Trend of Operations.
2. Review and interpret the Profit and Loss (P&L Statement) for individuals 'home' department.
3. Describe the process used to ensure the accuracy of the Balance Sheet each month.
4. Read and interpret the Cash Flow Statement and identify potential opportunities and threats.
5. Explain the differences between prepaid and deferred charges and record the entries accurately.
6. State the Month-End Closing deadline.
7. Review the Detail Trial Balance on one expense General Ledger (G/L) Account in individuals 'home' department, including tracing Journal Entries and identifying types of items recorded to the G/L Account.
8. Review the Financial Statement and identify any deviations from Budget.
9. Describe how Finance monitors and tracks hotel revenue and expenses.
10. Assist in applying wage and overtime controls in a mock scheduling exercise.
11. Process a mock department payroll accurately.

D: ACCOUNTS PAYABLE AND ACCOUNTS RECEIVABLE

Tasks and Skills Application:

At the end of this portion of the rotation, individuals will have performed the following tasks under observation and be able to:

1. Participate in a collection call.
2. Assist in the assembly of an Accounts Payable (A/P) Invoice Packet, verifying completion prior to payment.
3. Review and assist in the closeout of a purchase order in Birch Street.
4. Describe the Accounts Payable (A/P) invoice schedule, including discounts.
5. Determine when to set up an account as prepaid or deferred.
6. Complete an expense report and audit one for accuracy.
7. State the three (3) most common billing errors and why they occur.
8. Assist in the assembly of an Accounts Receivable customer invoice.
9. Observe the process of setting up group billing instructions.
10. Explain the controls that ensure payments are posted in Accounts Receivable (A/R).
11. Explain the purpose of a Letter of Credit and when the hotel would request one of a customer.

12. Describe the process to write off an account, including authorization and effect to the Operating Statement.

FOOD AND BEVERAGE

AREAS OF OBSERVATION AND COMPREHENSION

A: OVERVIEW AND FOOD AND BEVERAGE

Tasks and Skills Application:

At the end of this portion of the rotation, individuals will have performed the following tasks under observation and be able to:

1. Describe the basic relationships among the different departments in Food and Beverage.
2. Explain the various questions asked related to Food and Beverage.
3. Describe the highest revenue-producing holiday and/or special events held in the restaurant(s).
4. Describe three (3) key advertising initiatives and their associated costs.
5. Estimate, with the assistance of a Food and Beverage representative, the projected revenue for the current month.

B: RESTAURANTS, LOUNGES, ROOM SERVICE, AND REFRESHMENT CENTER

Tasks and Skills Application:

At the end of this portion of the rotation, individuals will have performed the following tasks under observation and be able to:

1. Take five (5) restaurant reservations with the assistance of a Food and Beverage representative (if applicable).
2. Greet and seat a guest.
3. Set a table for breakfast, lunch and dinner (if applicable).
4. Walk through the steps of service with a Food and Beverage representative.
5. Serve a meal to guests according to standard.
6. Assist in a Room Service meal delivery.
7. Present a check to a guest.
8. Enter an order into Point-of-Sale/Cashiering system with the assistance of a Food and Beverage representative.
9. Name five (5) basic products offered in the Refreshment Center.

C: BANQUETS, CATERING, AND EVENT SERVICES

Tasks and Skills Application:

At the end of this portion of the rotation, individuals will have performed the following tasks under observation and be able to:

1. Describe the relationship of Banquet Service to Catering/Event Services and Sales.
2. Read a Banquet Event Order (BEO) and identify key factors in planning an event.
3. Describe three (3) common ballroom/banquet room sets.
4. Assist in the set-up of three (3) events, with two (2) being buffet presentations
5. Describe the difference between at least three (3) types of banquet beverage service.
6. Describe the expectation of Restaurant Experience in Banquets.

D: CULINARY/CHEFS

Tasks and Skills Application:

At the end of this portion of the rotation, individuals will have performed the following tasks under observation and be able to:

1. Name three (3) ways to control food cost.
2. Describe the cuisine at each restaurant (if applicable).
3. Name three (3) characteristics we look for when receiving food from a vendor.
4. Explain basic food safety precautions taken in the kitchen.
5. Compose three (3) basic/most popular plate presentations.
6. Identify two (2) solutions to control food waste more effectively.
7. Identify three (3) potential hazards in the kitchen and the measures taken to prevent them from occurring.
8. Identify potential sanitation deficiencies and the measures taken to prevent them from occurring.

E: BEVERAGE

Tasks and Skills Application:

At the end of this portion of the rotation, individuals will have performed the following tasks under observation and be able to:

1. State the hotel's age requirements for drinking and for serving alcohol.
2. Describe three seasonal drinks and what they contain.
3. List the signs of the over-consumption of alcohol by a guest.
4. Role-play "cutting off" a guest.
5. Name five (5) ways we control beverage costs.

F: STEWARDING

Tasks and Skills Application:

At the end of this portion of the rotation, individuals will have performed the following tasks under observation and be able to:

1. State the average annual cost of each of the Big Five.

2. State five (5) measures taken to control inventory (prevent loss, breakage, etc.).
3. Describe the frequency and content of Health Department Inspections.
4. Name five (5) daily sanitation procedures.
5. List two (2) ideas to ensure the waste program is working efficiently.

G: PURCHASING/STOREROOM

Tasks and Skills Application:

At the end of this portion of the rotation, individuals will have performed the following tasks under observation and be able to:

1. Place a non-capital item order through Supply Management via Birch Street.
2. Place an order of food and beverage products via Birch Street.
3. Requisition three (3) items out of the food storeroom using proper procedures.
4. Assist in the receipt and storage of a food delivery.
5. Complete a Food Storeroom Requisition from the Kitchen or Bar.
6. Describe in detail the monthly physical inventory process.
7. Explain the numerical control labels on beverage products issued from the storeroom.
8. Assist in the receiving process for nonfood products.
9. Detail the benefits of corporate buying programs.

FRONT OFFICE

AREAS OF OBSERVATION AND COMPREHENSION

A: FRONT OFFICE

Tasks and Skills Application:

At the end of this portion of the rotation, individuals will have performed the following tasks under observation and be able to:

1. Check availability for a reservation and assist in entering a reservation into the system.
2. Search for a room and assist in checking in a guest.
3. Assist in posting a charge correctly.
4. Assist in the completion of a guest check-out.
5. Print and review a Customer Relations Management (CRM) Arrival Report.
6. Read and interpret a group resume.
7. Upsell a guest room to a guest checking in.

B: GUEST SERVICES – BELL, DOOR AND VALET

Tasks and Skills Application:

At the end of this portion of the rotation, individuals will have performed the following tasks under observation and be able to:

1. Room a guest under observation of a representative of the Bell Staff.
2. Tag luggage and determine appropriate storage.
3. Describe the gratuity system.
4. Name the three (3) most common guest requests (Bell Staff).
5. Describe the three most common modes of guest transportation and the role of the Door and Valet Staff in relation to those modes.
6. Cite the current parking fees.
7. Practice giving directions orally to a guest.

C: CONCIERGE AND EXECUTIVE LEVEL

Tasks and Skills Application:

At the end of this portion of the rotation, individuals will have performed the following tasks under observation and be able to:

1. Provide basic directions to a guest.
2. Assist a guest with restaurant selection and reservations.
3. Use the internet to assist a guest (e.g. finding a local attraction, identifying events, etc.).
4. Describe the benefits of the Executive Level to a guest considering a potential upgrade.

D: TELECOMMUNICATIONS AND GUEST SERVICE HOTLINE/CARE LINE

Tasks and Skills Application:

At the end of this portion of the rotation, individuals will have performed the following tasks under observation and be able to:

1. Answer and direct incoming and internal telephone calls using the proper verbiage.
2. Assist a guest with his/her guest room voice mail system.
3. Describe the Internet access options to a guest.
4. Cite the telephone services the hotel can provide for a meeting room.
5. List the emergency response procedures for a: power outage and a fire.
6. Cite the in-house number for the Guest Service Hotline.
7. Take a Guest Service call, respond according to standard, and log the call into the hotel's tracking system.

HOUSEKEEPING

AREAS OF OBSERVATION AND COMPREHENSION

A: OVERVIEW AND GUEST SERVICE

Tasks and Skills Application:

At the end of this portion of the rotation, individuals will have performed the following tasks under observation and be able to:

1. Name three (3) positions in Housekeeping and describe the role and responsibilities of each.
2. Describe common daily interactions between Housekeeping and Property Operations.
3. Describe common daily interactions between Housekeeping and Front Office.
4. Describe common daily interactions between Housekeeping and Human Resources.
5. Answer and respond to a guest call according to standard.
6. Answer and respond to a Guest Service Hotline call according to standard.
7. Describe the amenities (e.g. soaps, TV service, The Bed, etc.) provided to guests in a standard room.
8. Describe three (3) pertinent elements of the Collective Bargaining Agreement related to Housekeeping (if applicable).
9. Assist in processing basic payroll, including recognition of payroll discrepancies.

B: GUEST ROOMS AND PUBLIC SPACE

Tasks and Skills Application:

At the end of this portion of the rotation, individuals will have performed the following tasks under observation and be able to:

1. Describe a standard room layout.
2. Assist in cleaning a guest room according to standard, including reporting in to Housekeeping.
3. Conduct turndown service according to standard, including reporting in to Housekeeping.
4. Assist in cleaning at least two (2) public space areas according to standard, including reporting in to Housekeeping.
5. Read, interpret and apply proper procedures for a VIP Report.
6. Give a daily status report to Front Office with the assistance of a Housekeeping representative.
7. Describe the process for closing floors for rehab.

C: SAFETY AND SECURITY

Tasks and Skills Application:

At the end of this portion of the rotation, individuals will have performed the following tasks under observation and be able to:

1. Report and turn in a lost guest item using standard procedures.

2. Name three (3) suspicious behaviors to report when working guest room areas/public space.
3. Read a Material Safety Data Sheet (MSDS) and use a product accordingly (window spray, etc.) to complete a Housekeeping task (e.g. when individuals clean a room).
4. Describe two (2) key Personal Protective Equipment (PPE) pieces used by a room attendant.
5. Name three (3) potential violations of OSHA regulations and how we prevent them from occurring.
6. List the steps to report a Team Member injury.

D: INVENTORY CONTROL, EQUIPMENT MAINTENANCE AND LAUNDRY OPERATIONS

Tasks and Skills Application:

At the end of this portion of the rotation, individuals will have performed the following tasks under observation and be able to:

1. Explain why we need to maintain a minimum of three (3) pairs of linen and terry.
2. Describe the laundry process from start to finish.
3. Name two (2) items the hotel loans to guests.
4. Name the products used as guest room amenities.

HUMAN RESOURCES

AREAS OF OBSERVATION AND COMPREHENSION

A: EMPLOYMENT PRACTICES

Tasks and Skills Application:

At the end of this portion of the rotation, individuals will have performed the following tasks under observation and be able to:

1. Describe the company values and what they mean.
2. Complete and process a position requisition.
3. Conduct an applicant pre-screening evaluation.
4. Co-conduct a behavior-based interview.
5. Identify key components of full legal compliance throughout the application and hiring processes.
6. Assist the Human Resources staff in the processing of a new hire.
7. Assist Human Resources in processing a transfer request (or conduct a mock transfer if no actual transfers are available).

B: LEARNING AND DEVELOPMENT

Tasks and Skills Application:

At the end of this portion of the rotation, individuals will have performed the following tasks under observation and be able to:

1. Co-Lead a pre-Orientation discussion with a new Team Member.
2. Co-Lead a post-Orientation follow-up discussion with a new Team Member.
3. Conduct basic training using the Four-Step Method.
4. Identify and plan the necessary action to address an issue of poor performance.
5. Practice recognizing and rewarding positive performance.
6. Identify the key elements of the Balanced Scorecard affected by training.
7. Assist Human Resources in processing a promotion request (or conduct a mock promotion if no actual promotions are available).

C: BENEFITS AND COMPENSATION

Tasks and Skills Application:

At the end of this portion of the rotation, individuals will have performed the following tasks under observation and be able to:

1. Understand the basics of processing payroll.
2. Recognize payroll discrepancies.
3. Determine what process to follow should an accident occur.
4. Demonstrate how a Team Member is to utilize the HR Service Center.
5. Explain the basics of a benefits plan.

D: TEAM MEMBER AND LABOR RELATIONS

Tasks and Skills Application:

At the end of this portion of the rotation, individuals will have performed the following tasks under observation and be able to:

1. Identify a minimum of three (3) ways to foster positive professional relationships with Team Members.
2. Recognize Team Members specifically for performance.
3. Assist in the evaluation of a Team Member's performance.
4. Contribute to property newsletter or bulletin board.
5. Assist in the planning of a Team Member discipline conversation and practice a mock application of that conversation with Human Resources representatives.
6. Discuss basic, general union contract facts (with trainer present) with new Team Members (if applicable).

PROPERTY OPERATIONS

AREAS OF OBSERVATION AND COMPREHENSION

A: GUEST SERVICE OVERVIEW

Tasks and Skills Application:

At the end of this portion of the rotation, individuals will have performed the following tasks under observation and be able to:

1. Identify and explain the different trades practiced in the hotel.
2. State the hours of operation of Property Operation service calls.
3. Describe how the Property Operations team impacts the financial performance of the hotel on a daily basis.
4. Complete an effective Guest Room inspection.
6. Identify three (3) Preventive Maintenance procedures in place.
7. Complete and submit a work order.
8. Receive, prioritize and schedule work orders using the Maintenance Management System (MMS).

B: CAPITAL PROJECTS AND PROPERTY REHABILITATION

Tasks and Skills Application:

At the end of this portion of the rotation, individuals will have performed the following tasks under observation and be able to:

1. Describe the Capital Project plan for the hotel for the next five years.
2. Describe the scope of the Capital Projects discussed.
3. Describe the Capital Expenditure (CapEx) Approval Process.
4. Describe, generally, any Rehab efforts taking place this year.

C: ENERGY MANAGEMENT AND LIGHTSTAY

Tasks and Skills Application:

At the end of this portion of the rotation, individuals will have performed the following tasks under observation and be able to:

1. Generate energy management and waste management ideas for individuals 'home' department.
2. Identify energy-efficient lighting on property.
3. Produce LightStay sustainability report for a meeting.
4. Review Return on Investments (ROI).
5. Identify all of and complete some of the basic functions of the EMS (for example: input HVAC Set-Up on EMS from an event schedule).
6. Read meters.

D: CODES, REGULATIONS AND SAFETY

Tasks and Skills Application:

At the end of this portion of the rotation, individuals will have performed the following tasks under observation and be able to:

1. State three (3) codes for compliance required by law.
2. Identify the Life Safety System property-wide.
3. Respond appropriately in individuals 'home' department in a drill of Life Safety System activation.
4. Explain the Emergency Generator function.

REVENUE MANAGEMENT

AREAS OF OBSERVATION AND COMPREHENSION

A: OVERVIEW AND BACKGROUND

Tasks and Skills Application:

At the end of this portion of the rotation, individuals will have performed the following tasks under observation and be able to:

1. Define Revenue Management and describe the ways it is practiced.
2. Identify two potential career paths in Revenue Management.

B: BASIC CONCEPTS

Tasks and Skills Application:

At the end of this portion of the rotation, individuals will have performed the following tasks under observation and be able to:

1. Define a Special Rate Plan (SRP), describe how business is tracked for Revenue Management purposes, and recognize what each SRP at the hotel represents.
2. Create a new reservation and modify an existing reservation with the assistance of the trainer.
3. Assist in building a Special Rate Plan (SRP) for a group, negotiated account, or package in the Central Reservations System.
4. Describe how the hotel competes in the marketplace and list at least one (1) previously identified strategy for improvement.

C: REPORT CREATION, INTERPRETATION AND ANALYSIS

Tasks and Skills Application:

At the end of this portion of the rotation, individuals will have performed the following tasks under observation and be able to:

1. Create the Daily Detail Merge Tool report and distribute according to standard.
2. Learn to read and observe the creation of the Group Pickup Manager Tool.
3. Learn to read and observe the creation of the Booking Pace Tool.
4. Read and interpret one of each of the reports listed above.

D: PROCESSES AND MEETINGS

Tasks and Skills Application:

At the end of this portion of the rotation, individuals will have performed the following tasks under observation and be able to:

1. Read and interpret the current scores on the Revenue Management Scorecard.
2. Assist in the preparation of and participate in a Revenue Management meeting.
3. Name three (3) sources of information that must be consulted when evaluating rate and inventory controls.
4. Explain the importance of overbooking and updating 53rd week controls.
5. Assist in the development of a forecast.
6. Help conduct a group displacement analysis.
7. Assist in the analysis of past performance from previous night/week/month.

SAFETY AND SECURITY

AREAS OF OBSERVATION AND COMPREHENSION

A: GUEST SERVICE

Tasks and Skills Application:

At the end of this portion of the rotation, individuals will have performed the following tasks under observation and be able to:

1. Explain the concept of Loss Prevention to a colleague.
2. Describe three (3) key responsibilities of the Safety and Security team.
3. Cite the hours of operation/dispatch of Safety and Security.
4. Assist in writing and completing a Security Log for one shift.
5. Assist in writing an Incident Report (if applicable).
6. Describe two typical guest calls to which individuals responded during individuals Security rotation.

B: EMERGENCY MANAGEMENT

Tasks and Skills Application:

At the end of this portion of the rotation, individuals will have performed the following tasks under observation and be able to:

1. Identify three (3) key components of standard fire and safety inspections.
2. Describe the steps individuals will take in individuals 'home' department in the event of a fire.
3. Respond to mock media inquiries about a fire, a bomb threat and civil unrest.
4. Identify the steps individuals will take in individuals 'home department' in the event of power failure.

C: SAFETY

Tasks and Skills Application:

At the end of this portion of the rotation, individuals will have performed the following tasks under observation and be able to:

1. Cite the location of fire extinguishers in individuals 'home' department.
2. Assist in the completion of a Hazardous Conditions/Unsafe Practices Inspection and corresponding report.
3. Assist in training a Team Member on three (3) safety topics (e.g. PPE, MSDS, Vehicle Safety, etc.).
4. Identify potential OSHA violations (Safety & Security to provide a quiz).

D: SECURITY

Tasks and Skills Application:

At the end of this portion of the rotation, individuals will have performed the following tasks under observation and be able to:

1. Provide an accurate initial response to a guest reporting a property loss.
2. Explain the steps the hotel takes to recover lost guest property.
3. Report a found item according to proper procedure.
4. Assist in a hotel property walk to ensure the hotel's physical security.
5. Assist a guest with a malfunctioning key.
6. Assist in issuing and collection master keys from Team Members.

SALES AND MARKETING

AREAS OF OBSERVATION AND COMPREHENSION

A: SALES AND MARKETING OVERVIEW

Tasks and Skills Application:

At the end of this portion of the rotation, individuals will have performed the following tasks under observation and be able to:

1. Describe the primary positions and their responsibilities in the Sales and Marketing operation.
2. Review and interpret a lead.

3. Assist in responding to an inbound lead.
4. Assist in handling a lead from utilizing the Customer Focused Selling (CFS) qualifying factors.
5. Explain the importance of the Marketing Plan and three (3) of the key initiatives in this year's plan.

B: SOLICITING

Tasks and Skills Application:

At the end of this portion of the rotation, individuals will have performed the following tasks under observation and be able to:

1. Name and describe the key points of competition of three (3) hotels in individuals competitive set.
2. Name three (3) strengths, three (3) weaknesses, two (2) opportunities and two (2) threats facing the hotel.
3. Explain the difference among the various rates offered by the hotel.
4. Mock "sell" three (3) in-house packages to a guest.
5. Assist in a telephone solicitation with a Sales Manager.
7. Participate in an outside solicitation with a Sales Manager.
8. Name two (2) prospecting strategies and when to use them.
9. Plan and prepare a Site Inspection with a Sales Manager.
10. Work with a Sales Manager to qualify a piece of business.
11. Explain the principles of Customer Focused Selling (CFS).

C: ADMINISTRATIVE

Tasks and Skills Application:

At the end of this portion of the rotation, individuals will have performed the following tasks under observation and be able to:

1. Read and interpret the Delphi Function Diary and the Group Rooms Control (GRC) Log.
2. List the Customer Focused Selling Qualifying Factors.
3. Complete a mock expense report according to standard.
4. Assist in drafting a basic sales proposal.
5. Map the typical 'flow' of a booking from the initial telephone inquiry to the final Thank Individuals letter.

D: SECURING BUSINESS

Tasks and Skills Application:

At the end of this portion of the rotation, individuals will have performed the following tasks under observation and be able to:

1. Role-play qualifying an account.
2. Determine the feasibility (profitability/value) of at least three (3) potential bookings.
3. Mock "sell" the benefits of the hotel (vs. solely the features) for an effective competitive spin.
4. Explain the various pieces of standard collateral used in a sale and the appropriate technology for each.
5. Differentiate between 'soft' dollars and 'hard' dollars and when to pursue one over the other with a client.
6. Complete eLearning on Global Contract and explain the general components of a contract (e.g. cancellation policy, attrition, damages, etc.).

E: SERVICING AND REBOOKING BUSINESS

Tasks and Skills Application:

At the end of this portion of the rotation, individuals will have performed the following tasks under observation and be able to:

1. List the sequence of steps in a file turnover.
2. Review a group pick-up report/end-of-month report and compare pick-up versus forecast.
3. Explain the significance of the Individual Business Traveler (IBT) and their contractual privileges (i.e. Last Room Availability (LRA) group rates, etc.).
4. Explain the value of lost business in general financial terms.

F: KEY RELATIONSHIPS

Tasks and Skills Application:

At the end of this portion of the rotation, individuals will have performed the following tasks under observation and be able to:

1. Audit a file turnover from the Meetings and Conventions perspective.
2. Explain a common/standard timeline for servicing a group.
3. Describe the general role of an Event Services/Meetings and Conventions Manager.
4. Cite some of the unique banquet menu items offered at the hotel.
5. Read and interpret a Banquet Event Order (BEO).
6. Assist in the setup of a meeting room.
7. Describe the three (3) most common meeting room sets.
8. Name the Audio Visual (AV) Company at the hotel and cite five (5) services they provide (if applicable).
9. Assist in the service of a group (i.e. a breakfast or lunch or reception, etc.).

DISCIPLINE SPECIALIZATIONS

EVENT SERVICES

AREAS OF STUDY AND APPLICATION

A: DEPARTMENT ORGANIZATION

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Explain the basic purpose and structure of the Event Services team
2. Apply the Quality Service and Performance Standards according to standard.

3. Define and represent the professional behavior expected of a manager in the Events Department.
4. Define key terms used in the daily operations of Event Services.

B: WORK MANAGEMENT AND TEAM MEMBER RELATIONS

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Process daily checklists and reports accurately and to standard.
2. Participate effectively in standing weekly meetings.
3. Adhere to and cooperate in scheduling procedures.
4. Respond appropriately and quickly to Team Member concerns and ideas.
5. Prepare for a coaching and counseling session with a Team Member.

C: COMPETITIVE ASSESSMENT

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Explain the purpose and benefits of conducting a competitive assessment.
2. Define the acronym Strengths, Weaknesses, Opportunities and Threats (SWOT) and describe SWOT's for this hotel related specifically to Event Services.

D: PROFIT AND LOSS

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Read and interpret the hotel Profit and Loss (P&L) Statement, particularly as it relates to each key financial item related to Event Services.
2. Conduct financial comparisons between group and local business.

E: 'BEST TO DO BUSINESS WITH'

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Identify and understand the ways by which we evaluate Event Services' performance.
2. Define the five stages of customer interaction and what occurs during each stage.
3. Define the five touch points of customer experience and provide examples of each touch point.

F: EVENT SERVICES PROCEDURES

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Explain the difference between a Standard Practice Instruction (SPI) and a Standard Operating Procedure (SOP).
2. Explain/interpret the Standard Practice Instructions (SPIs) and Standard Operating Procedures (SOPs) directly related to Event Services.
3. Participate appropriately in site inspections, Summit Meetings and Debrief Meetings.
4. Assist in completing post-event reports.

G: GROUP CATERING

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Write and distribute banquet event orders.
2. Understand and explain the process and value of affiliate and hospitality business
3. Participate in dish up, demonstrating awareness of impact on food cost.

H: THE SALES AND SERVICE RELATIONSHIP

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Describe the Sales and Service relationship and your role in the success of that partnership.
2. Determine whether Sales or Service is responsible for action items related to client files and events.
3. Understand and apply the 'No Surprise Rule' consistently and effectively.
4. Adhere to the procedures for Turnover Timeline File Conversion to standard.

I: BOOKING MANAGEMENT

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Apply the Standard Operating Procedures (SOPs) to handle bookings accurately, efficiently and effectively with desired results.
2. Book files in Delphi and in hard-copy files accurately and to standard.
3. Describe the basic steps and components of forecast development.
4. Prepare for (run required reports, distribute resumes, etc.) and participate in key Event Services Meetings.

5. Interpret all reports related to Event Services.
6. Write basic correspondence to standard.

J: ON-SITE CUSTOMER EXPERIENCE AND CULINARY OPERATIONS

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Conduct a walk-through of all function space and describe the sets and capacities for each function space (e.g., seating capacity, ideal layout, fire codes, audio visual, etc.) accurately.
2. Participate in the direct interaction with customers addressing questions, issues and concerns.
3. Role-play the role of the Blue Coat in scenarios provided by the trainer.
4. Execute a full daily activity checklist.
5. Add a small pop-up meeting efficiently and accurately.

K: APPLICATIONS

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Successful completion of required online training for Delphi Management.
2. Successful completion of required online training for each Housing Solution.
3. Successful completion of required contracts training.
4. Successful completion of all training recommended by the Director of Events.

L: INDUSTRY

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Locate the website for and describe the services of each Event Services industry organization and their potential importance to meeting professionals.
2. Prepare to attain membership in an industry organization of your choice.
3. Determine the steps and the timeline for eventual designation as a Certified Meeting Professional (CMP) through the Convention Industry Council (CIC).

Discipline Specialization Work Project

FOOD AND BEVERAGE

AREAS OF STUDY AND APPLICATION

A: DEPARTMENT ORGANIZATION AND BALANCED SCORECARD

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Explain the role of Food and Beverage in your hotel.
2. Apply the basic Food and Beverage Brand Standards and Service Guidelines to standard.

B: FINANCIAL PERFORMANCE

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Forecast meal period covers.
2. Complete a weekly cover forecast.
3. Read and interpret the monthly Profit and Loss Statement and make recommendations for improvement accordingly.
4. Review financial and operational results for holiday promotions and special events.

C: THREE-MEAL RESTAURANTS

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Serve as host/hostess and greet and seat guests according to standard.
2. Take accurate reservations.
3. Set and serve tables according to standard.
4. Run, interpret and implement the results of the daily CRM Reports.
5. Interview guests about their dining experiences.
6. Read, interpret and 'drill-down' to root causes of unfavorable comments as identified in the SALT Survey.
7. Operate Point-of-Sale/Cashiering system accurately and efficiently.
8. Reconcile daily revenues.
9. Lead a pre-shift meeting.

D: IN-ROOM DINING AND REFRESHMENT CENTER

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Conduct opening and closing procedures (if applicable) for Room Service/In-Room Dining.
2. Engineer the Refreshment Center offerings according to product sales performance (if applicable).
3. Conduct inventory control procedures for equipment and products (if applicable).
4. Perform Room Service/In-Room Dining to service and quality performance standards (from taking the order to tray removal).
5. Operate the Point-of-Sale/Cashiering system for Room Service/In-Room Dining accurately and efficiently.
6. Stock a Refreshment Center to standard (if applicable).

E: CATERING, EVENT SERVICES AND BANQUETS

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Perform essential functions appropriate to Food and Beverage in Delphi.
2. Prepare a Banquet Event Order and participate in a Banquet Event Order Meeting.
3. Assist in the Catering Sales Process.
4. Assist Event Service Manager with food and beverage requirements.
5. Manage prop storage and take accurate inventory.
6. Evaluate event service according to standards from the Large Meeting Planner Survey, the Small Meeting Planner Survey, the Event Planner Survey, etc. (including beverage service, revenues, etc.).

F: CULINARY/CHEFS

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Calculate food cost.
2. Create production forecasts for meal periods.
3. Order product for adequate and efficient meal production.
4. Respond to food poisoning and food-borne illness incidents.
5. Conduct a food safety inspection.
6. Prepare for and participate in a Health Department Inspection.

G: BEVERAGE/LOUNGE

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Serve beverages according to standard.
2. Determine the appropriate circumstances for invoking beverage consumption restrictions.
3. Calculate, monitor and control beverage costs.
4. Implement beverage control procedures according to standard.

H: STEWARDING

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Complete an audit of Big Four inventory.
2. Assess inventory requirements for Banquet/ Catering events.
3. Perform and monitor all maintenance procedures.
4. Conduct sanitation inspections.

I: WORK MANAGEMENT AND TEAM MEMBER RELATIONS

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Open and close both the morning and the evening shift according to standard in each outlet.
2. Prepare and distribute work assignments efficiently and independently.
3. Process payroll.
4. Assist in the preparation of a team member coaching and counseling session at the direction of your trainer.
5. Execute inventory control procedures.

Discipline Specialization Work Project

FRONT OFFICE

AREAS OF STUDY AND APPLICATION

A: DEPARTMENT ORGANIZATION

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Discuss the company Mission and Vision and how Front Office contributes to their being fulfilled.
2. Explain the structure and organization of the Front Office.
3. Identify the core responsibilities of each position within the Front Office.
4. Identify which positions participate in the collective bargaining agreement (if applicable).
5. Initiate and understand the value of working relationships with Team Members in key departments listed above.

B: BRAND STANDARDS AND SERVICE GUIDELINES, GUEST SERVICE AND THE BALANCED SCORECARD

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Explain the role of Front Office in your hotel specifically.
2. Apply the basic Front Office Operations Brand Standards and Service Guidelines to standard.
3. Identify what actions are in place to improve performance.
4. Access, print, interpret and apply data from the CRM Best Guest Arrivals Report.
5. Identify all services and amenities of the CRM program for our Best Guests based on their VIP level.
6. Update a Best Guest profile with a property-specific comment.
7. Partner with Guest Assistance to address unfavorable guest experiences/potential guest alienation.

C: GENERAL INFORMATION, HOTEL PRODUCT KNOWLEDGE AND PROPERTY TOUR

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Navigate the hotel without the assistance of any Team Member.
2. Provide accurate and helpful information (e.g. directions, activity schedules, restaurant requirements, etc.) to guests.
3. Respond quickly and appropriately to all guest inquiries related to activities, services and hotel facilities.

D: GUEST REGISTRATION AND UPSELLING (FRONT OFFICE)

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. As a Guest Service Agent, perform all guest registration and upselling tasks consistently to standard.
2. Process Upsell Incentive Program Reports.
3. Identify revenue opportunities through upselling techniques.

E: GUEST CHECK-OUT AND CASHIERING

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. As a Guest Service Agent, perform all guest check-out and cashiering tasks consistently to standard.
2. Post a minimum of five (5) service recovery postings to guests that have reported challenges.

F: RATE PLANS, PACKAGES AND GROUPS

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Describe the various rate plans and packages available to customers.
2. Read, interpret and apply information from a group résumé.
3. Service groups according to established contracts and according to standard.

G: EMPOWERMENT AND SERVICE RECOVERY

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Take initiative to WOW a guest.
2. Recognize the parameters of effective service recovery.
3. Respond to a guest concern/problem with appropriate service recovery and according to standard.
4. Research Guest Assistance Communication and identify missed opportunities that could have prevented complaint.

H: TECHNOLOGY, SYSTEMS AND REPORTS (FRONT OFFICE)

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Encode and issue guest room keys correctly and according to standard.
2. Perform the basic functions of the telephone system (transferring calls, placing wake-up calls, etc.).

I: KEY RELATIONSHIPS (FRONT OFFICE)

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Represent Front Office at internal hotel meetings.
2. Facilitate communication between Housekeeping and Property Operations and the Front Office.
3. Respond quickly and efficiently to Finance requests for clarification.
4. Prepare and execute the Front Office portion of site inspections, Pre-Convention Meetings and client meetings.

J: GUEST SERVICES: BELL DESK, DOOR STAFF, VALET AND TRANSPORTATION

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Perform the essential functions of the bellperson and doorman consistently to standard.
2. Accurately quote all parking and transportation information to guests including costs, procedures and location.
3. Manage the basic operation of valet and transportation.
4. Discuss training, licensing and certification requirements for drivers of hotel security vehicles.

K: CONCIERGE AND EXECUTIVE LEVEL

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Perform the essential functions of the Concierge and Executive Level Concierge consistently to standard.
2. Explain the features and benefits of the Executive Level.
3. Inspect Executive Level rooms for compliance with standards.

L: TELECOMMUNICATIONS AND GUEST SERVICE HOTLINE

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Perform the essential functions of the Telephone Attendant consistently to standard.
2. Process telecommunication and telecommunication equipment requests for convention guests.
3. Take and respond to (dispatch included) Hotline/CARE Line according to standard.
4. Track and interpret Hotline trends and develop appropriate action plans for improvement.
5. Understand basic emergency procedures and the role of Telecommunications in those procedures.
6. Dispatch service and respond to emergency requests/information.

M: WORK MANAGEMENT AND TEAM MEMBER RELATIONS

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Open and close both the morning and the evening shift according to standard.
2. Prepare and distribute work assignments efficiently and independently.
3. Process payroll.
4. Respond appropriately and quickly to Team Member concerns and ideas.
5. Assist in the preparation of a Team Member coaching and counseling session at the direction of your trainer
6. Supervise Front Office Operations on all shifts.
7. Serve as liaison between Front Office and customers, department heads and corporate contacts.

Discipline Specialization Work Project

HOUSEKEEPING

AREAS OF STUDY AND APPLICATION

A: CLEANING PROCESSES AND PROCEDURES

Tasks and Skills Application:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Name three (3) positions in Housekeeping and describe the role and responsibilities of each.
2. Describe common daily interactions between Housekeeping and Property Operations.
3. Describe common daily interactions between Housekeeping and Front Office.
4. Describe common daily interactions between Housekeeping and Human Resources.
5. Answer and respond to a guest call according to standard.
6. Answer and respond to a Guest Service Hotline call according to standard.

B: CLEANING PROCESSES AND PROCEDURES

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Describe a standard room and suite layout.
2. Clean a guest room according to standard, including reporting in to Housekeeping.
3. Conduct turndown service according to standard, including reporting in to Housekeeping.
4. Complete a thorough and accurate room inspection.

C: WORK MANAGEMENT AND TEAM MEMBER RELATIONS

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Open and close both the morning and the evening shift according to standard.
2. Prepare and distribute work assignments efficiently and independently.
3. Process payroll.
4. Assist in the preparation of a team member coaching and counseling session at the direction of your trainer
5. Execute inventory control procedures.

D: GUEST SERVICE AND QUALITY STANDARDS

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Observe and evaluate team member performance to, noting deviations from standard, if any.
2. Respond to and resolve guest complaints/problems.
3. Identify trends and initiate action plans to alleviate problems.
4. Answer and respond to a guest call according to standard.
5. Answer and respond to a Guest Service Hotline call according to standard.
6. State Housekeeping/Laundry hours of operation accurately.
7. Complete and maintain documentation for Quality Assurance reporting.
8. List the components for evaluation in each Quality Assurance Evaluation.

E: EQUIPMENT, SUPPLIES AND STORAGE

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Enforce all safety measures required in using equipment, chemicals, etc. provided to team members by Housekeeping.
2. Execute inventory control procedures.
3. Order supplies accurately and through proper procedures.

F: BUDGETING, SYSTEMS AND REPORTS

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Complete and input daily work orders from the room attendants and floor supervisors.
2. Explain the use and value of MMS Synergy

G: LAUNDRY OPERATIONS (IF APPLICABLE)

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Describe all basic functions of the laundry (sorting, washing, finishing, delivery, etc.).
2. Know the expectancies (expected production and output levels) required for maximum efficiency.
3. Complete reports required for accounting.

4. Prepare and distribute work assignments.
5. Perform and execute inventory procedures.

Discipline Specialization Work Project

HUMAN RESOURCES

AREAS OF STUDY AND APPLICATION

A: DEPARTMENT ORGANIZATION

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Explain the role of Human Resources in your hotel specifically.
2. Apply the basic human resources service and performance standard.
3. Use HR metric tools to locate specified data as requested by the trainer.
4. Identify and explain what actions are in place to improve performance.

B: EMPLOYMENT PRACTICES

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Review an application for content, experience, skill.
2. Conduct a basic applicant screening evaluation and walk a potential candidate through the application/hiring process.
3. Process a transfer request.
4. Conduct a behavior-based interview.
5. Identify key components of legal compliance throughout the hiring processes.
6. Process an I-9 Form.
7. Make and respond to reference calls.
8. Process a hired candidate for drug-testing.
9. Assemble a new team member file.

C: LEARNING AND TALENT DEVELOPMENT

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Lead a pre-Orientation discussion and a post-Orientation follow-up discussion with a new Team Member.
2. Identify and plan the necessary action to address an issue of poor performance.
3. Plan and organize to recognize/reward positive performance. Conduct the recognition.
4. Review, in detail several examples of personal development plans (PDP's) and be prepared to discuss the 70/20/10 rule for training.
5. Participate in a discussion with a Team Member regarding career progression and common career paths.

D: BENEFITS AND COMPENSATION

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Understand the basics of utilizing the PeopleSoft HRIS system.
2. Demonstrate the basic tenets of the payroll process at your hotel
3. Demonstrate how a team member is to utilize the HR Service Center.

E: TEAM MEMBER AND LABOR RELATIONS

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Foster professional relationships with team members.
2. Recognize team members specifically for performance.
3. Contribute to your property newsletter or bulletin board.
4. Represent Human Resources at a General/Staff Meeting.
5. Assist in the planning and delivery of a team member discipline with Human Resources representatives.
6. Explain and enforce the Standards of Conduct and protect team member rights.
7. Discuss general contract facts with new team members (if applicable).
8. Recognize potential harassment and follow proper procedures to address the situation.

Discipline Specialization Work Project

SALES AND MARKETING

Areas of Study and Application

A: Department Organization

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Explain the basic structure of the Sales and Marketing team.
2. Apply the Service and Performance Standards to standard.
3. Define key terms used in the daily operations of Sales and Marketing.

B: Sales

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Process a lead accurately.
2. Prepare a lead for submission.
3. Qualify a Sales Lead utilizing the five (5) qualifying factors.

C: Marketing and Marketing Plan

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Read and explain the highlights of this year's Marketing Plan.
2. Identify two (2) initiatives that have been/will be achieved and two (2) initiatives that the hotel has not yet met/will not meet from this year's Marketing Plan.
3. Describe the benefits of eCommerce.
4. Explain the value of Database Marketing.

D: Soliciting

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Read and interpret the Hotelligence and STAR Reports.

2. Make a shop call.
3. Conduct a SWOT Analysis and its associated graph.
4. Describe the various rate plans and what distinguishes one from the other.
5. Explain the Rate Tiers (Levels 1-8) and the accounts associated with each level.
6. Describe a current hotel package as requested by the trainer.
7. Generate a new business prospect.
8. Write a prospecting script.
9. Make a prospecting call.
10. Prepare for and assist in leading a Site Inspection.
11. Qualify business.

E: Administrative Functions

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Complete certification in Delphi training.
2. Use Delphi for all Delphi-required tasks (e.g. creating a booking, generate trace call, etc.).
3. Use the telephone system efficiently and effectively.
4. Explain the significance of RAPID.
5. Complete an expense report accurately.
6. Write a trip report and budget.
7. Write the following correspondence to standard: general inquiry letter, regret letter, proposal letter, contract/ confirmation agreement, change in program letter and thank you letter.

F: Securing Business

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Qualify and make a decision for a booking.
2. Present business/denial of business to Revenue Management Committee.
3. Create a desired market mix and associated rates.
4. Write a proposal.
5. Respond to a request for proposal.
6. Apply basic negotiating skills to a sale.

G: Servicing and Rebooking Business

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Prepare a file for turnover.
2. Represent Sales at a Pre-Convention Meeting.
3. Read and interpret a pick-up report.
4. Identify and counter/overcome the top three reasons for lost business at the hotel.
5. Determine why the hotel lost a piece of business.

H: Key Relationships

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Participate in a Revenue Management Committee meeting.
2. Complete a file turnover to Event Services/Meetings and Conventions to standard.
3. Describe the basics of our culinary offerings to a client (utilizing collateral as a resource).
4. Represent Sales in a Banquet Room Inspection.
5. Recommend the appropriate type of set-up (buffet, reception, etc.) based on the clients expressed needs.
6. Recognize the possibilities and limitations provided by the hotel's meeting room space by accurately advising the client.

I: Work Management and Team Member Relations

Tasks and Skills Evaluation:

At the end of this portion of your Discipline Specialization training, you will have performed the following tasks under observation and for evaluation:

1. Execute daily procedures to standard.
2. Prepare and distribute work assignments efficiently and independently (if applicable).
3. Respond appropriately and quickly to team member concerns and ideas.
4. Prepare for a coaching and counseling session with a team member.

Discipline Specialization Work Project

**RELATED INSTRUCTION OUTLINE
HOTEL MANAGER
O*NET-SOC CODE: 11-9081.00 RAPIDS CODE: 2032CB**

Description: The below management courses identify subject matter to be mastered by the apprentice in order to successfully complete the program.

<u>Core Course</u>	<u>Approximate Hours</u>
Survey of Hospitality	16
Front-of-House Service	12
Introduction to Culinary Arts	8
Introduction to Baking & Pastry	8
The Hospitality Professional	4
The Hospitality Professional II	8
The Business and Technology of Sustainability	16
Hospitality Marketing	16
Financial Accounting	16
Legal Issues in Hospitality Management	16
Facilities Planning and Management	16
Human Resources Management	16
Food and Beverage Management	16
Organizational Behavior	16
Interior Design in Hospitality	16
Hospitality Managerial Accounting	16
Business Planning and Feasibility	16
Strategic Management	16
The Hospitality Professional III	8
Finance	16
TOTAL	304