



**RENARD INTERNATIONAL**  
HOSPITALITY SEARCH CONSULTANTS

**2019 GENERAL MANAGER COMPENSATION STUDY**  
Serviced Residences / Apartment Hotels





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# Introduction of Renard

Renard International is the leading executive recruitment firm serving the hospitality industry globally. This year we celebrate our “49<sup>th</sup> Anniversary”. We are the longest operating hospitality recruitment company and have successfully completed searches in 55 countries.

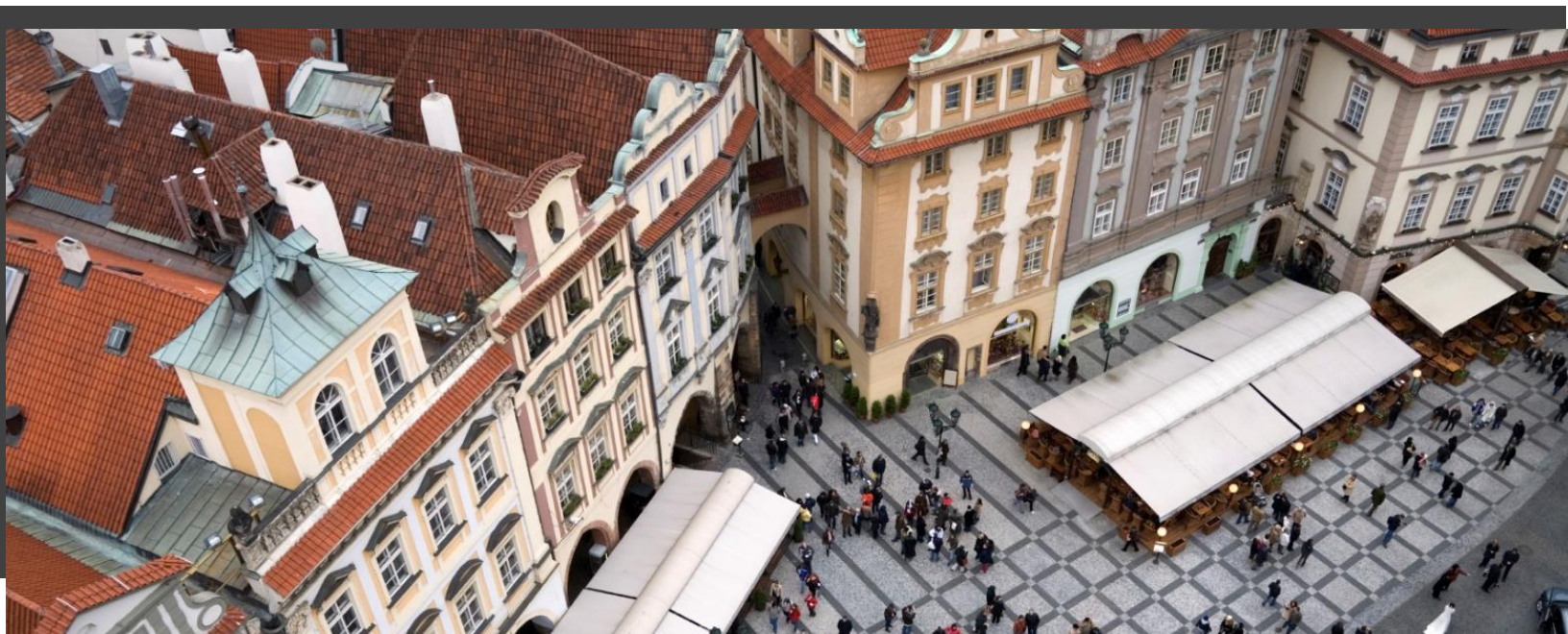
We are proud of our company’s success over these past five decades. Having received the highest ratings from international and independent hotel companies, restaurants, casinos and food service organizations, we have become one of the most respected hospitality search companies in the world.

Renard International has been deemed the “benchmark” of recruitment companies. We are pleased and honored by this recognition.

## **CONFIDENCE, CONFIDENTIALITY & EXPERTISE, OUR CORE STRENGTHS**

Confidentiality remains fundamental and we have a proven ability to protect both clients and applicants alike. This security is necessary for applicants during the sensitive transition period, when unwanted exposure may endanger their current position. No fee is required from applicants, a factor which attracts outstanding individuals from around the world.

By utilizing our resources and expertise, clients save significant time and money throughout the sourcing and selection process.





# Our People

***\* Specialists who know your industry.\****

Our employees have fueled our achievements, with their dedication and commitment to both our clients and our applicants. These employees constantly strive to refine and improve the services we provide.

Renard International is comprised of talented hospitality professionals who make it their business to stay well-informed of current trends and practices. We invest considerable time and resources into visiting client properties and applicant workplaces.

The robustness and accuracy of our sourcing and selection process are backed up by our strong success rate. Almost all of our successful placements have remained throughout their contract period, many of them advancing to the upper echelons of renowned corporations in the industry.

We thank you for your continued loyalty and confidence in us as your partner in talent recruitment and we assure you of our team's commitment to delivering service excellence to your business.





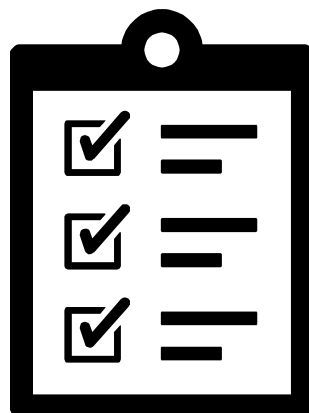
# Methodology of this Survey

“2019 Compensation Study” was prepared in January 2019. The report outlines the outcomes from a comprehensive information analysis extracted from Renard International’s own database of 60,000 candidates and supplemental 20,000 contacts as well as written answers to our global survey sent to Executives across more than 20 countries. The data was also taken from thousands of resumes received monthly by Renard offices and Consultants worldwide, which confirms in writing individuals current remuneration, benefits, bonuses, etc. They also signpost desired salary, benefits, preferred location and ideal role.

Some of the salary ranges in this guide are based on actual transactions between employers and employees of Renard International and represent a true reflection of the job marketplace.

In 2018 alone, Renard Consultants successfully completed assignments in over 35 countries from Culinary to the CEO of a major Hotel/Casino Group. We have now assisted clients in nations that were non-existent when we first commenced business 49 years ago.

Our Remuneration Reviews are produced using an **average format** in which the information is totaled and divided by the number of replies, or, in a **median format**, which is calculated using data mid-range to extremes. We hope this guide will serve as a useful tool for your talent compensation planning.





# Definition & Responsibilities

## General Manager – Serviced Residences

**Reports To: Vice President of Operations**

### Desired Attributes

- Agreeable in taking responsibility and accountability for the team
- Well-groomed and professional appearance
- Effective communication skills
- Good and active listener
- Emphatic, rational and practical
- Forthcoming with praise and recognition, tactful with criticism
- Consistent in work quality and ethic.

### Requirements

- College or higher education, preferably in hospitality field/major
- 5 years Hotel operations experience with a minimum of 3 years at management level
- Must be a strong leader, self-motivator and team builder
- Multilingual an asset
- Must have good analytical skills and decision making ability
- Computer savvy

### Primary Functions

#### **Revenue & Profit:**

- Prepare and administer the annual budget.
- Be assertive in the pursuit of goals, effectively utilize yield management and revenue maximization tools.
- Ensure that all associates have the full understanding of the brand revenue management program.
- Effectively manage and control all operational expenses including labour, supplies etc., enforce the company's procurement guidelines, and seek and implement cost saving strategies.

#### **Quality:**

- Ensure that the property meets/exceeds guest satisfaction in accordance with brand standards.
- Analyze service and quality issues, identify training needs, ensure implementation of training programs and adhere to training guidelines and policies.

**Training & Standards:**

- Complete and maintain all brand standard training requirements in a timely fashion.
- Support effective and timely training of all associates.

**Leadership:**

- Motivate, coach and train team members, set goals/development plans and hold team members accountable.
- Provide prompt, appropriate feedback, rewards, and recognition.
- Demonstrate a high level of integrity, take ownership of personal and team actions, communicate effectively and promote collaboration.
- Lead by example and foster a positive, professional work environment.

**Sales & Marketing:**

- Provide support and direction to the sales team and take an active role in the preparation and implementation of the annual marketing plan.
- Make sales calls to key accounts and capitalize on all revenue opportunities.

**General Responsibilities**

- Responsible for the overall success of the Serviced Residence, using strong leadership skills to drive revenue, maximize profits, and ensure general safety and quality.
- Optimize and maximize Guest and Team Member experience.
- Manage and monitor the collection of in-house guest balances and all other receivables and the issuance of credits and refunds to guests.
- Effectively hire, retain, manage and motivate associates to ensure achievement of overall financial results, guest and associate satisfaction.
- Champion the internal and external communications and record keeping.

**Specific Responsibilities**

- Send a daily end of the day activity and accomplishment email to Vice President of Operations.
- Develop and implement the approved business plan to attain and exceed financial goals.
- Analyze P&L's and present to the Vice President of Operations and Owners.
- Protect the company's assets by properly administering company policies and procedures for handling all financial transactions.
- Actively manage the financial statement and review and critique performance in a timely fashion. Teach the process to all members of the management team.
- Handle any emergencies at the hotel.
- Maintain a high personal visibility throughout the property.
- Gain and maintain excellent knowledge of local competition and general industry trends.
- Successfully maintain adequate staffing.

- Coordinate internal training and development programs.
- Ensure all associates are trained on emergency and security procedures and policies; conduct a monthly safety meeting to ensure safety policies and procedures are known and followed
- Assess and/or ensure regular and timely assessment and performance reviews of all associates and the processing of all personnel records.
- Fully utilize and adhere to the brand's guest satisfaction, comment and response protocols and programs.
- Ensure that all property equipment is in good working condition alongside maintenance department.
- Ensure hotel's preventative maintenance and energy programs are in use.
- Maintain an appropriate level of community public affairs involvement.
- Closely monitor sales solicitation activities.
- Complete and post schedules for all departmental managers and MOD duties.
- Ensure the accuracy and the timely processing of payroll, including vacation and benefits tracking and management. Provide justifications for overtime hours if any.
- Conduct daily meetings with each department head to review prior day's outcomes and goals for the day.
- Conduct regular scheduled meetings with the department heads/managers.
- Ensure compliance with all Federal, State and Local laws and requirements.
- Ensure compliance with inventory protocols and storage.

## **Secondary Functions**

### **Safety & Security:**

- Ensure a safe and secure environment for the team, guests and visitors and implement safety rules and drills alongside the security team.

### **Community Involvement:**

- Ensure good representation by developing and maintaining relationships with the Chamber of Commerce, the Convention and Visitors Bureau, other hotels, local schools, local government and other community and civic organizations.

## **Performance Standards**

- Performance shall be measured by budgeted REVPAR, MSI Index and Guest Satisfaction Index (GSI).





# Surveys – General Manager Compensation

2019 General Manager Compensation \*

Serviced Residences – Canada & USA

City Centre Daily & Long Term <sup>CD</sup>		Resorts – Out of City Centre Long Term Stay Only <sup>E</sup>		Unique Luxury Specialist Units <sup>1</sup>			
				City Centre Daily & Long Term <sup>CD</sup>		Resort Long Term Only <sup>EF</sup>	
Under 250 units	Over 250 units	Under 250 units	Over 250 units	Under 250 units	Over 250 units	Under 250 units	Over 250 units
<b>Lowest <sup>2</sup> Reported: \$ 69,500</b>	Lowest <sup>2</sup> Reported: \$ 112,900	Lowest <sup>2</sup> Reported: \$ 93,000	Lowest <sup>2</sup> Reported: \$ 110,000	Lowest <sup>2</sup> Reported: \$ 110,200	Lowest <sup>2</sup> Reported: \$ 126,700	Lowest <sup>2</sup> Reported: \$ 99,500	Lowest <sup>2</sup> Reported: \$ 133,400
<b>Highest <sup>2</sup> Reported: \$ 179,500</b>	Highest <sup>2</sup> Reported: \$ 265,000	Highest <sup>2</sup> Reported: \$ 154,500	Highest <sup>2</sup> Reported: \$ 200,000	Highest <sup>2</sup> Reported: \$ 199,800	Highest <sup>2</sup> Reported: \$ 275,000	Highest <sup>2</sup> Reported: \$ 185,000	Highest <sup>2</sup> Reported: \$ 216,500
<b>Median: \$ 79,000</b>	Median: \$ 184,600	Median: \$ 105,200	Median: \$ 144,300	Median: \$ 150,300	Median: \$ 193,900	Median: \$ 134,100	Median: \$ 168,200

*Compensation in USA Dollars – for Canada, converted to USA Dollar equivalent*

<sup>1</sup> The salaries may not have increased but due to currency exchange with the USA dollar the figures may have been adjusted. <sup>2</sup> Serviced Residences outside of the USA and Canada are normally luxury units except Europe where unit standards vary by location. <sup>3</sup> Taxation is dependent on country laws; some are fully taxable, others are tax-free.

\* Our data as to the lowest and highest income reported was received from statistics from our poll of GMs of major serviced residence units, candidates seeking new assignments or searches R.I. was retained to complete.

## Notes:

- A. Salaries in Toronto and Vancouver, Canada, are comparable to New York and Los Angeles. The highest salaries were offered in Manhattan and Los Angeles downtown, the lowest salaries were in USA mid-west. In Canada, Toronto & Vancouver were median.
- B. Competing globally are 3 major giants in the serviced residence industry; they are Oakwood, Frasers and Ascott, all of whom are Singapore-owned.
- C. Our respondents highlighted these challenges a General Manager faces:
  1. How to close off kitchens for one-night stays
  2. Self-marketing when part of a large residence group
  3. Housekeeping services – “Cleaning staff are hard to find”
  4. Maintenance on large units – costly for one-night stays
  5. Competing with Airbnb and luxury suite hotels who’s accommodation resemble serviced residence units and rents nightly & long-term
- D. Benefits offered at a cost to daily and long term residences:
  - F&B services / restaurants
  - Spa services
  - Housekeeping services
  - Retail shop & other services residing in their residence building.
- E. Benefits for Long Term Residences only
  - Offering housekeeping on guest request only, at a cost
  - Breakfast is optional, at a cost
  - Some have a retail store (facility usually located in lobby and open to public)
- F. Luxury serviced residences most often available in world capitals like New York, Dubai, London or Hong Kong are more like luxury hotel suites and offer some of these amenities:
  - Restaurants – some even Michelin rated
  - Housekeeping services, including turndown service
  - Free high-speed Wi-Fi
  - A spa – some operated by world-renowned companies (open to guests and public)
  - 24-hour room service
  - A party room available (with outside catering)
  - Retail store for food etc.
  - Some buildings have free happy hour and all-day snacks & coffee for long term guests



## 2019 General Manager Compensation \* Serviced Residences – Middle East & South East Asia

City Centre Daily & Long Term <sup>B,C</sup>				Resort Long Term Only (No daily rental) <sup>D,E,F</sup>			
Middle East		South East Asia		Middle East		South East Asia	
Under 250 units	Over 250 units	Under 250 units	Over 250 units	Under 250 units	Over 250 units	Under 250 units	Over 250 units
<b>Lowest<sup>2</sup> Reported: \$ 69,500</b>	Lowest <sup>2</sup> Reported: \$ 88,500	Lowest <sup>2</sup> Reported: \$ 80,900	Lowest <sup>2</sup> Reported: \$ 137,000	Lowest <sup>2</sup> Reported: \$ 66,300	Lowest <sup>2</sup> Reported: \$ 82,300	Lowest <sup>2</sup> Reported: \$ 78,100	Lowest <sup>2</sup> Reported: \$ 130,300
<b>Highest<sup>2</sup> Reported: \$ 98,550</b>	Highest <sup>2</sup> Reported: \$ 149,700	Highest <sup>2</sup> Reported: \$ 135,000	Highest <sup>2</sup> Reported: \$ 185,000	Highest <sup>2</sup> Reported: \$ 82,900	Highest <sup>2</sup> Reported: \$ 141,000	Highest <sup>2</sup> Reported: \$ 119,800	Highest <sup>2</sup> Reported: \$ 188,300
<b>Median: \$ 80,250</b>	Median: \$ 114,300	Median: \$ 100,000	Median: \$ 158,750	Median: \$ 72,000	Median: \$ 98,650	Median: \$ 93,900	Median: \$ 160,000

### Compensation in USA Dollars

- 1 The salaries may not have increased but due to currency exchange with the USA dollar the figures may have been adjusted.
  - 2 Taxation is dependent on country laws; some are fully taxable, others are tax-free. Most companies polled, especially in Middle East, were tax-free. Taxes for units in Asia were either paid by company or for units in Hong Kong and Singapore where employees pay taxes, it was on average 17.5%.
- \* Our data as to the lowest and highest income reported was received from statistics from our poll of GMs of major serviced residence units, candidates seeking new assignments or searches R.I. was retained to complete.

### Notes:

- A. Competing globally are 3 major giants in the serviced residence industry; they are Oakwood, Frasers and Ascott, all of whom are Singapore-owned.
- B. Our respondents highlighted these challenges a General Manager faces:
  1. How to close off kitchens for one-night stays
  2. Self-marketing when part of a large residence group
  3. Housekeeping services – “Cleaning staff are hard to find”
  4. Maintenance on large units – costly for one-night stays
  5. Competing with Airbnb and luxury suite hotels who’s accommodation resemble serviced residence units and rents nightly & long-term
- C. Benefits offered at a cost to daily and long term residences:
  - F&B services / restaurants
  - Spa services
  - Housekeeping services
  - Retail shop & other services residing in their residence building
- D. Benefits for Long Term Residences only:
  - Offering housekeeping on guest request only, at a cost
  - Breakfast is optional, at a cost
  - Some have a retail store (facility usually located in lobby and open to public)
- E. Luxury serviced residences most often available in world capitals like New York, Dubai, London or Hong Kong are more like luxury hotel suites and offer some of these amenities:
  - Restaurants – some even Michelin rated
  - Housekeeping services, including turndown service
  - Free high-speed Wi-Fi
  - A spa – some operated by world-renowned companies (open to guests and public)
  - 24-hour room service
  - A party room available (with outside catering)
  - Retail store for food etc.
  - Some buildings have free happy hour and all-day snacks & coffee for long term guests
- F. Some stand-alone units, especially in Asia and the Middle East due to their size and competition from nearby hotels, employ an executive committee which may have:
  - Director of Sales & Marketing
  - Assistant General Manager - Rooms
  - Financial Controller
  - Food & Beverage Director



## 2019 General Manager Compensation \* Serviced Residences – Europe

City Centre Daily & Long Term <sup>B C</sup>		Resorts – Out of City Centre Long Term Stay Only <sup>D</sup>		Unique Luxury Specialist Units <sup>1</sup>			
				City Centre Daily & Long Term <sup>B C</sup>		Resort Long Term Only <sup>D E</sup>	
Under 250 units	Over 250 units	Under 250 units	Over 250 units	Under 250 units	Over 250 units	Under 250 units	Over 250 units
<b>Lowest <sup>2</sup> Reported: \$ 70,000</b>	Lowest <sup>2</sup> Reported: \$ 102,000	Lowest <sup>2</sup> Reported: \$ 70,000	Lowest <sup>2</sup> Reported: \$ 94,000	Lowest <sup>2</sup> Reported: \$ 101,500	Lowest <sup>2</sup> Reported: \$ 100,000	Lowest <sup>2</sup> Reported: \$ 70,000	Lowest <sup>2</sup> Reported: \$ 105,000
<b>Highest <sup>2</sup> Reported: \$ 120,000</b>	Highest <sup>2</sup> Reported: \$ 155,100	Highest <sup>2</sup> Reported: \$ 131,000	Highest <sup>2</sup> Reported: \$ 142,300	Highest <sup>2</sup> Reported: \$ 127,200	Highest <sup>2</sup> Reported: \$ 177,900	Highest <sup>2</sup> Reported: \$ 125,000	Highest <sup>2</sup> Reported: \$ 177,300
<b>Median: \$ 91,400</b>	Median: \$ 135,200	Median: \$ 92,800	Median: \$ 120,000	Median: \$ 117,100	Median: \$ 142,000	Median: \$ 93,000	Median: \$ 141,450

### Compensation in Euros (Gross Salary)

- <sup>1</sup> Serviced Residences outside of the USA and Canada are normally luxury units but not always in Europe as standards vary by country, from stark to super luxury. The average unit size in Europe was the smallest of residence units polled. We noted that some buildings had less than 50 units so the compensation was adapted to reflect the size.
- <sup>2</sup> Taxation is dependent on country laws; some are fully taxable, others are tax-free.
- <sup>3</sup> Salaries may not have increased, but due to currency exchange with the USA dollar the figures may have been adjusted.
- \* Our data as to the lowest and highest income reported was received from statistics from our poll of GMs of major serviced residence units, candidates seeking new assignments or searches R.I. was retained to complete.

### Notes:

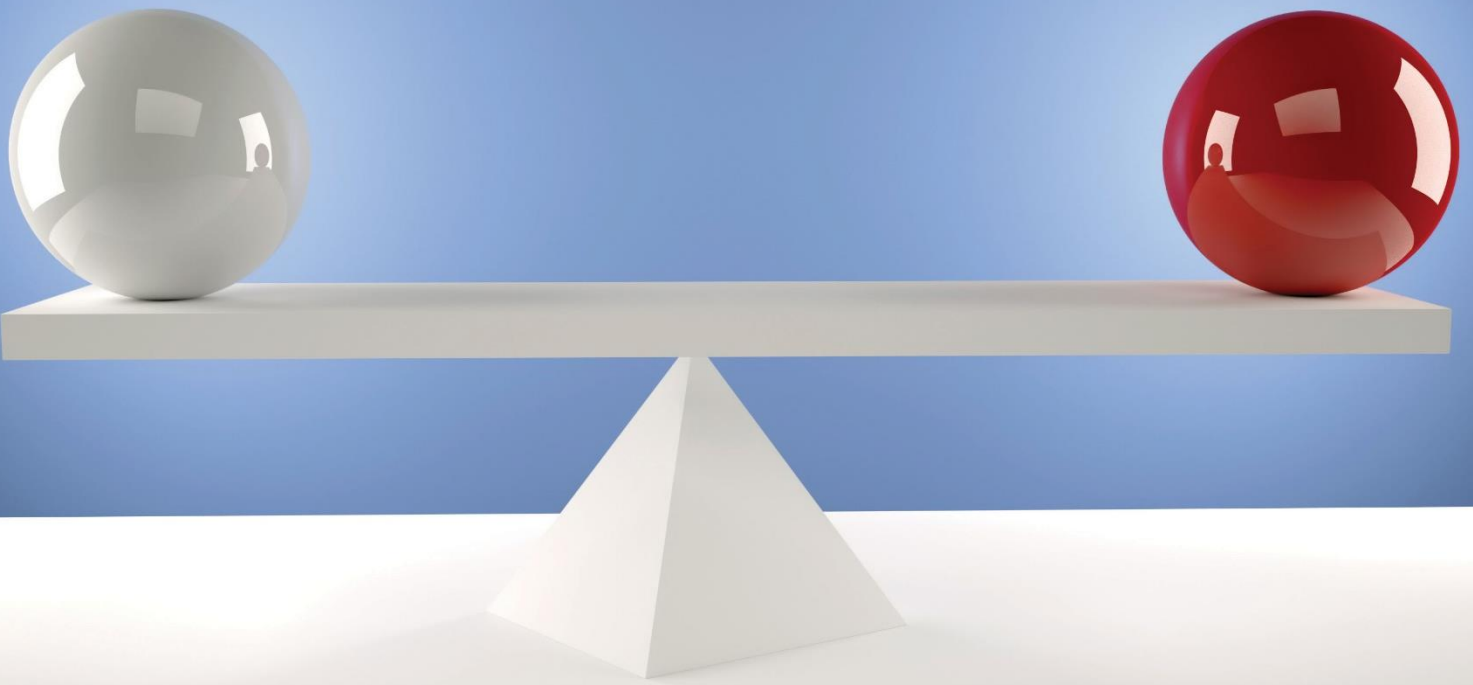
- A.** Competing globally are 3 major giants in the serviced residence industry; they are Oakwood, Frasers and Ascott, all of whom are Singapore-owned.
- B.** Our respondents highlighted these challenges a General Manager faces:
6. How to close off kitchens for one-night stays
  7. Self-marketing when part of a large residence group
  8. Housekeeping services – “Cleaning staff are hard to find”
  9. Maintenance on large units – costly for one-night stays
  10. Competing with Airbnb and luxury suite hotels who’s accommodation resemble serviced residence units and rents nightly & long-term
- C.** Benefits offered at a cost to daily and long term residences:
- F&B services / restaurants
  - Spa services
  - Housekeeping services
  - Retail shop & other services residing in their residence building.
- D.** Benefits for Long Term Residences only
- Offering housekeeping on guest request only, at a cost
  - Breakfast is optional, at a cost
  - Some have a retail store (facility usually located in lobby and open to public)
- E.** Luxury serviced residences most often available in world capitals like New York, Dubai, London or Hong Kong are more like luxury hotel suites and offer some of these amenities:
- Restaurants – some even Michelin rated
  - Housekeeping services, including turndown service
  - Free high-speed Wi-Fi
  - A spa – some operated by world-renowned companies (open to guests and public)
  - 24-hour room service
  - A party room available (with outside catering)
  - Retail store for food etc.
  - Some buildings have free happy hour and all-day snacks & coffee for long term guests



# Executive Summary

## **General Managers of Serviced Residences respondents highlighted these challenges they may face:**

- Competing with Airbnb and luxury suite hotels who's accommodation resemble serviced residence units and rents nightly & long-term
- Restructuring System and Loyalty Programs of Big Brands Drawing clients from them
- Self-marketing when part of a large residence group
- New competitors calling themselves Serviced Residences offering all facilities of a Luxury Hotel
- How to close off kitchens for one-night stays
- Housekeeping services – “Cleaning staff are hard to find”
- Maintenance on large units – costly for one-night stays





# Noteworthy Comments

All Serviced Residences outside of the USA and Canada and Europe are normally luxury units.

Luxury serviced residences most often available in world capitals like New York, Dubai, London or Hong Kong are similar to luxury hotel suites and so offer some of these amenities in order to compete.

The General Manager must always pay taxes, if any. Taxation is dependent on country laws; some compensation packages are fully taxable, others are tax-free.

Competing globally are 3 major giants in the serviced residence industry; they are Oakwood, Frasers and Ascott, all of whom are Singapore-owned and new competitors like Bridgestreet and soon AirBnB

- Gymnasium with modern equipment (open 24 hours) and sometimes a swimming pool
- Restaurants – some even Michelin rated
- Housekeeping services, including turndown service
- Free high-speed Wi-Fi
- A spa – some operated by world-renowned companies (open to guests and public)
- 24-hour room service
- Concierge service / Business center
- Valet parking
- Babysitting service
- A party room available (with outside catering if required)
- Retail store for food etc.
- Some buildings have free happy hour and all-day snacks & coffee for long term guests
- Pets are allowed





# Detailed Findings

Some stand-alone residence units, especially in Asia and the Middle East due to their size and competition from nearby hotels, employ an executive committee which may have:

- Director of Sales & Marketing
- Assistant General Manager - Rooms
- Financial Controller
- Food & Beverage Director

Benefits offered at a cost to city centre daily and long term residence units:

- F&B services / restaurants
- Spa services
- Housekeeping services
- Retail shop & other services residing in their residence building

Benefits for Long Term Residences at resort or out of city centre units only:

- Offering housekeeping on guest request only, at a cost
- Breakfast is optional, at a cost
- Some have a retail store (facility usually located in lobby and open to public)
- Gym, pool, children's areas and self-serve BBQ facilities

## **Note:**

Our data as to the lowest and highest income reported was received from statistics from our poll of GMs of Branded serviced residence units, these were from candidates seeking new assignments or searches R.I. was retained to complete.





# Benefits

Only the base income is outlined in this study. Up and above all hotels offer some type of benefits.

The following are the maximum legally allowed personal benefits received by general managers of all categories of serviced residence hotels worldwide – some hotels offer all and some just a few of these benefits:

- Tax Equalization
- Housing allowance or housing for entire family
- Car provided or allowance
- Membership in a private club
- Dining out allowance
- Meals and beverages for self & family
- Use of hotel facilities for self & family
- Free professional advice/income tax
- Paid vacation from two to six weeks
- Clothing and dry cleaning allowance
- Pension plan
- Life/medical/dental/disability insurance including ransom and medical evacuation insurance
- Other personal benefits
- Bonuses
- Profit sharing, shares or share options
- Ownership opportunities
- Schooling for family in the country of employment or an allowance for higher learning in an offshore university or college





# Disclaimer

Whilst proper due care and diligence has been taken in the preparation of this document, Renard International cannot guarantee the accuracy of the information contained and does not accept any liability for any loss or damage caused as a result of using information or recommendations contained with this document.

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\*Division of Walard Corporation



**RENARD INTERNATIONAL**  
HOSPITALITY SEARCH CONSULTANTS





# Encyclopedia: Hotel/Residences

## Job Descriptions

### GENERAL MANAGER

Responsible for the successful day-to-day operations of the hotel and ensuring bottom-line profitability. Responsibilities include overseeing issues such as coordinating smooth daily operations via department heads, developing and implementing a business plan, strategic positioning of the hotel, staffing, and nurturing community relations. The General Manager reports to corporate office and/or hotel owners.

### EXECUTIVE ASSISTANT TO GM

Responsible for providing office support to the hotel General Manager and manage their daily schedule, travel and answering calls and taking notes as directed.

### RESIDENT MANAGER

Typically works under the direct supervision of the General Manager overseeing daily hotel operations. Analyses hotel operations to ensure that profitability and guest satisfaction are maximized; creates or changes standard operating procedures to streamline operations; performs all General Manager's duties when the General Manager is not available. The Resident Manager reports to the General Manager.

### DIRECTOR OF FINANCE (#1)

Oversees entire hotel financial functions, including internal auditing, payroll, financial controls and day to day financial operations. Generates and analyses monthly financial reports and establishes accounting policies and cash controls for property operations; counsels the General Manager on all hotel finances. The Director of Finance reports to the General Manager.

### ASSISTANT CONTROLLER

Assists the Director of Finance in completing monthly financial reports, accounting duties, internal controls, data processing and payroll. The Assistant Controller reports to the Director of Finance.

### CREDIT AND COLLECTION MANAGER

Maintains clients' credit which includes investigating and analyzing risks, approving credit for potential clients and continuing lines of credit for current clients. Working with other members of a financial team, also evaluates credit processing and approval, and assures

adherence to accepted standards. The Credit and Collection Manager reports to the Financial Controller.

### **GENERAL CASHIER**

General Cashier is responsible for the hotel's general cashiering, payroll statutory compliance payments, general ledger and MIS. To ensure that all accounting transactions covering various activities of the hotel are properly and accurately recorded in accordance with the Corporate Policy and local regulations. The General Cashier reports to the Director of Finance.

### **ACCOUNTANT**

Accountant is responsible for the hotel's account receivable and payable, statutory compliance payments, general ledger and MIS. To ensure that all accounting transactions covering various activities of the hotel are properly and accurately recorded in accordance with the Corporate Policy and local regulations.

### **DIRECTOR PURCHASING**

Accountable for the establishment and implementation of programs and policies for the purchase and distribution of all the hotel's operating supplies including food, beverages, equipment, tools, linens, furniture. The Director of Purchasing reports to the Director of Finance and/or the General Manager

### **STORE CLERK**

Store Clerk is responsible for the receiving and storing of goods and maintain proper record of all issues/ receipts and keep the Director Purchasing informed about all the store & user requirements on a daily basis. Reports to Director Purchasing.

### **DIRECTOR INFORMATION SYSTEMS**

Manages the hotels' information and technology needs, including the implementation and integration of system and technology initiatives. Responsibilities include: network management and ensuring network operations, may interface with vendors, owners, Executive Committee and property staff. The Director of Information Systems reports to the General Manager.

### **INFORMATION SYSTEMS EXECUTIVE**

Responsible for monitoring the operation and security of all computer hardware and ensure that it is operating properly. S/he serves as primary contact for all servicing of computers, printers, etc., maintain all hardware and software logs updated as per

departmental working procedures, maintain all the documentation related to hardware configuration and inventory and also carry out the repairs and maintenance of all PCs, printers, telephones, interactive system, key lock system, etc. The Information Systems Executive reports to the Director of Information Systems and/or General Manager.

#### **FOOD & BEVERAGE (F&B) CONTROLLER**

Responsible for analyzing the performance of food and beverage department and take corrective action whenever necessary and counsel the F&B manager and executive chef, designing food and beverage control systems and procedures, planning, organizing, coordinating & controlling the implementation of the stipulated food and beverage control. Reports to Director of Finance and/or General Manager.

#### **ASSISTANT F&B CONTROLLER**

Responsible for assisting the F&B Controller in collating, analyzing and presenting relevant data on the performance of the food and beverage department with appropriate comments to the management. Reports to the F&B Controller.

#### **DIRECTOR OF HUMAN RESOURCES (#1)**

Designs, implements, and administers programs that ensure hotel compliance with national and local laws. Provides training programs that assist hotel management in maintaining corporate policies and culture. Assists in the recruiting and retention of hotel staff and manages labour relations. Maintains and administers compensation and benefit programs. The Director of Human Resources reports to the General Manager.

#### **HUMAN RESOURCE MANAGER (#2)**

Assists the Director of Human Resources in administering departmental duties, such as conducting training programs, recruiting and retaining hotel staff, termination of employees, tracking compensation and benefits, and managing labour relations. The Human Resources Manager reports to the Director of Human Resources and/or General Manager.

#### **HUMAN RESOURCE OFFICER**

Provides support to the Director of Human Resources and/or HR Manager in various HR activities. S/he is responsible for maintaining employee records, coordinating training

programs, tracking compensation and benefits, and managing employee engagement activities.

### **TRAINING MANAGER**

Responsible for designing and implementing training programs to hotel employees. The Training Manager reports to the Director of Human Resources.

### **DIRECTOR ROOMS (#1)**

Directs the overall management of the rooms and reservations departments and works closely with all other division heads to maximize profit potential. Forecasts and budgets rooms inventory, room revenue and maximizes labour performance. The Director of Rooms reports to the General Manager.

### **FRONT OFFICE MANAGER**

Typically the top manager in the front office department. Responsible for the front desk, PBX, bell stand, and lobby operations. May also oversee concierge operations. Prepares budgets and forecasts for these departments. Maintains staffing levels and oversees department supervisors. The Front Office Manager reports to the Director of Rooms and/or the Resident Manager.

### **ASSISTANT FRONT OFFICE MANAGER**

Assists the Front Office Manager in performing duties such as overseeing operations at the front desk, PBX, bell desk, and lobby operations. May also oversee concierge operations. Maintains staffing levels and oversees department supervisors. The Assistant Front Office Manager reports to the Front Office Manager and/or Director of Rooms.

### **DUTY MANAGER**

Manages Front Desk Operations and ensures operating standards are implemented and adhered. The Duty Manager reports to the Front Office Manager and/or Director of Rooms

### **FRONT OFFICE SUPERVISOR**

Responsible for smooth functioning of front desk operations. The Front Office Supervisor reports to the Duty Manager

### **FRONT OFFICE ASSISTANT**

Responsible for working at the front desk greeting and assisting guests, assigning rooms, handling guest queries and ensuring smooth settlement of bills upon check out. The Front Office Assistant reports to the Front Office Supervisor and/or Duty Manager

### **BELLPERSON**

Responsible for providing porter services to hotel guests and ensuring their satisfaction and comfort by promptly and courteously responding to guest requests. The bellperson reports to Duty Manager.

### **BUSINESS CENTRE SUPERVISOR**

Responsible for providing assistance to guests for using the hotel's business centre facilities such as photocopier, fax, internet while maintaining records of the revenue earned at the Business Centre. The person reports to the Duty Manager.

### **PBX OPERATORS**

Responsible for handling all incoming and outgoing phone calls of hotel guests and employees. Reports to the Duty Manager.

### **EXECUTIVE HOUSEKEEPER**

Directs and controls all daily operations and trains and supervises the entire staff of the housekeeping department. Ensures that all rooms and public spaces are cleaned and maintained according to hotel policies. Purchases or requisitions linens, supplies and equipment. May oversee laundry operations. The Executive Housekeeper reports to the Director of Rooms and/or the Resident Manager.

### **ASSISTANT EXECUTIVE HOUSEKEEPER**

Assists the Executive Housekeeper in performing managerial duties such as scheduling, requisitioning linen, and purchasing supplies. Also helps with safety and health administration and training. The Assistant Executive Housekeeper reports to the Executive Housekeeper.

### **HOUSEKEEPING SUPERVISOR**

Responsible for the general cleanliness, maintenance and upkeep of all rooms and public areas assigned under his/her charge and also to supervise and monitor the work of room attendants. The Housekeeping Supervisor reports to the Executive Housekeeper and/or Assistant Executive Housekeeper

### **HOUSEKEEPING ATTENDANT**

Responsible for the general cleanliness, maintenance and upkeep of assigned areas. The Housekeeping Attendant reports to the Executive Housekeeper and/or Assistant Executive Housekeeper

### **LAUNDRY MANAGER**

Responsible for ensuring smooth operations of the laundry department, which includes the area of laundry, dry cleaning and the uniform room. Reports to Director Rooms and/or Executive Housekeeper.

### **LAUNDRY EXECUTIVE**

Responsible for conducting the day to day Laundry operations as assigned and which includes upkeep/maintenance of laundry area, perform activities related to dry cleaning and the uniform room. Reports to the Executive Housekeeper and/or Laundry Executive

### **DIRECTOR OF FOOD & BEVERAGE (#1)**

Responsible for the successful day to day management of the hotel's food and beverage operations. In charge of menu planning, staff training and executing P&L responsibilities such as budgeting and forecasting. The Director of Food & Beverage reports to the General Manager.

### **FOOD & BEVERAGE MANAGER**

Responsible for menu planning, staff training and executing P&L responsibilities such as budgeting & forecasting. Reports to the Director of Food & Beverage and/or General Manager

### **ASSISTANT DIRECTOR FOOD & BEVERAGE**

Assists the Director Food & Beverage with menu planning, staff training and executing P&L responsibilities such as budgeting & forecasting. Reports to the Director of Food & Beverage.

### **RESTAURANT MANAGER**

Oversees daily restaurant operations and ensures that the restaurant operates efficiently and profitably. Responsible for the business performance of the restaurant, as well as maintaining high standards of food, service and health and safety. The role may have creative aspects, particularly in marketing and business development. Supports the

restaurant staff in meeting guests' needs. The Restaurant Manager reports to the Director of Food & Beverage.

### **FOOD & BEVERAGE SUPERVISOR**

Handle day to day operations of the restaurant/allocated area in attaining, its established sales, profits and quality of product goals; whilst maintaining company standards of operation, sanitation, accident prevention, associate attitude and team work. Ensures efficient and smooth operations of the allocated area. The person reports to the Assistant Food & Beverage Manager and/or Restaurant Manager

### **FOOD & BEVERAGE ASSISTANT**

Responsible for providing guests with the highest standards of food and beverage service. The person reports to the Assistant Food & Beverage Manager and/or Restaurant Manager

### **EXECUTIVE CHEF**

Directs all aspects of food preparation and production for hotel food outlets, including restaurants, room service and conference & banqueting. Hires, trains, schedules, and manages necessary staff. Plans daily and permanent menus as well as special event menus. Inspects and controls meat and produce quality, and establishes relationships with purveyors through food purchasing duties. The Executive Chef reports to the Director of Food & Beverage and/or the General Manager.

### **EXECUTIVE SOUS CHEF**

Responsibilities include overseeing, supporting, and training food production staff. Plans and develops menu items with Executive Chef. Ultimately responsible for ensuring smooth operations. May also assist in staffing duties. The Executive Sous Chef reports to the Executive Chef.

### **PASTRY CHEF**

Manages entire pastry production for all food service outlets, including restaurants, room service and banquet areas. Develops and specifies new pastry products, and suggests menu changes to reflect competitive market. Purchases or requisitions pastry ingredients and equipment. Works closely with entire food production staff to ensure timely pastry output. The Pastry Chef reports to the Executive Chef.

### **SPECIALTY CHEF**

Trains and manages kitchen personnel in his identified section or outlet kitchen, responsible for creation of menus and related recipes along with the Executive Chef, estimate food consumption patterns and requisition food; standardize production recipes to ensure consistent quality; establish presentation techniques and quality standards; and plan and price menus. The Specialty Chef reports to the Executive Chef.

### **OUTLET SOUS CHEF**

Trains and manages kitchen personnel in his identified section or outlet kitchen, responsible for creation of menus and related recipes along with the Executive Chef, estimate food consumption patterns and requisition food; standardize production recipes to ensure consistent quality; establish presentation techniques and quality standards; and plan and price menus. The Outlet sous chef reports to the Executive Chef

### **CHEF DE PARTIE**

Responsible for all culinary dishes that are prepared in his section. He is also responsible for ensuring the health and hygiene standards are complied with in his respective outlet. The person reports to Executive Chef and/or Executive Sous Chef

### **COMMIS**

Responsible for day to day operations of the respected outlet which include mise-en-place, preparation, cooking and presenting the dishes as per the prescribed standards. Other jobs will include maintaining the hygiene standards, opening and closing of the outlet and maintaining of equipment. A Commis reports to an Outlet Sous Chef and /or Executive Sous Chef

### **EXECUTIVE KITCHEN STEWARD**

Supervises daily maintenance and sanitation of all kitchen and food production areas. Performs daily & weekly maintenance & sanitation inspections and ensures timely maintenance of all Kitchen equipment. The Executive Kitchen Steward reports to the Director of Food & Beverage and/or Food & Beverage Manager.

### **KITCHEN STEWARD**

Undertake day to day cleaning, equipment maintenance and maintaining par stock of equipment utilized by service and production. The person reports to an Executive Kitchen Steward

### **SPA/FITNESS CENTRE MANAGER**



Oversee and supervise the daily operation of the spa/health club, developing vendor relations, overseeing and motivating spa/health club sales, implement strategies to achieve performance targets, train and mentor the staff. The Spa Manager/Fitness Centre Manager reports to the General Manager

#### **ASSISTANT MANAGER FITNESS CENTRE**

Responsible managing a clean, friendly and well maintained fitness centre, ensuring that the attendants execute the basics in punctuality, dress code compliance, friendliness and cleanliness, trains and develops a strong team of Personal Trainers, working along with the Fitness Centre Manager in successful attainment of department targets

#### **FITNESS CENTRE ATTENDANT**

Responsible setting up, maintaining and cleaning equipment, welcoming guests, explaining programs and activities, teaching guests how to use the equipment, providing basic fitness information, reporting and resolving complaints, maintaining attendance records and ensuring rules and regulations are enforced.

#### **SPA THERAPIST**

A trained professional, the Spa Therapist is responsible for giving specialized spa treatments/services to guests. Reports to the Spa Manager and/or Fitness Centre Manager.

#### **DIRECTOR OF SALES & MARKETING (#1)**

Oversees the sales and marketing team and is responsible for directing and managing the hotel's sales and marketing efforts. Responsible for creating promotional and marketing strategies that increase the hotel's revenue across all markets, maintain relationships with existing clients, as well as identify and develop new sources of business. Forecasts business and sets department budget to peak market share. The Director of Sales & Marketing reports to the General Manager.

#### **DIRECTOR SALES**

Oversees the sales team and is responsible for setting and implementing sales targets and strategy. Hires, trains and manages the sales force. The Director Sales reports to the Director Sales & Marketing.

#### **ASSOCIATE DIRECTOR SALES**

Assists the Director of Sales and is responsible for directing and managing the hotel's sales efforts. Responsible for maintaining relationships with existing clients, as well as identifying

and developing new sources of business. The Assistant Director of Sales reports to the Director of Sales & Marketing.

### **DIRECTOR MARKETING**

Oversees the marketing team and is responsible for setting and implementing marketing and PR strategy. Hires, trains and manages the marketing and public relations teams. The Director Marketing reports to the Director of Sales & Marketing.

### **SALES MANAGER**

Responsible for developing specific markets: such as transient, corporate, group, or incentive markets. Manages existing client accounts, designs and achieves individual sales goals and action plans to generate revenues. The Sales Managers report to the Director of Sales and/or Director of Sales & Marketing.

### **SALES EXECUTIVE**

Responsible for managing existing client accounts, maintaining and tracking sales and maintaining database of prospective clients. S/he is also responsible for creating Industry report, identify leads for business development through extensive research and prepare a reports on contacts made and follow up required.

### **DIRECTOR CATERING**

Plans and implements strategies to attract increased banqueting clientele. In-charge of catering budgets and forecasts. Directs catering sales staff. The Director Catering reports to the Director of Sales & Marketing and/or Director of Food & Beverage.

### **CATERING SALES MANAGER**

The Catering Sales Manager acts as the event sales specialist and is responsible for maximizing revenues for events /banquets in the most profitable way. The Catering Sales Manager reports to the Director of Sales.

### **DIRECTOR PR AND COMMUNICATIONS**

Responsible for developing, implementing, monitoring and evaluating the hotel's marketing communications strategy, including advertising, promotions, public relations, graphics and collateral, so as to support the marketing objectives for the hotel and maximize the hotel's positive exposure in local, national and international markets. The

Director of Communications & Public Relations reports to the Director of Sales & Marketing and/or General Manager.

#### **DIRECTOR REVENUE MANAGEMENT**

Oversees revenue maximization and yield management and maintains staffing levels and oversees department supervisors. The Director of Revenue Management reports to the Director of Rooms and/or Director of Sales & Marketing.

#### **REVENUE MANAGER**

Responsible for all technical accounting aspects of hotel's revenue streams, royalty accounting and invoicing. The Revenue Manager reports to the Director of Rooms and/or Director of Sales & Marketing

#### **CHIEF ENGINEER**

Supervises the maintenance of hotel buildings and grounds; interviews, hires, trains and schedules engineering and maintenance staff. Administers preventative maintenance programs and establishes procedures for routine duties; performs repairs according to work orders. Allocates hotel maintenance budgets and manages all departmental financial duties, including preparing budgets, P&L statements and forecasting. The Chief Engineer reports to the Resident Manager and/or the General Manager.

#### **ASSISTANT CHIEF ENGINEER**

Reports to the Chief Engineer and assists in building maintenance, supervision of maintenance staff, and repairs.

#### **ASSISTANT MANAGER - ENGINEERING**

Responsible for efficient operation of electrical, mechanical, refrigeration, plumbing, painting and polishing, entertainment and telecommunications sections. The position will also ensure the safety and comfort of the guests and employees. The position reports to the Assistant Chief Engineer and/or Chief Engineer.

#### **ENGINEERING TECHNICIAN**

Responsible for keeping all equipment in good repair with a minimum of downtime by providing day to day maintenance of the hotel, continually supports and improves. Reports to the Engineering Assistant Manager.

### **DIRECTOR SECURITY**

Acts as the lead executive of the security department. Hires, trains, and supervises all security team members. Installs and operates surveillance cameras and equipment. Establishes shift patrols involving security team members. Establishes policies for managing suspicious or criminal activity and individuals. Documents daily guest traffic through hotel and secures banquet functions. The Director of Security reports to the General Manager.

### **SECURITY SUPERVISOR**

Responsible for supervising all security team members, ensuring adherence to policies for managing suspicious or criminal activity and individuals. Documents daily guest traffic through hotel and secures banquet functions. The Security Supervisor reports to the Director of Security.

### **SECURITY ATTENDANT**

Responsible for protecting the hotel premises against theft, fire, vandalism and trespassers, protect the guests of the hotel and property inside the hotel, including hotel valuables and cash. Reports to the Security Supervisor.





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**Stephen Renard**  
[steve@renardinternational.com](mailto:steve@renardinternational.com)



# Introduction of Renard

Renard International is the leading executive recruitment firm serving the hospitality industry globally. This year we celebrate our “49<sup>th</sup> Anniversary”. We are the longest operating hospitality recruitment company and have successfully completed searches in 55 countries.

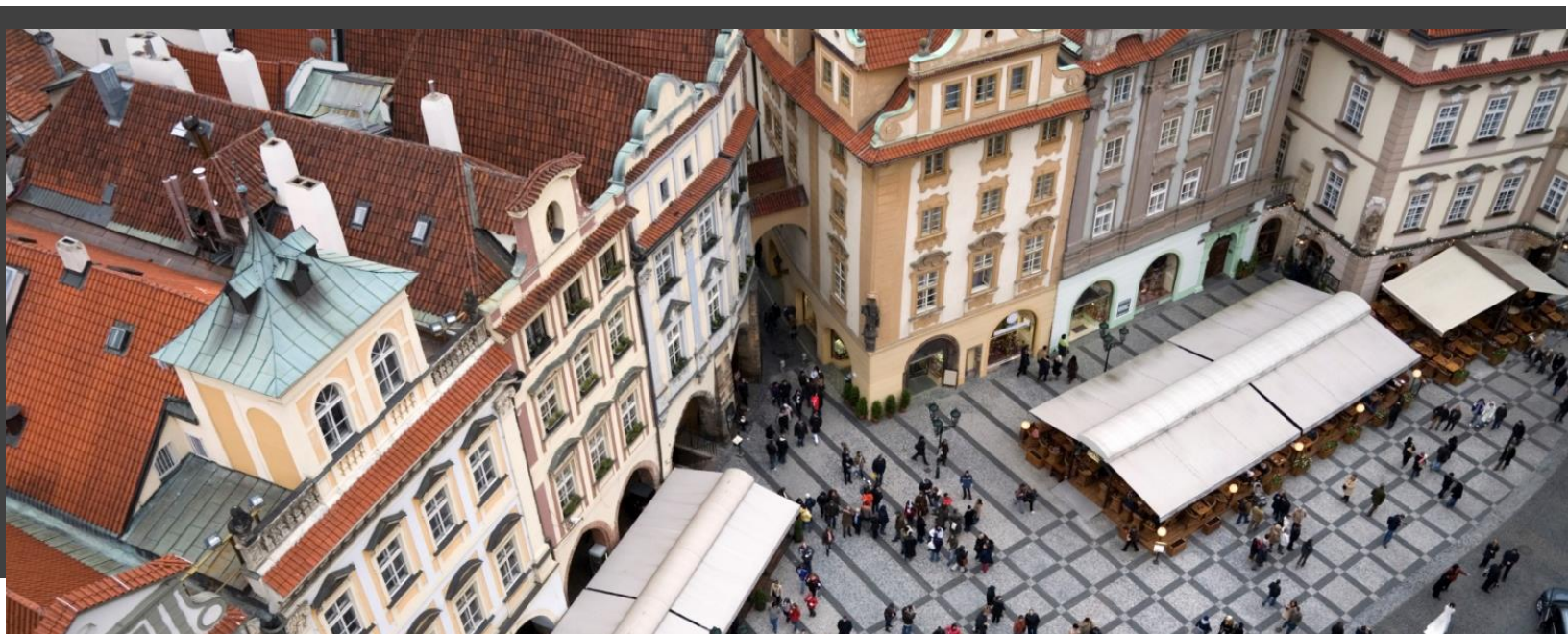
We are proud of our company’s success over these past five decades. Having received the highest ratings from international and independent hotel companies, restaurants, casinos and food service organizations, we have become one of the most respected hospitality search companies in the world.

Renard International has been deemed the “benchmark” of recruitment companies. We are pleased and honored by this recognition.

## **CONFIDENCE, CONFIDENTIALITY & EXPERTISE, OUR CORE STRENGTHS**

Confidentiality remains fundamental and we have a proven ability to protect both clients and applicants alike. This security is necessary for applicants during the sensitive transition period, when unwanted exposure may endanger their current position. No fee is required from applicants, a factor which attracts outstanding individuals from around the world.

By utilizing our resources and expertise, clients save significant time and money throughout the sourcing and selection process.





# Our People

***\* Specialists who know your industry.\****

Our employees have fueled our achievements, with their dedication and commitment to both our clients and our applicants. These employees constantly strive to refine and improve the services we provide.

Renard International is comprised of talented hospitality professionals who make it their business to stay well-informed of current trends and practices. We invest considerable time and resources into visiting client properties and applicant workplaces.

The robustness and accuracy of our sourcing and selection process are backed up by our strong success rate. Almost all of our successful placements have remained throughout their contract period, many of them advancing to the upper echelons of renowned corporations in the industry.

We thank you for your continued loyalty and confidence in us as your partner in talent recruitment and we assure you of our team's commitment to delivering service excellence to your business.







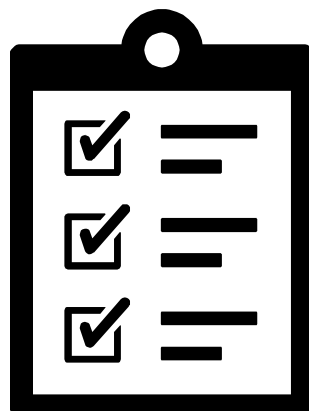
# Methodology of this Survey

“2019 Compensation Study” was prepared in January 2019. The report outlines the outcomes from a comprehensive information analysis extracted from Renard International’s own database of 60,000 candidates and supplemental 20,000 contacts as well as written answers to our global survey sent to Executives across more than 20 countries. The data was also taken from thousands of resumes received monthly by Renard offices and Consultants worldwide, which confirms in writing individuals current remuneration, benefits, bonuses, etc. They also signpost desired salary, benefits, preferred location and ideal role.

Some of the salary ranges in this guide are based on actual transactions between employers and employees of Renard International and represent a true reflection of the job marketplace.

In 2018 alone, Renard Consultants successfully completed assignments in over 35 countries from Culinary to the CEO of a major Hotel/Casino Group. We have now assisted clients in nations that were non-existent when we first commenced business 49 years ago.

Our Remuneration Reviews are produced using an **average format** in which the information is totaled and divided by the number of replies, or, in a **median format**, which is calculated using data mid-range to extremes. We hope this guide will serve as a useful tool for your talent compensation planning.





# Definition & Responsibilities

## General Manager – Serviced Residences

**Reports To: Vice President of Operations**

### Desired Attributes

- Agreeable in taking responsibility and accountability for the team
- Well-groomed and professional appearance
- Effective communication skills
- Good and active listener
- Emphatic, rational and practical
- Forthcoming with praise and recognition, tactful with criticism
- Consistent in work quality and ethic.

### Requirements

- College or higher education, preferably in hospitality field/major
- 5 years Hotel operations experience with a minimum of 3 years at management level
- Must be a strong leader, self-motivator and team builder
- Multilingual an asset
- Must have good analytical skills and decision making ability
- Computer savvy

### Primary Functions

#### **Revenue & Profit:**

- Prepare and administer the annual budget.
- Be assertive in the pursuit of goals, effectively utilize yield management and revenue maximization tools.
- Ensure that all associates have the full understanding of the brand revenue management program.
- Effectively manage and control all operational expenses including labour, supplies etc., enforce the company's procurement guidelines, and seek and implement cost saving strategies.

#### **Quality:**

- Ensure that the property meets/exceeds guest satisfaction in accordance with brand standards.
- Analyze service and quality issues, identify training needs, ensure implementation of training programs and adhere to training guidelines and policies.

**Training & Standards:**

- Complete and maintain all brand standard training requirements in a timely fashion.
- Support effective and timely training of all associates.

**Leadership:**

- Motivate, coach and train team members, set goals/development plans and hold team members accountable.
- Provide prompt, appropriate feedback, rewards, and recognition.
- Demonstrate a high level of integrity, take ownership of personal and team actions, communicate effectively and promote collaboration.
- Lead by example and foster a positive, professional work environment.

**Sales & Marketing:**

- Provide support and direction to the sales team and take an active role in the preparation and implementation of the annual marketing plan.
- Make sales calls to key accounts and capitalize on all revenue opportunities.

**General Responsibilities**

- Responsible for the overall success of the Serviced Residence, using strong leadership skills to drive revenue, maximize profits, and ensure general safety and quality.
- Optimize and maximize Guest and Team Member experience.
- Manage and monitor the collection of in-house guest balances and all other receivables and the issuance of credits and refunds to guests.
- Effectively hire, retain, manage and motivate associates to ensure achievement of overall financial results, guest and associate satisfaction.
- Champion the internal and external communications and record keeping.

**Specific Responsibilities**

- Send a daily end of the day activity and accomplishment email to Vice President of Operations.
- Develop and implement the approved business plan to attain and exceed financial goals.
- Analyze P&L's and present to the Vice President of Operations and Owners.
- Protect the company's assets by properly administering company policies and procedures for handling all financial transactions.
- Actively manage the financial statement and review and critique performance in a timely fashion. Teach the process to all members of the management team.
- Handle any emergencies at the hotel.
- Maintain a high personal visibility throughout the property.
- Gain and maintain excellent knowledge of local competition and general industry trends.
- Successfully maintain adequate staffing.

- Coordinate internal training and development programs.
- Ensure all associates are trained on emergency and security procedures and policies; conduct a monthly safety meeting to ensure safety policies and procedures are known and followed
- Assess and/or ensure regular and timely assessment and performance reviews of all associates and the processing of all personnel records.
- Fully utilize and adhere to the brand's guest satisfaction, comment and response protocols and programs.
- Ensure that all property equipment is in good working condition alongside maintenance department.
- Ensure hotel's preventative maintenance and energy programs are in use.
- Maintain an appropriate level of community public affairs involvement.
- Closely monitor sales solicitation activities.
- Complete and post schedules for all departmental managers and MOD duties.
- Ensure the accuracy and the timely processing of payroll, including vacation and benefits tracking and management. Provide justifications for overtime hours if any.
- Conduct daily meetings with each department head to review prior day's outcomes and goals for the day.
- Conduct regular scheduled meetings with the department heads/managers.
- Ensure compliance with all Federal, State and Local laws and requirements.
- Ensure compliance with inventory protocols and storage.

## **Secondary Functions**

### **Safety & Security:**

- Ensure a safe and secure environment for the team, guests and visitors and implement safety rules and drills alongside the security team.

### **Community Involvement:**

- Ensure good representation by developing and maintaining relationships with the Chamber of Commerce, the Convention and Visitors Bureau, other hotels, local schools, local government and other community and civic organizations.

## **Performance Standards**

- Performance shall be measured by budgeted REVPAR, MSI Index and Guest Satisfaction Index (GSI).



# Surveys – General Manager Compensation

2019 General Manager Compensation \*

Serviced Residences – Canada & USA

City Centre Daily & Long Term <sup>CD</sup>		Resorts – Out of City Centre Long Term Stay Only <sup>E</sup>		Unique Luxury Specialist Units <sup>1</sup>			
				City Centre Daily & Long Term <sup>CD</sup>		Resort Long Term Only <sup>EF</sup>	
Under 250 units	Over 250 units	Under 250 units	Over 250 units	Under 250 units	Over 250 units	Under 250 units	Over 250 units
<b>Lowest <sup>2</sup> Reported: \$ 69,500</b>	Lowest <sup>2</sup> Reported: \$ 112,900	Lowest <sup>2</sup> Reported: \$ 93,000	Lowest <sup>2</sup> Reported: \$ 110,000	Lowest <sup>2</sup> Reported: \$ 110,200	Lowest <sup>2</sup> Reported: \$ 126,700	Lowest <sup>2</sup> Reported: \$ 99,500	Lowest <sup>2</sup> Reported: \$ 133,400
<b>Highest <sup>2</sup> Reported: \$ 179,500</b>	Highest <sup>2</sup> Reported: \$ 265,000	Highest <sup>2</sup> Reported: \$ 154,500	Highest <sup>2</sup> Reported: \$ 200,000	Highest <sup>2</sup> Reported: \$ 199,800	Highest <sup>2</sup> Reported: \$ 275,000	Highest <sup>2</sup> Reported: \$ 185,000	Highest <sup>2</sup> Reported: \$ 216,500
<b>Median: \$ 79,000</b>	Median: \$ 184,600	Median: \$ 105,200	Median: \$ 144,300	Median: \$ 150,300	Median: \$ 193,900	Median: \$ 134,100	Median: \$ 168,200

**Compensation in USA Dollars – for Canada, converted to USA Dollar equivalent**

<sup>1</sup> The salaries may not have increased but due to currency exchange with the USA dollar the figures may have been adjusted. <sup>2</sup> Serviced Residences outside of the USA and Canada are normally luxury units except Europe where unit standards vary by location. <sup>3</sup> Taxation is dependent on country laws; some are fully taxable, others are tax-free.

\* Our data as to the lowest and highest income reported was received from statistics from our poll of GMs of major serviced residence units, candidates seeking new assignments or searches R.I. was retained to complete.

**Notes:**

- A. Salaries in Toronto and Vancouver, Canada, are comparable to New York and Los Angeles. The highest salaries were offered in Manhattan and Los Angeles downtown, the lowest salaries were in USA mid-west. In Canada, Toronto & Vancouver were median.
- B. Competing globally are 3 major giants in the serviced residence industry; they are Oakwood, Frasers and Ascott, all of whom are Singapore-owned.
- C. Our respondents highlighted these challenges a General Manager faces:
  1. How to close off kitchens for one-night stays
  2. Self-marketing when part of a large residence group
  3. Housekeeping services – “Cleaning staff are hard to find”
  4. Maintenance on large units – costly for one-night stays
  5. Competing with Airbnb and luxury suite hotels who’s accommodation resemble serviced residence units and rents nightly & long-term
- D. Benefits offered at a cost to daily and long term residences:
  - F&B services / restaurants
  - Spa services
  - Housekeeping services
  - Retail shop & other services residing in their residence building.
- E. Benefits for Long Term Residences only
  - Offering housekeeping on guest request only, at a cost
  - Breakfast is optional, at a cost
  - Some have a retail store (facility usually located in lobby and open to public)
- F. Luxury serviced residences most often available in world capitals like New York, Dubai, London or Hong Kong are more like luxury hotel suites and offer some of these amenities:
  - Restaurants – some even Michelin rated
  - Housekeeping services, including turndown service
  - Free high-speed Wi-Fi
  - A spa – some operated by world-renowned companies (open to guests and public)
  - 24-hour room service
  - A party room available (with outside catering)
  - Retail store for food etc.
  - Some buildings have free happy hour and all-day snacks & coffee for long term guests



## 2019 General Manager Compensation \* Serviced Residences – Middle East & South East Asia

City Centre Daily & Long Term <sup>B,C</sup>				Resort Long Term Only (No daily rental) <sup>D,E,F</sup>			
Middle East		South East Asia		Middle East		South East Asia	
Under 250 units	Over 250 units	Under 250 units	Over 250 units	Under 250 units	Over 250 units	Under 250 units	Over 250 units
<b>Lowest<sup>2</sup> Reported: \$ 69,500</b>	Lowest <sup>2</sup> Reported: \$ 88,500	Lowest <sup>2</sup> Reported: \$ 80,900	Lowest <sup>2</sup> Reported: \$ 137,000	Lowest <sup>2</sup> Reported: \$ 66,300	Lowest <sup>2</sup> Reported: \$ 82,300	Lowest <sup>2</sup> Reported: \$ 78,100	Lowest <sup>2</sup> Reported: \$ 130,300
<b>Highest<sup>2</sup> Reported: \$ 98,550</b>	Highest <sup>2</sup> Reported: \$ 149,700	Highest <sup>2</sup> Reported: \$ 135,000	Highest <sup>2</sup> Reported: \$ 185,000	Highest <sup>2</sup> Reported: \$ 82,900	Highest <sup>2</sup> Reported: \$ 141,000	Highest <sup>2</sup> Reported: \$ 119,800	Highest <sup>2</sup> Reported: \$ 188,300
<b>Median: \$ 80,250</b>	Median: \$ 114,300	Median: \$ 100,000	Median: \$ 158,750	Median: \$ 72,000	Median: \$ 98,650	Median: \$ 93,900	Median: \$ 160,000

### Compensation in USA Dollars

- 1 The salaries may not have increased but due to currency exchange with the USA dollar the figures may have been adjusted.
  - 2 Taxation is dependent on country laws; some are fully taxable, others are tax-free. Most companies polled, especially in Middle East, were tax-free. Taxes for units in Asia were either paid by company or for units in Hong Kong and Singapore where employees pay taxes, it was on average 17.5%.
- \* Our data as to the lowest and highest income reported was received from statistics from our poll of GMs of major serviced residence units, candidates seeking new assignments or searches R.I. was retained to complete.

### Notes:

- A. Competing globally are 3 major giants in the serviced residence industry; they are Oakwood, Frasers and Ascott, all of whom are Singapore-owned.
- B. Our respondents highlighted these challenges a General Manager faces:
  1. How to close off kitchens for one-night stays
  2. Self-marketing when part of a large residence group
  3. Housekeeping services – “Cleaning staff are hard to find”
  4. Maintenance on large units – costly for one-night stays
  5. Competing with Airbnb and luxury suite hotels who’s accommodation resemble serviced residence units and rents nightly & long-term
- C. Benefits offered at a cost to daily and long term residences:
  - F&B services / restaurants
  - Spa services
  - Housekeeping services
  - Retail shop & other services residing in their residence building
- D. Benefits for Long Term Residences only:
  - Offering housekeeping on guest request only, at a cost
  - Breakfast is optional, at a cost
  - Some have a retail store (facility usually located in lobby and open to public)
- E. Luxury serviced residences most often available in world capitals like New York, Dubai, London or Hong Kong are more like luxury hotel suites and offer some of these amenities:
  - Restaurants – some even Michelin rated
  - Housekeeping services, including turndown service
  - Free high-speed Wi-Fi
  - A spa – some operated by world-renowned companies (open to guests and public)
  - 24-hour room service
  - A party room available (with outside catering)
  - Retail store for food etc.
  - Some buildings have free happy hour and all-day snacks & coffee for long term guests
- F. Some stand-alone units, especially in Asia and the Middle East due to their size and competition from nearby hotels, employ an executive committee which may have:
  - Director of Sales & Marketing
  - Assistant General Manager - Rooms
  - Financial Controller
  - Food & Beverage Director



## 2019 General Manager Compensation \* Serviced Residences – Europe

City Centre Daily & Long Term <sup>B C</sup>		Resorts – Out of City Centre Long Term Stay Only <sup>D</sup>		Unique Luxury Specialist Units <sup>1</sup>			
				City Centre Daily & Long Term <sup>B C</sup>		Resort Long Term Only <sup>D E</sup>	
Under 250 units	Over 250 units	Under 250 units	Over 250 units	Under 250 units	Over 250 units	Under 250 units	Over 250 units
<b>Lowest <sup>2</sup> Reported: \$ 70,000</b>	Lowest <sup>2</sup> Reported: \$ 102,000	Lowest <sup>2</sup> Reported: \$ 70,000	Lowest <sup>2</sup> Reported: \$ 94,000	Lowest <sup>2</sup> Reported: \$ 101,500	Lowest <sup>2</sup> Reported: \$ 100,000	Lowest <sup>2</sup> Reported: \$ 70,000	Lowest <sup>2</sup> Reported: \$ 105,000
<b>Highest <sup>2</sup> Reported: \$ 120,000</b>	Highest <sup>2</sup> Reported: \$ 155,100	Highest <sup>2</sup> Reported: \$ 131,000	Highest <sup>2</sup> Reported: \$ 142,300	Highest <sup>2</sup> Reported: \$ 127,200	Highest <sup>2</sup> Reported: \$ 177,900	Highest <sup>2</sup> Reported: \$ 125,000	Highest <sup>2</sup> Reported: \$ 177,300
<b>Median: \$ 91,400</b>	Median: \$ 135,200	Median: \$ 92,800	Median: \$ 120,000	Median: \$ 117,100	Median: \$ 142,000	Median: \$ 93,000	Median: \$ 141,450

### Compensation in Euros (Gross Salary)

- <sup>1</sup> Serviced Residences outside of the USA and Canada are normally luxury units but not always in Europe as standards vary by country, from stark to super luxury. The average unit size in Europe was the smallest of residence units polled. We noted that some buildings had less than 50 units so the compensation was adapted to reflect the size.
- <sup>2</sup> Taxation is dependent on country laws; some are fully taxable, others are tax-free.
- <sup>3</sup> Salaries may not have increased, but due to currency exchange with the USA dollar the figures may have been adjusted.
- \* Our data as to the lowest and highest income reported was received from statistics from our poll of GMs of major serviced residence units, candidates seeking new assignments or searches R.I. was retained to complete.

### Notes:

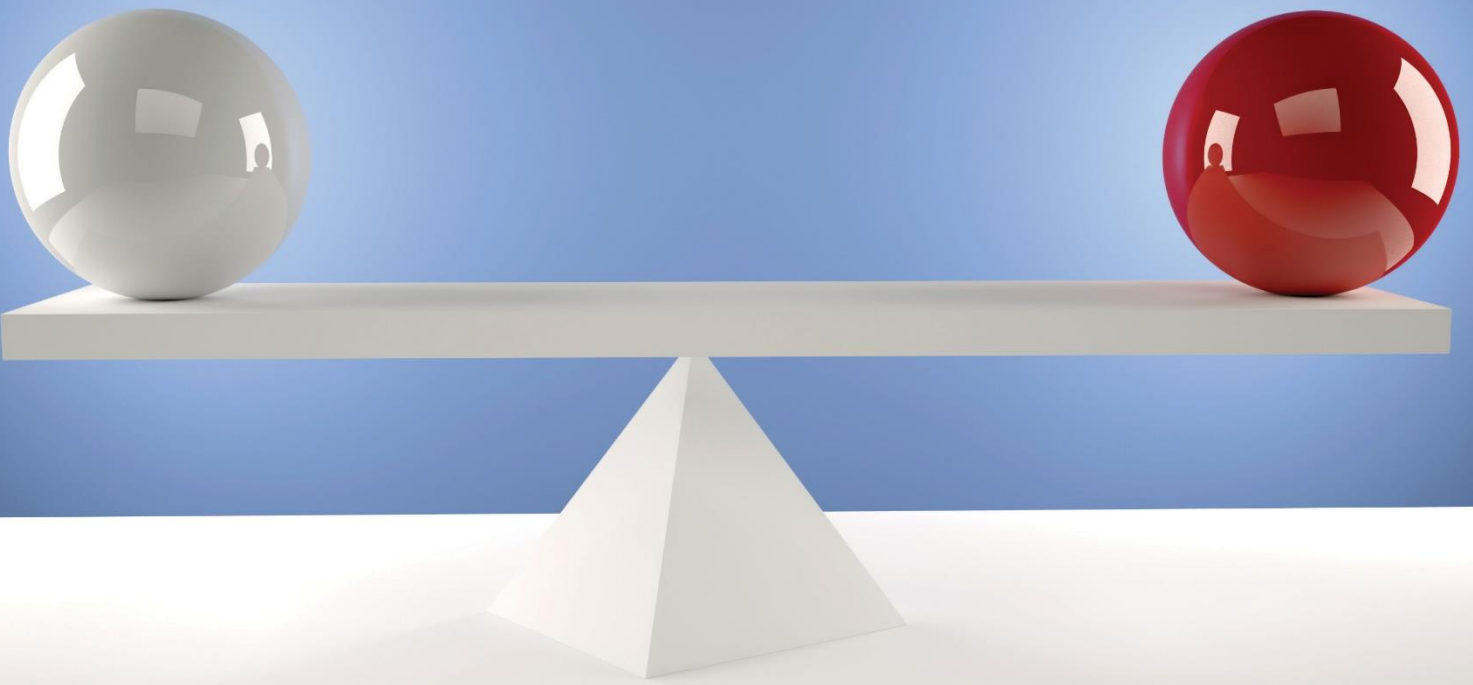
- A.** Competing globally are 3 major giants in the serviced residence industry; they are Oakwood, Frasers and Ascott, all of whom are Singapore-owned.
- B.** Our respondents highlighted these challenges a General Manager faces:
6. How to close off kitchens for one-night stays
  7. Self-marketing when part of a large residence group
  8. Housekeeping services – “Cleaning staff are hard to find”
  9. Maintenance on large units – costly for one-night stays
  10. Competing with Airbnb and luxury suite hotels who’s accommodation resemble serviced residence units and rents nightly & long-term
- C.** Benefits offered at a cost to daily and long term residences:
- F&B services / restaurants
  - Spa services
  - Housekeeping services
  - Retail shop & other services residing in their residence building.
- D.** Benefits for Long Term Residences only
- Offering housekeeping on guest request only, at a cost
  - Breakfast is optional, at a cost
  - Some have a retail store (facility usually located in lobby and open to public)
- E.** Luxury serviced residences most often available in world capitals like New York, Dubai, London or Hong Kong are more like luxury hotel suites and offer some of these amenities:
- Restaurants – some even Michelin rated
  - Housekeeping services, including turndown service
  - Free high-speed Wi-Fi
  - A spa – some operated by world-renowned companies (open to guests and public)
  - 24-hour room service
  - A party room available (with outside catering)
  - Retail store for food etc.
  - Some buildings have free happy hour and all-day snacks & coffee for long term guests



# Executive Summary

## **General Managers of Serviced Residences respondents highlighted these challenges they may face:**

- Competing with Airbnb and luxury suite hotels who's accommodation resemble serviced residence units and rents nightly & long-term
- Restructuring System and Loyalty Programs of Big Brands Drawing clients from them
- Self-marketing when part of a large residence group
- New competitors calling themselves Serviced Residences offering all facilities of a Luxury Hotel
- How to close off kitchens for one-night stays
- Housekeeping services – “Cleaning staff are hard to find”
- Maintenance on large units – costly for one-night stays







# Noteworthy Comments

All Serviced Residences outside of the USA and Canada and Europe are normally luxury units.

Luxury serviced residences most often available in world capitals like New York, Dubai, London or Hong Kong are similar to luxury hotel suites and so offer some of these amenities in order to compete.

The General Manager must always pay taxes, if any. Taxation is dependent on country laws; some compensation packages are fully taxable, others are tax-free.

Competing globally are 3 major giants in the serviced residence industry; they are Oakwood, Frasers and Ascott, all of whom are Singapore-owned and new competitors like Bridgestreet and soon AirBnB

- Gymnasium with modern equipment (open 24 hours) and sometimes a swimming pool
- Restaurants – some even Michelin rated
- Housekeeping services, including turndown service
- Free high-speed Wi-Fi
- A spa – some operated by world-renowned companies (open to guests and public)
- 24-hour room service
- Concierge service / Business center
- Valet parking
- Babysitting service
- A party room available (with outside catering if required)
- Retail store for food etc.
- Some buildings have free happy hour and all-day snacks & coffee for long term guests
- Pets are allowed





# Detailed Findings

Some stand-alone residence units, especially in Asia and the Middle East due to their size and competition from nearby hotels, employ an executive committee which may have:

- Director of Sales & Marketing
- Assistant General Manager - Rooms
- Financial Controller
- Food & Beverage Director

Benefits offered at a cost to city centre daily and long term residence units:

- F&B services / restaurants
- Spa services
- Housekeeping services
- Retail shop & other services residing in their residence building

Benefits for Long Term Residences at resort or out of city centre units only:

- Offering housekeeping on guest request only, at a cost
- Breakfast is optional, at a cost
- Some have a retail store (facility usually located in lobby and open to public)
- Gym, pool, children's areas and self-serve BBQ facilities

## **Note:**

Our data as to the lowest and highest income reported was received from statistics from our poll of GMs of Branded serviced residence units, these were from candidates seeking new assignments or searches R.I. was retained to complete.





# Benefits

Only the base income is outlined in this study. Up and above all hotels offer some type of benefits.

The following are the maximum legally allowed personal benefits received by general managers of all categories of serviced residence hotels worldwide – some hotels offer all and some just a few of these benefits:

- Tax Equalization
- Housing allowance or housing for entire family
- Car provided or allowance
- Membership in a private club
- Dining out allowance
- Meals and beverages for self & family
- Use of hotel facilities for self & family
- Free professional advice/income tax
- Paid vacation from two to six weeks
- Clothing and dry cleaning allowance
- Pension plan
- Life/medical/dental/disability insurance including ransom and medical evacuation insurance
- Other personal benefits
- Bonuses
- Profit sharing, shares or share options
- Ownership opportunities
- Schooling for family in the country of employment or an allowance for higher learning in an offshore university or college





# Disclaimer

Whilst proper due care and diligence has been taken in the preparation of this document, Renard International cannot guarantee the accuracy of the information contained and does not accept any liability for any loss or damage caused as a result of using information or recommendations contained with this document.

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**RENARD INTERNATIONAL**  
HOSPITALITY SEARCH CONSULTANTS



# Encyclopedia: Hotel/Residences

## Job Descriptions

### GENERAL MANAGER

Responsible for the successful day-to-day operations of the hotel and ensuring bottom-line profitability. Responsibilities include overseeing issues such as coordinating smooth daily operations via department heads, developing and implementing a business plan, strategic positioning of the hotel, staffing, and nurturing community relations. The General Manager reports to corporate office and/or hotel owners.

### EXECUTIVE ASSISTANT TO GM

Responsible for providing office support to the hotel General Manager and manage their daily schedule, travel and answering calls and taking notes as directed.

### RESIDENT MANAGER

Typically works under the direct supervision of the General Manager overseeing daily hotel operations. Analyses hotel operations to ensure that profitability and guest satisfaction are maximized; creates or changes standard operating procedures to streamline operations; performs all General Manager's duties when the General Manager is not available. The Resident Manager reports to the General Manager.

### DIRECTOR OF FINANCE (#1)

Oversees entire hotel financial functions, including internal auditing, payroll, financial controls and day to day financial operations. Generates and analyses monthly financial reports and establishes accounting policies and cash controls for property operations; counsels the General Manager on all hotel finances. The Director of Finance reports to the General Manager.

### ASSISTANT CONTROLLER

Assists the Director of Finance in completing monthly financial reports, accounting duties, internal controls, data processing and payroll. The Assistant Controller reports to the Director of Finance.

### CREDIT AND COLLECTION MANAGER

Maintains clients' credit which includes investigating and analyzing risks, approving credit for potential clients and continuing lines of credit for current clients. Working with other members of a financial team, also evaluates credit processing and approval, and assures

adherence to accepted standards. The Credit and Collection Manager reports to the Financial Controller.

#### **GENERAL CASHIER**

General Cashier is responsible for the hotel's general cashiering, payroll statutory compliance payments, general ledger and MIS. To ensure that all accounting transactions covering various activities of the hotel are properly and accurately recorded in accordance with the Corporate Policy and local regulations. The General Cashier reports to the Director of Finance.

#### **ACCOUNTANT**

Accountant is responsible for the hotel's account receivable and payable, statutory compliance payments, general ledger and MIS. To ensure that all accounting transactions covering various activities of the hotel are properly and accurately recorded in accordance with the Corporate Policy and local regulations.

#### **DIRECTOR PURCHASING**

Accountable for the establishment and implementation of programs and policies for the purchase and distribution of all the hotel's operating supplies including food, beverages, equipment, tools, linens, furniture. The Director of Purchasing reports to the Director of Finance and/or the General Manager

#### **STORE CLERK**

Store Clerk is responsible for the receiving and storing of goods and maintain proper record of all issues/ receipts and keep the Director Purchasing informed about all the store & user requirements on a daily basis. Reports to Director Purchasing.

#### **DIRECTOR INFORMATION SYSTEMS**

Manages the hotels' information and technology needs, including the implementation and integration of system and technology initiatives. Responsibilities include: network management and ensuring network operations, may interface with vendors, owners, Executive Committee and property staff. The Director of Information Systems reports to the General Manager.

#### **INFORMATION SYSTEMS EXECUTIVE**

Responsible for monitoring the operation and security of all computer hardware and ensure that it is operating properly. S/he serves as primary contact for all servicing of computers, printers, etc., maintain all hardware and software logs updated as per

departmental working procedures, maintain all the documentation related to hardware configuration and inventory and also carry out the repairs and maintenance of all PCs, printers, telephones, interactive system, key lock system, etc. The Information Systems Executive reports to the Director of Information Systems and/or General Manager.

#### **FOOD & BEVERAGE (F&B) CONTROLLER**

Responsible for analyzing the performance of food and beverage department and take corrective action whenever necessary and counsel the F&B manager and executive chef, designing food and beverage control systems and procedures, planning, organizing, coordinating & controlling the implementation of the stipulated food and beverage control. Reports to Director of Finance and/or General Manager.

#### **ASSISTANT F&B CONTROLLER**

Responsible for assisting the F&B Controller in collating, analyzing and presenting relevant data on the performance of the food and beverage department with appropriate comments to the management. Reports to the F&B Controller.

#### **DIRECTOR OF HUMAN RESOURCES (#1)**

Designs, implements, and administers programs that ensure hotel compliance with national and local laws. Provides training programs that assist hotel management in maintaining corporate policies and culture. Assists in the recruiting and retention of hotel staff and manages labour relations. Maintains and administers compensation and benefit programs. The Director of Human Resources reports to the General Manager.

#### **HUMAN RESOURCE MANAGER (#2)**

Assists the Director of Human Resources in administering departmental duties, such as conducting training programs, recruiting and retaining hotel staff, termination of employees, tracking compensation and benefits, and managing labour relations. The Human Resources Manager reports to the Director of Human Resources and/or General Manager.

#### **HUMAN RESOURCE OFFICER**

Provides support to the Director of Human Resources and/or HR Manager in various HR activities. S/he is responsible for maintaining employee records, coordinating training

programs, tracking compensation and benefits, and managing employee engagement activities.

### **TRAINING MANAGER**

Responsible for designing and implementing training programs to hotel employees. The Training Manager reports to the Director of Human Resources.

### **DIRECTOR ROOMS (#1)**

Directs the overall management of the rooms and reservations departments and works closely with all other division heads to maximize profit potential. Forecasts and budgets rooms inventory, room revenue and maximizes labour performance. The Director of Rooms reports to the General Manager.

### **FRONT OFFICE MANAGER**

Typically the top manager in the front office department. Responsible for the front desk, PBX, bell stand, and lobby operations. May also oversee concierge operations. Prepares budgets and forecasts for these departments. Maintains staffing levels and oversees department supervisors. The Front Office Manager reports to the Director of Rooms and/or the Resident Manager.

### **ASSISTANT FRONT OFFICE MANAGER**

Assists the Front Office Manager in performing duties such as overseeing operations at the front desk, PBX, bell desk, and lobby operations. May also oversee concierge operations. Maintains staffing levels and oversees department supervisors. The Assistant Front Office Manager reports to the Front Office Manager and/or Director of Rooms.

### **DUTY MANAGER**

Manages Front Desk Operations and ensures operating standards are implemented and adhered. The Duty Manager reports to the Front Office Manager and/or Director of Rooms.

### **FRONT OFFICE SUPERVISOR**

Responsible for smooth functioning of front desk operations. The Front Office Supervisor reports to the Duty Manager.

### **FRONT OFFICE ASSISTANT**



Responsible for working at the front desk greeting and assisting guests, assigning rooms, handling guest queries and ensuring smooth settlement of bills upon check out. The Front Office Assistant reports to the Front Office Supervisor and/or Duty Manager

### **BELLPERSON**

Responsible for providing porter services to hotel guests and ensuring their satisfaction and comfort by promptly and courteously responding to guest requests. The bellperson reports to Duty Manager.

### **BUSINESS CENTRE SUPERVISOR**

Responsible for providing assistance to guests for using the hotel's business centre facilities such as photocopier, fax, internet while maintaining records of the revenue earned at the Business Centre. The person reports to the Duty Manager.

### **PBX OPERATORS**

Responsible for handling all incoming and outgoing phone calls of hotel guests and employees. Reports to the Duty Manager.

### **EXECUTIVE HOUSEKEEPER**

Directs and controls all daily operations and trains and supervises the entire staff of the housekeeping department. Ensures that all rooms and public spaces are cleaned and maintained according to hotel policies. Purchases or requisitions linens, supplies and equipment. May oversee laundry operations. The Executive Housekeeper reports to the Director of Rooms and/or the Resident Manager.

### **ASSISTANT EXECUTIVE HOUSEKEEPER**

Assists the Executive Housekeeper in performing managerial duties such as scheduling, requisitioning linen, and purchasing supplies. Also helps with safety and health administration and training. The Assistant Executive Housekeeper reports to the Executive Housekeeper.

### **HOUSEKEEPING SUPERVISOR**

Responsible for the general cleanliness, maintenance and upkeep of all rooms and public areas assigned under his/her charge and also to supervise and monitor the work of room attendants. The Housekeeping Supervisor reports to the Executive Housekeeper and/or Assistant Executive Housekeeper

### **HOUSEKEEPING ATTENDANT**

Responsible for the general cleanliness, maintenance and upkeep of assigned areas. The Housekeeping Attendant reports to the Executive Housekeeper and/or Assistant Executive Housekeeper

### **LAUNDRY MANAGER**

Responsible for ensuring smooth operations of the laundry department, which includes the area of laundry, dry cleaning and the uniform room. Reports to Director Rooms and/or Executive Housekeeper.

### **LAUNDRY EXECUTIVE**

Responsible for conducting the day to day Laundry operations as assigned and which includes upkeep/maintenance of laundry area, perform activities related to dry cleaning and the uniform room. Reports to the Executive Housekeeper and/or Laundry Executive

### **DIRECTOR OF FOOD & BEVERAGE (#1)**

Responsible for the successful day to day management of the hotel's food and beverage operations. In charge of menu planning, staff training and executing P&L responsibilities such as budgeting and forecasting. The Director of Food & Beverage reports to the General Manager.

### **FOOD & BEVERAGE MANAGER**

Responsible for menu planning, staff training and executing P&L responsibilities such as budgeting & forecasting. Reports to the Director of Food & Beverage and/or General Manager

### **ASSISTANT DIRECTOR FOOD & BEVERAGE**

Assists the Director Food & Beverage with menu planning, staff training and executing P&L responsibilities such as budgeting & forecasting. Reports to the Director of Food & Beverage.

### **RESTAURANT MANAGER**

Oversees daily restaurant operations and ensures that the restaurant operates efficiently and profitably. Responsible for the business performance of the restaurant, as well as maintaining high standards of food, service and health and safety. The role may have creative aspects, particularly in marketing and business development. Supports the

restaurant staff in meeting guests' needs. The Restaurant Manager reports to the Director of Food & Beverage.

### **FOOD & BEVERAGE SUPERVISOR**

Handle day to day operations of the restaurant/allocated area in attaining, its established sales, profits and quality of product goals; whilst maintaining company standards of operation, sanitation, accident prevention, associate attitude and team work. Ensures efficient and smooth operations of the allocated area. The person reports to the Assistant Food & Beverage Manager and/or Restaurant Manager

### **FOOD & BEVERAGE ASSISTANT**

Responsible for providing guests with the highest standards of food and beverage service. The person reports to the Assistant Food & Beverage Manager and/or Restaurant Manager

### **EXECUTIVE CHEF**

Directs all aspects of food preparation and production for hotel food outlets, including restaurants, room service and conference & banqueting. Hires, trains, schedules, and manages necessary staff. Plans daily and permanent menus as well as special event menus. Inspects and controls meat and produce quality, and establishes relationships with purveyors through food purchasing duties. The Executive Chef reports to the Director of Food & Beverage and/or the General Manager.

### **EXECUTIVE SOUS CHEF**

Responsibilities include overseeing, supporting, and training food production staff. Plans and develops menu items with Executive Chef. Ultimately responsible for ensuring smooth operations. May also assist in staffing duties. The Executive Sous Chef reports to the Executive Chef.

### **PASTRY CHEF**

Manages entire pastry production for all food service outlets, including restaurants, room service and banquet areas. Develops and specifies new pastry products, and suggests menu changes to reflect competitive market. Purchases or requisitions pastry ingredients and equipment. Works closely with entire food production staff to ensure timely pastry output. The Pastry Chef reports to the Executive Chef.

### **SPECIALTY CHEF**

Trains and manages kitchen personnel in his identified section or outlet kitchen, responsible for creation of menus and related recipes along with the Executive Chef, estimate food consumption patterns and requisition food; standardize production recipes to ensure consistent quality; establish presentation techniques and quality standards; and plan and price menus. The Specialty Chef reports to the Executive Chef.

### **OUTLET SOUS CHEF**

Trains and manages kitchen personnel in his identified section or outlet kitchen, responsible for creation of menus and related recipes along with the Executive Chef, estimate food consumption patterns and requisition food; standardize production recipes to ensure consistent quality; establish presentation techniques and quality standards; and plan and price menus. The Outlet sous chef reports to the Executive Chef

### **CHEF DE PARTIE**

Responsible for all culinary dishes that are prepared in his section. He is also responsible for ensuring the health and hygiene standards are complied with in his respective outlet. The person reports to Executive Chef and/or Executive Sous Chef

### **COMMIS**

Responsible for day to day operations of the respected outlet which include mise-en-place, preparation, cooking and presenting the dishes as per the prescribed standards. Other jobs will include maintaining the hygiene standards, opening and closing of the outlet and maintaining of equipment. A Commis reports to an Outlet Sous Chef and /or Executive Sous Chef

### **EXECUTIVE KITCHEN STEWARD**

Supervises daily maintenance and sanitation of all kitchen and food production areas. Performs daily & weekly maintenance & sanitation inspections and ensures timely maintenance of all Kitchen equipment. The Executive Kitchen Steward reports to the Director of Food & Beverage and/or Food & Beverage Manager.

### **KITCHEN STEWARD**

Undertake day to day cleaning, equipment maintenance and maintaining par stock of equipment utilized by service and production. The person reports to an Executive Kitchen Steward

### **SPA/FITNESS CENTRE MANAGER**

Oversee and supervise the daily operation of the spa/health club, developing vendor relations, overseeing and motivating spa/health club sales, implement strategies to achieve performance targets, train and mentor the staff. The Spa Manager/Fitness Centre Manager reports to the General Manager

#### **ASSISTANT MANAGER FITNESS CENTRE**

Responsible managing a clean, friendly and well maintained fitness centre, ensuring that the attendants execute the basics in punctuality, dress code compliance, friendliness and cleanliness, trains and develops a strong team of Personal Trainers, working along with the Fitness Centre Manager in successful attainment of department targets

#### **FITNESS CENTRE ATTENDANT**

Responsible setting up, maintaining and cleaning equipment, welcoming guests, explaining programs and activities, teaching guests how to use the equipment, providing basic fitness information, reporting and resolving complaints, maintaining attendance records and ensuring rules and regulations are enforced.

#### **SPA THERAPIST**

A trained professional, the Spa Therapist is responsible for giving specialized spa treatments/services to guests. Reports to the Spa Manager and/or Fitness Centre Manager.

#### **DIRECTOR OF SALES & MARKETING (#1)**

Oversees the sales and marketing team and is responsible for directing and managing the hotel's sales and marketing efforts. Responsible for creating promotional and marketing strategies that increase the hotel's revenue across all markets, maintain relationships with existing clients, as well as identify and develop new sources of business. Forecasts business and sets department budget to peak market share. The Director of Sales & Marketing reports to the General Manager.

#### **DIRECTOR SALES**

Oversees the sales team and is responsible for setting and implementing sales targets and strategy. Hires, trains and manages the sales force. The Director Sales reports to the Director Sales & Marketing.

#### **ASSOCIATE DIRECTOR SALES**

Assists the Director of Sales and is responsible for directing and managing the hotel's sales efforts. Responsible for maintaining relationships with existing clients, as well as identifying

and developing new sources of business. The Assistant Director of Sales reports to the Director of Sales & Marketing.

### **DIRECTOR MARKETING**

Oversees the marketing team and is responsible for setting and implementing marketing and PR strategy. Hires, trains and manages the marketing and public relations teams. The Director Marketing reports to the Director of Sales & Marketing.

### **SALES MANAGER**

Responsible for developing specific markets: such as transient, corporate, group, or incentive markets. Manages existing client accounts, designs and achieves individual sales goals and action plans to generate revenues. The Sales Managers report to the Director of Sales and/or Director of Sales & Marketing.

### **SALES EXECUTIVE**

Responsible for managing existing client accounts, maintaining and tracking sales and maintaining database of prospective clients. S/he is also responsible for creating Industry report, identify leads for business development through extensive research and prepare a reports on contacts made and follow up required.

### **DIRECTOR CATERING**

Plans and implements strategies to attract increased banqueting clientele. In-charge of catering budgets and forecasts. Directs catering sales staff. The Director Catering reports to the Director of Sales & Marketing and/or Director of Food & Beverage.

### **CATERING SALES MANAGER**

The Catering Sales Manager acts as the event sales specialist and is responsible for maximizing revenues for events /banquets in the most profitable way. The Catering Sales Manager reports to the Director of Sales.

### **DIRECTOR PR AND COMMUNICATIONS**

Responsible for developing, implementing, monitoring and evaluating the hotel's marketing communications strategy, including advertising, promotions, public relations, graphics and collateral, so as to support the marketing objectives for the hotel and maximize the hotel's positive exposure in local, national and international markets. The

Director of Communications & Public Relations reports to the Director of Sales & Marketing and/or General Manager.

#### **DIRECTOR REVENUE MANAGEMENT**

Oversees revenue maximization and yield management and maintains staffing levels and oversees department supervisors. The Director of Revenue Management reports to the Director of Rooms and/or Director of Sales & Marketing.

#### **REVENUE MANAGER**

Responsible for all technical accounting aspects of hotel's revenue streams, royalty accounting and invoicing. The Revenue Manager reports to the Director of Rooms and/or Director of Sales & Marketing

#### **CHIEF ENGINEER**

Supervises the maintenance of hotel buildings and grounds; interviews, hires, trains and schedules engineering and maintenance staff. Administers preventative maintenance programs and establishes procedures for routine duties; performs repairs according to work orders. Allocates hotel maintenance budgets and manages all departmental financial duties, including preparing budgets, P&L statements and forecasting. The Chief Engineer reports to the Resident Manager and/or the General Manager.

#### **ASSISTANT CHIEF ENGINEER**

Reports to the Chief Engineer and assists in building maintenance, supervision of maintenance staff, and repairs.

#### **ASSISTANT MANAGER - ENGINEERING**

Responsible for efficient operation of electrical, mechanical, refrigeration, plumbing, painting and polishing, entertainment and telecommunications sections. The position will also ensure the safety and comfort of the guests and employees. The position reports to the Assistant Chief Engineer and/or Chief Engineer.

#### **ENGINEERING TECHNICIAN**

Responsible for keeping all equipment in good repair with a minimum of downtime by providing day to day maintenance of the hotel, continually supports and improves. Reports to the Engineering Assistant Manager.

### **DIRECTOR SECURITY**

Acts as the lead executive of the security department. Hires, trains, and supervises all security team members. Installs and operates surveillance cameras and equipment. Establishes shift patrols involving security team members. Establishes policies for managing suspicious or criminal activity and individuals. Documents daily guest traffic through hotel and secures banquet functions. The Director of Security reports to the General Manager.

### **SECURITY SUPERVISOR**

Responsible for supervising all security team members, ensuring adherence to policies for managing suspicious or criminal activity and individuals. Documents daily guest traffic through hotel and secures banquet functions. The Security Supervisor reports to the Director of Security.

### **SECURITY ATTENDANT**

Responsible for protecting the hotel premises against theft, fire, vandalism and trespassers, protect the guests of the hotel and property inside the hotel, including hotel valuables and cash. Reports to the Security Supervisor.







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**Stephen Renard**  
[steve@renardinternational.com](mailto:steve@renardinternational.com)



# Introduction of Renard

Renard International is the leading executive recruitment firm serving the hospitality industry globally. This year we celebrate our “49<sup>th</sup> Anniversary”. We are the longest operating hospitality recruitment company and have successfully completed searches in 55 countries.

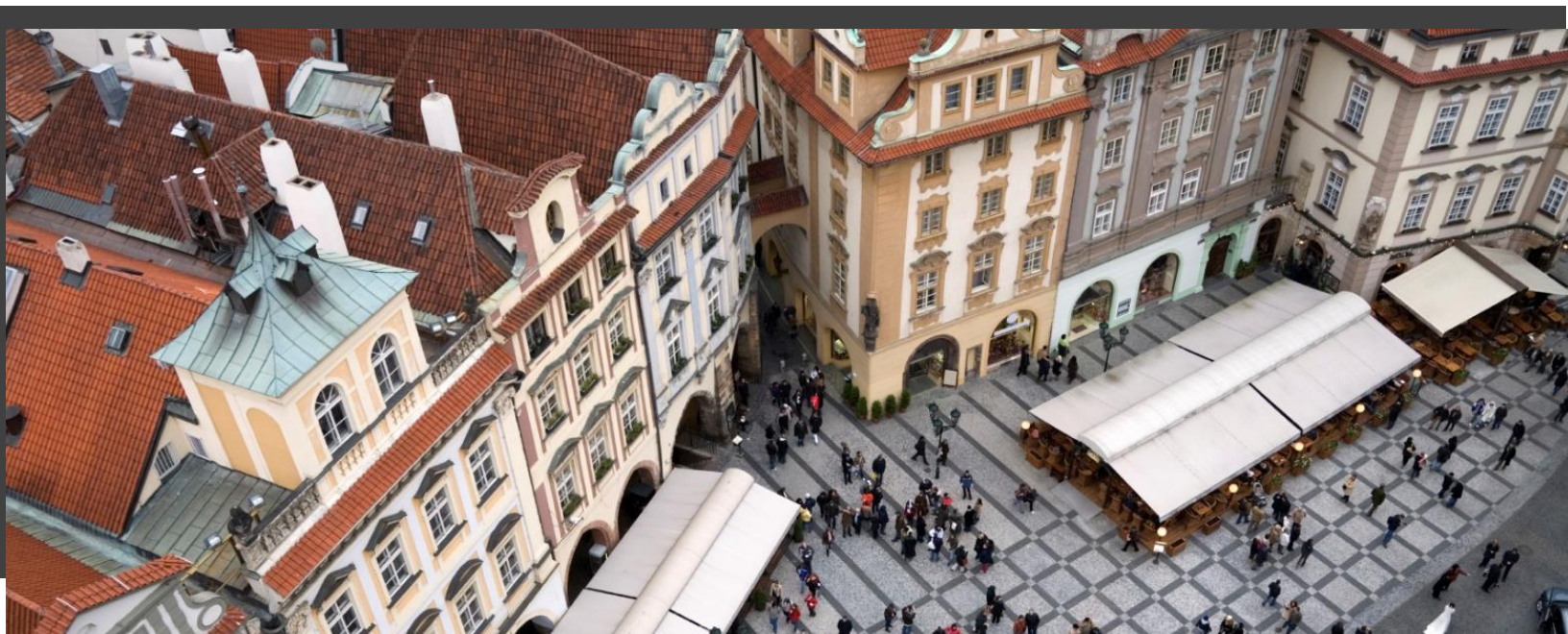
We are proud of our company’s success over these past five decades. Having received the highest ratings from international and independent hotel companies, restaurants, casinos and food service organizations, we have become one of the most respected hospitality search companies in the world.

Renard International has been deemed the “benchmark” of recruitment companies. We are pleased and honored by this recognition.

## **CONFIDENCE, CONFIDENTIALITY & EXPERTISE, OUR CORE STRENGTHS**

Confidentiality remains fundamental and we have a proven ability to protect both clients and applicants alike. This security is necessary for applicants during the sensitive transition period, when unwanted exposure may endanger their current position. No fee is required from applicants, a factor which attracts outstanding individuals from around the world.

By utilizing our resources and expertise, clients save significant time and money throughout the sourcing and selection process.





# Our People

***\* Specialists who know your industry.\****

Our employees have fueled our achievements, with their dedication and commitment to both our clients and our applicants. These employees constantly strive to refine and improve the services we provide.

Renard International is comprised of talented hospitality professionals who make it their business to stay well-informed of current trends and practices. We invest considerable time and resources into visiting client properties and applicant workplaces.

The robustness and accuracy of our sourcing and selection process are backed up by our strong success rate. Almost all of our successful placements have remained throughout their contract period, many of them advancing to the upper echelons of renowned corporations in the industry.

We thank you for your continued loyalty and confidence in us as your partner in talent recruitment and we assure you of our team's commitment to delivering service excellence to your business.





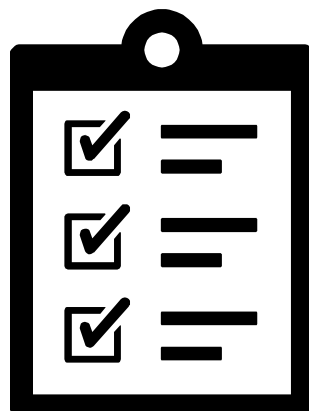
# Methodology of this Survey

“2019 Compensation Study” was prepared in January 2019. The report outlines the outcomes from a comprehensive information analysis extracted from Renard International’s own database of 60,000 candidates and supplemental 20,000 contacts as well as written answers to our global survey sent to Executives across more than 20 countries. The data was also taken from thousands of resumes received monthly by Renard offices and Consultants worldwide, which confirms in writing individuals current remuneration, benefits, bonuses, etc. They also signpost desired salary, benefits, preferred location and ideal role.

Some of the salary ranges in this guide are based on actual transactions between employers and employees of Renard International and represent a true reflection of the job marketplace.

In 2018 alone, Renard Consultants successfully completed assignments in over 35 countries from Culinary to the CEO of a major Hotel/Casino Group. We have now assisted clients in nations that were non-existent when we first commenced business 49 years ago.

Our Remuneration Reviews are produced using an **average format** in which the information is totaled and divided by the number of replies, or, in a **median format**, which is calculated using data mid-range to extremes. We hope this guide will serve as a useful tool for your talent compensation planning.





# Definition & Responsibilities

## General Manager – Serviced Residences

**Reports To: Vice President of Operations**

### Desired Attributes

- Agreeable in taking responsibility and accountability for the team
- Well-groomed and professional appearance
- Effective communication skills
- Good and active listener
- Emphatic, rational and practical
- Forthcoming with praise and recognition, tactful with criticism
- Consistent in work quality and ethic.

### Requirements

- College or higher education, preferably in hospitality field/major
- 5 years Hotel operations experience with a minimum of 3 years at management level
- Must be a strong leader, self-motivator and team builder
- Multilingual an asset
- Must have good analytical skills and decision making ability
- Computer savvy

### Primary Functions

#### **Revenue & Profit:**

- Prepare and administer the annual budget.
- Be assertive in the pursuit of goals, effectively utilize yield management and revenue maximization tools.
- Ensure that all associates have the full understanding of the brand revenue management program.
- Effectively manage and control all operational expenses including labour, supplies etc., enforce the company's procurement guidelines, and seek and implement cost saving strategies.

#### **Quality:**

- Ensure that the property meets/exceeds guest satisfaction in accordance with brand standards.
- Analyze service and quality issues, identify training needs, ensure implementation of training programs and adhere to training guidelines and policies.

**Training & Standards:**

- Complete and maintain all brand standard training requirements in a timely fashion.
- Support effective and timely training of all associates.

**Leadership:**

- Motivate, coach and train team members, set goals/development plans and hold team members accountable.
- Provide prompt, appropriate feedback, rewards, and recognition.
- Demonstrate a high level of integrity, take ownership of personal and team actions, communicate effectively and promote collaboration.
- Lead by example and foster a positive, professional work environment.

**Sales & Marketing:**

- Provide support and direction to the sales team and take an active role in the preparation and implementation of the annual marketing plan.
- Make sales calls to key accounts and capitalize on all revenue opportunities.

**General Responsibilities**

- Responsible for the overall success of the Serviced Residence, using strong leadership skills to drive revenue, maximize profits, and ensure general safety and quality.
- Optimize and maximize Guest and Team Member experience.
- Manage and monitor the collection of in-house guest balances and all other receivables and the issuance of credits and refunds to guests.
- Effectively hire, retain, manage and motivate associates to ensure achievement of overall financial results, guest and associate satisfaction.
- Champion the internal and external communications and record keeping.

**Specific Responsibilities**

- Send a daily end of the day activity and accomplishment email to Vice President of Operations.
- Develop and implement the approved business plan to attain and exceed financial goals.
- Analyze P&L's and present to the Vice President of Operations and Owners.
- Protect the company's assets by properly administering company policies and procedures for handling all financial transactions.
- Actively manage the financial statement and review and critique performance in a timely fashion. Teach the process to all members of the management team.
- Handle any emergencies at the hotel.
- Maintain a high personal visibility throughout the property.
- Gain and maintain excellent knowledge of local competition and general industry trends.
- Successfully maintain adequate staffing.

- Coordinate internal training and development programs.
- Ensure all associates are trained on emergency and security procedures and policies; conduct a monthly safety meeting to ensure safety policies and procedures are known and followed
- Assess and/or ensure regular and timely assessment and performance reviews of all associates and the processing of all personnel records.
- Fully utilize and adhere to the brand's guest satisfaction, comment and response protocols and programs.
- Ensure that all property equipment is in good working condition alongside maintenance department.
- Ensure hotel's preventative maintenance and energy programs are in use.
- Maintain an appropriate level of community public affairs involvement.
- Closely monitor sales solicitation activities.
- Complete and post schedules for all departmental managers and MOD duties.
- Ensure the accuracy and the timely processing of payroll, including vacation and benefits tracking and management. Provide justifications for overtime hours if any.
- Conduct daily meetings with each department head to review prior day's outcomes and goals for the day.
- Conduct regular scheduled meetings with the department heads/managers.
- Ensure compliance with all Federal, State and Local laws and requirements.
- Ensure compliance with inventory protocols and storage.

## **Secondary Functions**

### **Safety & Security:**

- Ensure a safe and secure environment for the team, guests and visitors and implement safety rules and drills alongside the security team.

### **Community Involvement:**

- Ensure good representation by developing and maintaining relationships with the Chamber of Commerce, the Convention and Visitors Bureau, other hotels, local schools, local government and other community and civic organizations.

## **Performance Standards**

- Performance shall be measured by budgeted REVPAR, MSI Index and Guest Satisfaction Index (GSI).





# Surveys – General Manager Compensation

2019 General Manager Compensation \*

Serviced Residences – Canada & USA

City Centre Daily & Long Term <sup>CD</sup>		Resorts – Out of City Centre Long Term Stay Only <sup>E</sup>		Unique Luxury Specialist Units <sup>1</sup>			
				City Centre Daily & Long Term <sup>CD</sup>		Resort Long Term Only <sup>EF</sup>	
Under 250 units	Over 250 units	Under 250 units	Over 250 units	Under 250 units	Over 250 units	Under 250 units	Over 250 units
<b>Lowest <sup>2</sup> Reported: \$ 69,500</b>	Lowest <sup>2</sup> Reported: \$ 112,900	Lowest <sup>2</sup> Reported: \$ 93,000	Lowest <sup>2</sup> Reported: \$ 110,000	Lowest <sup>2</sup> Reported: \$ 110,200	Lowest <sup>2</sup> Reported: \$ 126,700	Lowest <sup>2</sup> Reported: \$ 99,500	Lowest <sup>2</sup> Reported: \$ 133,400
<b>Highest <sup>2</sup> Reported: \$ 179,500</b>	Highest <sup>2</sup> Reported: \$ 265,000	Highest <sup>2</sup> Reported: \$ 154,500	Highest <sup>2</sup> Reported: \$ 200,000	Highest <sup>2</sup> Reported: \$ 199,800	Highest <sup>2</sup> Reported: \$ 275,000	Highest <sup>2</sup> Reported: \$ 185,000	Highest <sup>2</sup> Reported: \$ 216,500
<b>Median: \$ 79,000</b>	Median: \$ 184,600	Median: \$ 105,200	Median: \$ 144,300	Median: \$ 150,300	Median: \$ 193,900	Median: \$ 134,100	Median: \$ 168,200

**Compensation in USA Dollars – for Canada, converted to USA Dollar equivalent**

<sup>1</sup> The salaries may not have increased but due to currency exchange with the USA dollar the figures may have been adjusted. <sup>2</sup> Serviced Residences outside of the USA and Canada are normally luxury units except Europe where unit standards vary by location. <sup>3</sup> Taxation is dependent on country laws; some are fully taxable, others are tax-free.

\* Our data as to the lowest and highest income reported was received from statistics from our poll of GMs of major serviced residence units, candidates seeking new assignments or searches R.I. was retained to complete.

**Notes:**

- A. Salaries in Toronto and Vancouver, Canada, are comparable to New York and Los Angeles. The highest salaries were offered in Manhattan and Los Angeles downtown, the lowest salaries were in USA mid-west. In Canada, Toronto & Vancouver were median.
- B. Competing globally are 3 major giants in the serviced residence industry; they are Oakwood, Frasers and Ascott, all of whom are Singapore-owned.
- C. Our respondents highlighted these challenges a General Manager faces:
  1. How to close off kitchens for one-night stays
  2. Self-marketing when part of a large residence group
  3. Housekeeping services – “Cleaning staff are hard to find”
  4. Maintenance on large units – costly for one-night stays
  5. Competing with Airbnb and luxury suite hotels who’s accommodation resemble serviced residence units and rents nightly & long-term
- D. Benefits offered at a cost to daily and long term residences:
  - F&B services / restaurants
  - Spa services
  - Housekeeping services
  - Retail shop & other services residing in their residence building.
- E. Benefits for Long Term Residences only
  - Offering housekeeping on guest request only, at a cost
  - Breakfast is optional, at a cost
  - Some have a retail store (facility usually located in lobby and open to public)
- F. Luxury serviced residences most often available in world capitals like New York, Dubai, London or Hong Kong are more like luxury hotel suites and offer some of these amenities:
  - Restaurants – some even Michelin rated
  - Housekeeping services, including turndown service
  - Free high-speed Wi-Fi
  - A spa – some operated by world-renowned companies (open to guests and public)
  - 24-hour room service
  - A party room available (with outside catering)
  - Retail store for food etc.
  - Some buildings have free happy hour and all-day snacks & coffee for long term guests



## 2019 General Manager Compensation \* Serviced Residences – Middle East & South East Asia

City Centre Daily & Long Term <sup>B,C</sup>				Resort Long Term Only (No daily rental) <sup>D,E,F</sup>			
Middle East		South East Asia		Middle East		South East Asia	
Under 250 units	Over 250 units	Under 250 units	Over 250 units	Under 250 units	Over 250 units	Under 250 units	Over 250 units
<b>Lowest<sup>2</sup> Reported: \$ 69,500</b>	Lowest <sup>2</sup> Reported: \$ 88,500	Lowest <sup>2</sup> Reported: \$ 80,900	Lowest <sup>2</sup> Reported: \$ 137,000	Lowest <sup>2</sup> Reported: \$ 66,300	Lowest <sup>2</sup> Reported: \$ 82,300	Lowest <sup>2</sup> Reported: \$ 78,100	Lowest <sup>2</sup> Reported: \$ 130,300
<b>Highest<sup>2</sup> Reported: \$ 98,550</b>	Highest <sup>2</sup> Reported: \$ 149,700	Highest <sup>2</sup> Reported: \$ 135,000	Highest <sup>2</sup> Reported: \$ 185,000	Highest <sup>2</sup> Reported: \$ 82,900	Highest <sup>2</sup> Reported: \$ 141,000	Highest <sup>2</sup> Reported: \$ 119,800	Highest <sup>2</sup> Reported: \$ 188,300
<b>Median: \$ 80,250</b>	Median: \$ 114,300	Median: \$ 100,000	Median: \$ 158,750	Median: \$ 72,000	Median: \$ 98,650	Median: \$ 93,900	Median: \$ 160,000

### Compensation in USA Dollars

- 1 The salaries may not have increased but due to currency exchange with the USA dollar the figures may have been adjusted.
  - 2 Taxation is dependent on country laws; some are fully taxable, others are tax-free. Most companies polled, especially in Middle East, were tax-free. Taxes for units in Asia were either paid by company or for units in Hong Kong and Singapore where employees pay taxes, it was on average 17.5%.
- \* Our data as to the lowest and highest income reported was received from statistics from our poll of GMs of major serviced residence units, candidates seeking new assignments or searches R.I. was retained to complete.

### Notes:

- A. Competing globally are 3 major giants in the serviced residence industry; they are Oakwood, Frasers and Ascott, all of whom are Singapore-owned.
- B. Our respondents highlighted these challenges a General Manager faces:
  1. How to close off kitchens for one-night stays
  2. Self-marketing when part of a large residence group
  3. Housekeeping services – “Cleaning staff are hard to find”
  4. Maintenance on large units – costly for one-night stays
  5. Competing with Airbnb and luxury suite hotels who’s accommodation resemble serviced residence units and rents nightly & long-term
- C. Benefits offered at a cost to daily and long term residences:
  - F&B services / restaurants
  - Spa services
  - Housekeeping services
  - Retail shop & other services residing in their residence building
- D. Benefits for Long Term Residences only:
  - Offering housekeeping on guest request only, at a cost
  - Breakfast is optional, at a cost
  - Some have a retail store (facility usually located in lobby and open to public)
- E. Luxury serviced residences most often available in world capitals like New York, Dubai, London or Hong Kong are more like luxury hotel suites and offer some of these amenities:
  - Restaurants – some even Michelin rated
  - Housekeeping services, including turndown service
  - Free high-speed Wi-Fi
  - A spa – some operated by world-renowned companies (open to guests and public)
  - 24-hour room service
  - A party room available (with outside catering)
  - Retail store for food etc.
  - Some buildings have free happy hour and all-day snacks & coffee for long term guests
- F. Some stand-alone units, especially in Asia and the Middle East due to their size and competition from nearby hotels, employ an executive committee which may have:
  - Director of Sales & Marketing
  - Assistant General Manager - Rooms
  - Financial Controller
  - Food & Beverage Director



## 2019 General Manager Compensation \* Serviced Residences – Europe

City Centre Daily & Long Term <sup>B C</sup>		Resorts – Out of City Centre Long Term Stay Only <sup>D</sup>		Unique Luxury Specialist Units <sup>1</sup>			
				City Centre Daily & Long Term <sup>B C</sup>		Resort Long Term Only <sup>D E</sup>	
Under 250 units	Over 250 units	Under 250 units	Over 250 units	Under 250 units	Over 250 units	Under 250 units	Over 250 units
<b>Lowest <sup>2</sup> Reported: \$ 70,000</b>	Lowest <sup>2</sup> Reported: \$ 102,000	Lowest <sup>2</sup> Reported: \$ 70,000	Lowest <sup>2</sup> Reported: \$ 94,000	Lowest <sup>2</sup> Reported: \$ 101,500	Lowest <sup>2</sup> Reported: \$ 100,000	Lowest <sup>2</sup> Reported: \$ 70,000	Lowest <sup>2</sup> Reported: \$ 105,000
<b>Highest <sup>2</sup> Reported: \$ 120,000</b>	Highest <sup>2</sup> Reported: \$ 155,100	Highest <sup>2</sup> Reported: \$ 131,000	Highest <sup>2</sup> Reported: \$ 142,300	Highest <sup>2</sup> Reported: \$ 127,200	Highest <sup>2</sup> Reported: \$ 177,900	Highest <sup>2</sup> Reported: \$ 125,000	Highest <sup>2</sup> Reported: \$ 177,300
<b>Median: \$ 91,400</b>	Median: \$ 135,200	Median: \$ 92,800	Median: \$ 120,000	Median: \$ 117,100	Median: \$ 142,000	Median: \$ 93,000	Median: \$ 141,450

### Compensation in Euros (Gross Salary)

- <sup>1</sup> Serviced Residences outside of the USA and Canada are normally luxury units but not always in Europe as standards vary by country, from stark to super luxury. The average unit size in Europe was the smallest of residence units polled. We noted that some buildings had less than 50 units so the compensation was adapted to reflect the size.
- <sup>2</sup> Taxation is dependent on country laws; some are fully taxable, others are tax-free.
- <sup>3</sup> Salaries may not have increased, but due to currency exchange with the USA dollar the figures may have been adjusted.
- \* Our data as to the lowest and highest income reported was received from statistics from our poll of GMs of major serviced residence units, candidates seeking new assignments or searches R.I. was retained to complete.

### Notes:

- A.** Competing globally are 3 major giants in the serviced residence industry; they are Oakwood, Frasers and Ascott, all of whom are Singapore-owned.
- B.** Our respondents highlighted these challenges a General Manager faces:
6. How to close off kitchens for one-night stays
  7. Self-marketing when part of a large residence group
  8. Housekeeping services – “Cleaning staff are hard to find”
  9. Maintenance on large units – costly for one-night stays
  10. Competing with Airbnb and luxury suite hotels who’s accommodation resemble serviced residence units and rents nightly & long-term
- C.** Benefits offered at a cost to daily and long term residences:
- F&B services / restaurants
  - Spa services
  - Housekeeping services
  - Retail shop & other services residing in their residence building.
- D.** Benefits for Long Term Residences only
- Offering housekeeping on guest request only, at a cost
  - Breakfast is optional, at a cost
  - Some have a retail store (facility usually located in lobby and open to public)
- E.** Luxury serviced residences most often available in world capitals like New York, Dubai, London or Hong Kong are more like luxury hotel suites and offer some of these amenities:
- Restaurants – some even Michelin rated
  - Housekeeping services, including turndown service
  - Free high-speed Wi-Fi
  - A spa – some operated by world-renowned companies (open to guests and public)
  - 24-hour room service
  - A party room available (with outside catering)
  - Retail store for food etc.
  - Some buildings have free happy hour and all-day snacks & coffee for long term guests



# Noteworthy Comments

All Serviced Residences outside of the USA and Canada and Europe are normally luxury units.

Luxury serviced residences most often available in world capitals like New York, Dubai, London or Hong Kong are similar to luxury hotel suites and so offer some of these amenities in order to compete.

The General Manager must always pay taxes, if any. Taxation is dependent on country laws; some compensation packages are fully taxable, others are tax-free.

Competing globally are 3 major giants in the serviced residence industry; they are Oakwood, Frasers and Ascott, all of whom are Singapore-owned and new competitors like Bridgestreet and soon AirBnB

- Gymnasium with modern equipment (open 24 hours) and sometimes a swimming pool
- Restaurants – some even Michelin rated
- Housekeeping services, including turndown service
- Free high-speed Wi-Fi
- A spa – some operated by world-renowned companies (open to guests and public)
- 24-hour room service
- Concierge service / Business center
- Valet parking
- Babysitting service
- A party room available (with outside catering if required)
- Retail store for food etc.
- Some buildings have free happy hour and all-day snacks & coffee for long term guests
- Pets are allowed

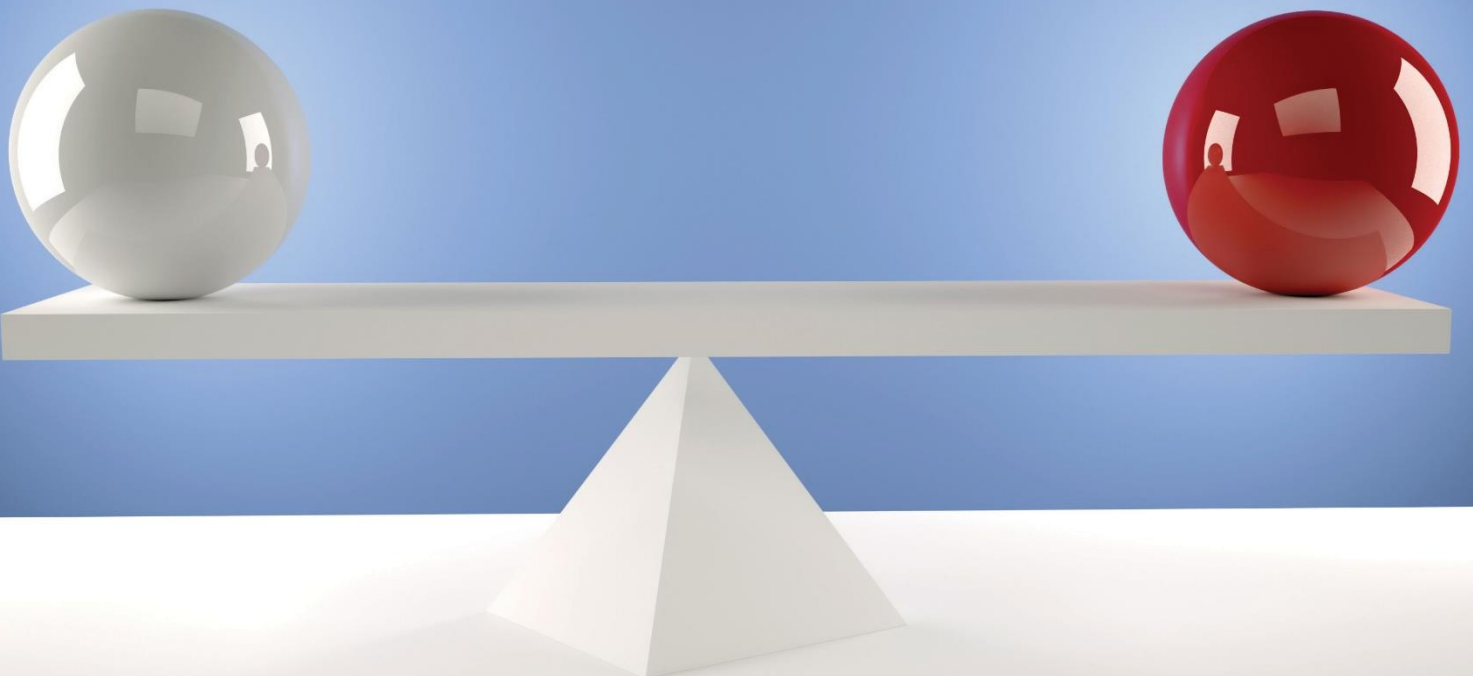




# Executive Summary

## **General Managers of Serviced Residences respondents highlighted these challenges they may face:**

- Competing with Airbnb and luxury suite hotels who's accommodation resemble serviced residence units and rents nightly & long-term
- Restructuring System and Loyalty Programs of Big Brands Drawing clients from them
- Self-marketing when part of a large residence group
- New competitors calling themselves Serviced Residences offering all facilities of a Luxury Hotel
- How to close off kitchens for one-night stays
- Housekeeping services – “Cleaning staff are hard to find”
- Maintenance on large units – costly for one-night stays





# Benefits

Only the base income is outlined in this study. Up and above all hotels offer some type of benefits.

The following are the maximum legally allowed personal benefits received by general managers of all categories of serviced residence hotels worldwide – some hotels offer all and some just a few of these benefits:

- Tax Equalization
- Housing allowance or housing for entire family
- Car provided or allowance
- Membership in a private club
- Dining out allowance
- Meals and beverages for self & family
- Use of hotel facilities for self & family
- Free professional advice/income tax
- Paid vacation from two to six weeks
- Clothing and dry cleaning allowance
- Pension plan
- Life/medical/dental/disability insurance including ransom and medical evacuation insurance
- Other personal benefits
- Bonuses
- Profit sharing, shares or share options
- Ownership opportunities
- Schooling for family in the country of employment or an allowance for higher learning in an offshore university or college





# Detailed Findings

Some stand-alone residence units, especially in Asia and the Middle East due to their size and competition from nearby hotels, employ an executive committee which may have:

- Director of Sales & Marketing
- Assistant General Manager - Rooms
- Financial Controller
- Food & Beverage Director

Benefits offered at a cost to city centre daily and long term residence units:

- F&B services / restaurants
- Spa services
- Housekeeping services
- Retail shop & other services residing in their residence building

Benefits for Long Term Residences at resort or out of city centre units only:

- Offering housekeeping on guest request only, at a cost
- Breakfast is optional, at a cost
- Some have a retail store (facility usually located in lobby and open to public)
- Gym, pool, children's areas and self-serve BBQ facilities

## **Note:**

Our data as to the lowest and highest income reported was received from statistics from our poll of GMs of Branded serviced residence units, these were from candidates seeking new assignments or searches R.I. was retained to complete.





# Encyclopedia: Hotel/Residences

## Job Descriptions

### GENERAL MANAGER

Responsible for the successful day-to-day operations of the hotel and ensuring bottom-line profitability. Responsibilities include overseeing issues such as coordinating smooth daily operations via department heads, developing and implementing a business plan, strategic positioning of the hotel, staffing, and nurturing community relations. The General Manager reports to corporate office and/or hotel owners.

### EXECUTIVE ASSISTANT TO GM

Responsible for providing office support to the hotel General Manager and manage their daily schedule, travel and answering calls and taking notes as directed.

### RESIDENT MANAGER

Typically works under the direct supervision of the General Manager overseeing daily hotel operations. Analyses hotel operations to ensure that profitability and guest satisfaction are maximized; creates or changes standard operating procedures to streamline operations; performs all General Manager's duties when the General Manager is not available. The Resident Manager reports to the General Manager.

### DIRECTOR OF FINANCE (#1)

Oversees entire hotel financial functions, including internal auditing, payroll, financial controls and day to day financial operations. Generates and analyses monthly financial reports and establishes accounting policies and cash controls for property operations; counsels the General Manager on all hotel finances. The Director of Finance reports to the General Manager.

### ASSISTANT CONTROLLER

Assists the Director of Finance in completing monthly financial reports, accounting duties, internal controls, data processing and payroll. The Assistant Controller reports to the Director of Finance.

### CREDIT AND COLLECTION MANAGER

Maintains clients' credit which includes investigating and analyzing risks, approving credit for potential clients and continuing lines of credit for current clients. Working with other members of a financial team, also evaluates credit processing and approval, and assures



adherence to accepted standards. The Credit and Collection Manager reports to the Financial Controller.

### **GENERAL CASHIER**

General Cashier is responsible for the hotel's general cashiering, payroll statutory compliance payments, general ledger and MIS. To ensure that all accounting transactions covering various activities of the hotel are properly and accurately recorded in accordance with the Corporate Policy and local regulations. The General Cashier reports to the Director of Finance.

### **ACCOUNTANT**

Accountant is responsible for the hotel's account receivable and payable, statutory compliance payments, general ledger and MIS. To ensure that all accounting transactions covering various activities of the hotel are properly and accurately recorded in accordance with the Corporate Policy and local regulations.

### **DIRECTOR PURCHASING**

Accountable for the establishment and implementation of programs and policies for the purchase and distribution of all the hotel's operating supplies including food, beverages, equipment, tools, linens, furniture. The Director of Purchasing reports to the Director of Finance and/or the General Manager

### **STORE CLERK**

Store Clerk is responsible for the receiving and storing of goods and maintain proper record of all issues/ receipts and keep the Director Purchasing informed about all the store & user requirements on a daily basis. Reports to Director Purchasing.

### **DIRECTOR INFORMATION SYSTEMS**

Manages the hotels' information and technology needs, including the implementation and integration of system and technology initiatives. Responsibilities include: network management and ensuring network operations, may interface with vendors, owners, Executive Committee and property staff. The Director of Information Systems reports to the General Manager.

### **INFORMATION SYSTEMS EXECUTIVE**

Responsible for monitoring the operation and security of all computer hardware and ensure that it is operating properly. S/he serves as primary contact for all servicing of computers, printers, etc., maintain all hardware and software logs updated as per

departmental working procedures, maintain all the documentation related to hardware configuration and inventory and also carry out the repairs and maintenance of all PCs, printers, telephones, interactive system, key lock system, etc. The Information Systems Executive reports to the Director of Information Systems and/or General Manager.

#### **FOOD & BEVERAGE (F&B) CONTROLLER**

Responsible for analyzing the performance of food and beverage department and take corrective action whenever necessary and counsel the F&B manager and executive chef, designing food and beverage control systems and procedures, planning, organizing, coordinating & controlling the implementation of the stipulated food and beverage control. Reports to Director of Finance and/or General Manager.

#### **ASSISTANT F&B CONTROLLER**

Responsible for assisting the F&B Controller in collating, analyzing and presenting relevant data on the performance of the food and beverage department with appropriate comments to the management. Reports to the F&B Controller.

#### **DIRECTOR OF HUMAN RESOURCES (#1)**

Designs, implements, and administers programs that ensure hotel compliance with national and local laws. Provides training programs that assist hotel management in maintaining corporate policies and culture. Assists in the recruiting and retention of hotel staff and manages labour relations. Maintains and administers compensation and benefit programs. The Director of Human Resources reports to the General Manager.

#### **HUMAN RESOURCE MANAGER (#2)**

Assists the Director of Human Resources in administering departmental duties, such as conducting training programs, recruiting and retaining hotel staff, termination of employees, tracking compensation and benefits, and managing labour relations. The Human Resources Manager reports to the Director of Human Resources and/or General Manager.

#### **HUMAN RESOURCE OFFICER**

Provides support to the Director of Human Resources and/or HR Manager in various HR activities. S/he is responsible for maintaining employee records, coordinating training

programs, tracking compensation and benefits, and managing employee engagement activities.

### **TRAINING MANAGER**

Responsible for designing and implementing training programs to hotel employees. The Training Manager reports to the Director of Human Resources.

### **DIRECTOR ROOMS (#1)**

Directs the overall management of the rooms and reservations departments and works closely with all other division heads to maximize profit potential. Forecasts and budgets rooms inventory, room revenue and maximizes labour performance. The Director of Rooms reports to the General Manager.

### **FRONT OFFICE MANAGER**

Typically the top manager in the front office department. Responsible for the front desk, PBX, bell stand, and lobby operations. May also oversee concierge operations. Prepares budgets and forecasts for these departments. Maintains staffing levels and oversees department supervisors. The Front Office Manager reports to the Director of Rooms and/or the Resident Manager.

### **ASSISTANT FRONT OFFICE MANAGER**

Assists the Front Office Manager in performing duties such as overseeing operations at the front desk, PBX, bell desk, and lobby operations. May also oversee concierge operations. Maintains staffing levels and oversees department supervisors. The Assistant Front Office Manager reports to the Front Office Manager and/or Director of Rooms.

### **DUTY MANAGER**

Manages Front Desk Operations and ensures operating standards are implemented and adhered. The Duty Manager reports to the Front Office Manager and/or Director of Rooms.

### **FRONT OFFICE SUPERVISOR**

Responsible for smooth functioning of front desk operations. The Front Office Supervisor reports to the Duty Manager.

### **FRONT OFFICE ASSISTANT**

Responsible for working at the front desk greeting and assisting guests, assigning rooms, handling guest queries and ensuring smooth settlement of bills upon check out. The Front Office Assistant reports to the Front Office Supervisor and/or Duty Manager

### **BELLPERSON**

Responsible for providing porter services to hotel guests and ensuring their satisfaction and comfort by promptly and courteously responding to guest requests. The bellperson reports to Duty Manager.

### **BUSINESS CENTRE SUPERVISOR**

Responsible for providing assistance to guests for using the hotel's business centre facilities such as photocopier, fax, internet while maintaining records of the revenue earned at the Business Centre. The person reports to the Duty Manager.

### **PBX OPERATORS**

Responsible for handling all incoming and outgoing phone calls of hotel guests and employees. Reports to the Duty Manager.

### **EXECUTIVE HOUSEKEEPER**

Directs and controls all daily operations and trains and supervises the entire staff of the housekeeping department. Ensures that all rooms and public spaces are cleaned and maintained according to hotel policies. Purchases or requisitions linens, supplies and equipment. May oversee laundry operations. The Executive Housekeeper reports to the Director of Rooms and/or the Resident Manager.

### **ASSISTANT EXECUTIVE HOUSEKEEPER**

Assists the Executive Housekeeper in performing managerial duties such as scheduling, requisitioning linen, and purchasing supplies. Also helps with safety and health administration and training. The Assistant Executive Housekeeper reports to the Executive Housekeeper.

### **HOUSEKEEPING SUPERVISOR**

Responsible for the general cleanliness, maintenance and upkeep of all rooms and public areas assigned under his/her charge and also to supervise and monitor the work of room attendants. The Housekeeping Supervisor reports to the Executive Housekeeper and/or Assistant Executive Housekeeper

### **HOUSEKEEPING ATTENDANT**

Responsible for the general cleanliness, maintenance and upkeep of assigned areas. The Housekeeping Attendant reports to the Executive Housekeeper and/or Assistant Executive Housekeeper

### **LAUNDRY MANAGER**

Responsible for ensuring smooth operations of the laundry department, which includes the area of laundry, dry cleaning and the uniform room. Reports to Director Rooms and/or Executive Housekeeper.

### **LAUNDRY EXECUTIVE**

Responsible for conducting the day to day Laundry operations as assigned and which includes upkeep/maintenance of laundry area, perform activities related to dry cleaning and the uniform room. Reports to the Executive Housekeeper and/or Laundry Executive

### **DIRECTOR OF FOOD & BEVERAGE (#1)**

Responsible for the successful day to day management of the hotel's food and beverage operations. In charge of menu planning, staff training and executing P&L responsibilities such as budgeting and forecasting. The Director of Food & Beverage reports to the General Manager.

### **FOOD & BEVERAGE MANAGER**

Responsible for menu planning, staff training and executing P&L responsibilities such as budgeting & forecasting. Reports to the Director of Food & Beverage and/or General Manager

### **ASSISTANT DIRECTOR FOOD & BEVERAGE**

Assists the Director Food & Beverage with menu planning, staff training and executing P&L responsibilities such as budgeting & forecasting. Reports to the Director of Food & Beverage.

### **RESTAURANT MANAGER**

Oversees daily restaurant operations and ensures that the restaurant operates efficiently and profitably. Responsible for the business performance of the restaurant, as well as maintaining high standards of food, service and health and safety. The role may have creative aspects, particularly in marketing and business development. Supports the

restaurant staff in meeting guests' needs. The Restaurant Manager reports to the Director of Food & Beverage.

### **FOOD & BEVERAGE SUPERVISOR**

Handle day to day operations of the restaurant/allocated area in attaining, its established sales, profits and quality of product goals; whilst maintaining company standards of operation, sanitation, accident prevention, associate attitude and team work. Ensures efficient and smooth operations of the allocated area. The person reports to the Assistant Food & Beverage Manager and/or Restaurant Manager

### **FOOD & BEVERAGE ASSISTANT**

Responsible for providing guests with the highest standards of food and beverage service. The person reports to the Assistant Food & Beverage Manager and/or Restaurant Manager

### **EXECUTIVE CHEF**

Directs all aspects of food preparation and production for hotel food outlets, including restaurants, room service and conference & banqueting. Hires, trains, schedules, and manages necessary staff. Plans daily and permanent menus as well as special event menus. Inspects and controls meat and produce quality, and establishes relationships with purveyors through food purchasing duties. The Executive Chef reports to the Director of Food & Beverage and/or the General Manager.

### **EXECUTIVE SOUS CHEF**

Responsibilities include overseeing, supporting, and training food production staff. Plans and develops menu items with Executive Chef. Ultimately responsible for ensuring smooth operations. May also assist in staffing duties. The Executive Sous Chef reports to the Executive Chef.

### **PASTRY CHEF**

Manages entire pastry production for all food service outlets, including restaurants, room service and banquet areas. Develops and specifies new pastry products, and suggests menu changes to reflect competitive market. Purchases or requisitions pastry ingredients and equipment. Works closely with entire food production staff to ensure timely pastry output. The Pastry Chef reports to the Executive Chef.

### **SPECIALTY CHEF**

Trains and manages kitchen personnel in his identified section or outlet kitchen, responsible for creation of menus and related recipes along with the Executive Chef, estimate food consumption patterns and requisition food; standardize production recipes to ensure consistent quality; establish presentation techniques and quality standards; and plan and price menus. The Specialty Chef reports to the Executive Chef.

### **OUTLET SOUS CHEF**

Trains and manages kitchen personnel in his identified section or outlet kitchen, responsible for creation of menus and related recipes along with the Executive Chef, estimate food consumption patterns and requisition food; standardize production recipes to ensure consistent quality; establish presentation techniques and quality standards; and plan and price menus. The Outlet sous chef reports to the Executive Chef

### **CHEF DE PARTIE**

Responsible for all culinary dishes that are prepared in his section. He is also responsible for ensuring the health and hygiene standards are complied with in his respective outlet. The person reports to Executive Chef and/or Executive Sous Chef

### **COMMIS**

Responsible for day to day operations of the respected outlet which include mise-en-place, preparation, cooking and presenting the dishes as per the prescribed standards. Other jobs will include maintaining the hygiene standards, opening and closing of the outlet and maintaining of equipment. A Commis reports to an Outlet Sous Chef and /or Executive Sous Chef

### **EXECUTIVE KITCHEN STEWARD**

Supervises daily maintenance and sanitation of all kitchen and food production areas. Performs daily & weekly maintenance & sanitation inspections and ensures timely maintenance of all Kitchen equipment. The Executive Kitchen Steward reports to the Director of Food & Beverage and/or Food & Beverage Manager.

### **KITCHEN STEWARD**

Undertake day to day cleaning, equipment maintenance and maintaining par stock of equipment utilized by service and production. The person reports to an Executive Kitchen Steward

### **SPA/FITNESS CENTRE MANAGER**

Oversee and supervise the daily operation of the spa/health club, developing vendor relations, overseeing and motivating spa/health club sales, implement strategies to achieve performance targets, train and mentor the staff. The Spa Manager/Fitness Centre Manager reports to the General Manager

#### **ASSISTANT MANAGER FITNESS CENTRE**

Responsible managing a clean, friendly and well maintained fitness centre, ensuring that the attendants execute the basics in punctuality, dress code compliance, friendliness and cleanliness, trains and develops a strong team of Personal Trainers, working along with the Fitness Centre Manager in successful attainment of department targets

#### **FITNESS CENTRE ATTENDANT**

Responsible setting up, maintaining and cleaning equipment, welcoming guests, explaining programs and activities, teaching guests how to use the equipment, providing basic fitness information, reporting and resolving complaints, maintaining attendance records and ensuring rules and regulations are enforced.

#### **SPA THERAPIST**

A trained professional, the Spa Therapist is responsible for giving specialized spa treatments/services to guests. Reports to the Spa Manager and/or Fitness Centre Manager.

#### **DIRECTOR OF SALES & MARKETING (#1)**

Oversees the sales and marketing team and is responsible for directing and managing the hotel's sales and marketing efforts. Responsible for creating promotional and marketing strategies that increase the hotel's revenue across all markets, maintain relationships with existing clients, as well as identify and develop new sources of business. Forecasts business and sets department budget to peak market share. The Director of Sales & Marketing reports to the General Manager.

#### **DIRECTOR SALES**

Oversees the sales team and is responsible for setting and implementing sales targets and strategy. Hires, trains and manages the sales force. The Director Sales reports to the Director Sales & Marketing.

#### **ASSOCIATE DIRECTOR SALES**

Assists the Director of Sales and is responsible for directing and managing the hotel's sales efforts. Responsible for maintaining relationships with existing clients, as well as identifying



and developing new sources of business. The Assistant Director of Sales reports to the Director of Sales & Marketing.

### **DIRECTOR MARKETING**

Oversees the marketing team and is responsible for setting and implementing marketing and PR strategy. Hires, trains and manages the marketing and public relations teams. The Director Marketing reports to the Director of Sales & Marketing.

### **SALES MANAGER**

Responsible for developing specific markets: such as transient, corporate, group, or incentive markets. Manages existing client accounts, designs and achieves individual sales goals and action plans to generate revenues. The Sales Managers report to the Director of Sales and/or Director of Sales & Marketing.

### **SALES EXECUTIVE**

Responsible for managing existing client accounts, maintaining and tracking sales and maintaining database of prospective clients. S/he is also responsible for creating Industry report, identify leads for business development through extensive research and prepare a reports on contacts made and follow up required.

### **DIRECTOR CATERING**

Plans and implements strategies to attract increased banqueting clientele. In-charge of catering budgets and forecasts. Directs catering sales staff. The Director Catering reports to the Director of Sales & Marketing and/or Director of Food & Beverage.

### **CATERING SALES MANAGER**

The Catering Sales Manager acts as the event sales specialist and is responsible for maximizing revenues for events /banquets in the most profitable way. The Catering Sales Manager reports to the Director of Sales.

### **DIRECTOR PR AND COMMUNICATIONS**

Responsible for developing, implementing, monitoring and evaluating the hotel's marketing communications strategy, including advertising, promotions, public relations, graphics and collateral, so as to support the marketing objectives for the hotel and maximize the hotel's positive exposure in local, national and international markets. The

Director of Communications & Public Relations reports to the Director of Sales & Marketing and/or General Manager.

### **DIRECTOR REVENUE MANAGEMENT**

Oversees revenue maximization and yield management and maintains staffing levels and oversees department supervisors. The Director of Revenue Management reports to the Director of Rooms and/or Director of Sales & Marketing.

### **REVENUE MANAGER**

Responsible for all technical accounting aspects of hotel's revenue streams, royalty accounting and invoicing. The Revenue Manager reports to the Director of Rooms and/or Director of Sales & Marketing

### **CHIEF ENGINEER**

Supervises the maintenance of hotel buildings and grounds; interviews, hires, trains and schedules engineering and maintenance staff. Administers preventative maintenance programs and establishes procedures for routine duties; performs repairs according to work orders. Allocates hotel maintenance budgets and manages all departmental financial duties, including preparing budgets, P&L statements and forecasting. The Chief Engineer reports to the Resident Manager and/or the General Manager.

### **ASSISTANT CHIEF ENGINEER**

Reports to the Chief Engineer and assists in building maintenance, supervision of maintenance staff, and repairs.

### **ASSISTANT MANAGER - ENGINEERING**

Responsible for efficient operation of electrical, mechanical, refrigeration, plumbing, painting and polishing, entertainment and telecommunications sections. The position will also ensure the safety and comfort of the guests and employees. The position reports to the Assistant Chief Engineer and/or Chief Engineer.

### **ENGINEERING TECHNICIAN**

Responsible for keeping all equipment in good repair with a minimum of downtime by providing day to day maintenance of the hotel, continually supports and improves. Reports to the Engineering Assistant Manager.

### **DIRECTOR SECURITY**

Acts as the lead executive of the security department. Hires, trains, and supervises all security team members. Installs and operates surveillance cameras and equipment. Establishes shift patrols involving security team members. Establishes policies for managing suspicious or criminal activity and individuals. Documents daily guest traffic through hotel and secures banquet functions. The Director of Security reports to the General Manager.

### **SECURITY SUPERVISOR**

Responsible for supervising all security team members, ensuring adherence to policies for managing suspicious or criminal activity and individuals. Documents daily guest traffic through hotel and secures banquet functions. The Security Supervisor reports to the Director of Security.

### **SECURITY ATTENDANT**

Responsible for protecting the hotel premises against theft, fire, vandalism and trespassers, protect the guests of the hotel and property inside the hotel, including hotel valuables and cash. Reports to the Security Supervisor.





# Disclaimer

Whilst proper due care and diligence has been taken in the preparation of this document, Renard International cannot guarantee the accuracy of the information contained and does not accept any liability for any loss or damage caused as a result of using information or recommendations contained with this document.

## Contact

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