Sunburst
HOSPITALITY CORPORATION

General Manager Job Description

Job Code: **50000**
Job Title: **General Manager**
FLSA Status: Exempt
Reports To: Vice President, Operations
Prepared Date: August 2004

SUMMARY: Oversees all aspects of Property Management in accordance with Company mission statement, including maximization of financial performance, guest satisfaction, and staff development within established quality standards. Responsible for the hiring, training and discipline of all hotel staff.

QUALIFICATIONS: To perform this job successfully, the individual must be able to **perform each essential duty and responsibility in a safe and satisfactory manner**, and the individual must be **punctual** and **have a good attendance record**, and **have reliable means of transportation to work**. The requirements listed below are representative of the knowledge, skill, and/or ability required. *Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.*

ESSENTIAL DUTIES AND RESPONSIBILITIES:

1. Performs the role of "***Standard Bearer***", ensuring that each criteria in Sunburst's then-current "***Sunburst's Basics***" are communicated, understood, achieved and maintained by hotel staff.

2. Performs each criteria as contained in Sunburst's then-current ***"General Manager's Standard Operating Procedures"*** in a satisfactory manner.

3. Performs each criteria as contained in Sunburst's then-current ***"General Manager's Standard of Performance"*** in a satisfactory manner.

4. Creates an operating environment that assures consistent **guest satisfaction**.

5. Monitors the performance of the hotel through verification and analysis of **guest satisfaction systems** and **financial reports**. Initiates corrective action.

6. Maintains **product** and **service quality standards** by conducting ongoing evaluations and investigating complaints. Initiates corrective action.

7. Develops accurate and aggressive long and short-range **financial objectives** consistent with the Company's mission statement.

8. Prepares **financial reports** for management that clearly explain operational effectiveness, trends and variances.

9. Establishes and maintains a **pro-active human resource function** to ensure employee motivation, training and development, wage and benefits administration, and compliance with established labor regulations.

10. Maintains an appropriate level of **community public affairs involvement**.

11. Executes marketing, sales, and operational activities, producing results that meet or exceed the hotel's **business plan**.

12. Ensures good **safety practices** of employees and guests, assisting in the maintenance of proper emergency and security procedures.

13. Establishes and maintains applicable **preventive maintenance programs** to protect the physical assets of the hotel.

Job Code: 50000
Job Title: General Manager

ESSENTIAL DUTIES AND RESPONSIBILITIES (continued):

14. Implements and maintains effective **open-door communication system** that crosses departmental lines in order to reach all employees.

15. Understands the **government regulations** affecting hotel's operations, ensuring hotel is operated in **compliance** with all applicable laws, ordinances, regulations, and requirements of any federal, state or municipal authority.

16. **Deals** with the general public, customers, employees, union and government officials with **tact** and **courtesy**.

17. **Plans** and **organizes** the work of others.

18. Accepts full responsibility for **managing an activity**.

19. *Other duties may be assigned.*

SUPERVISORY RESPONSIBILITIES: Typically, directly supervises 2 to 10 employees at the hotel, including all department heads. Indirectly supervises all hotel personnel. Carries out supervisory responsibilities in accordance with the Company's policies, training programs, and applicable laws. Responsibilities include recruiting, interviewing, hiring, and training employees; planning, assigning, and directing work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems.

EDUCATION and/or EXPERIENCE:

- Absent extraordinary prior on-the-job experience, the General Manager position requires a **High School diploma** *or* general education degree (GED) and *preferably* either **a two year business degree** *or* a **four year business or liberal arts degree** (or equivalent combination of education and experience).
- Requires an occupationally-significant combination of vocational education, apprentice training, on-the-job training, and essential experience in less responsible hotel skill level and management positions.
- A **Certified Hospitality Administrator** designation is preferred.

LANGUAGE SKILLS: *General Managers must have developed language skills to the point to be able to:*

- Read and interpret documents in English such as safety rules, operating and maintenance instructions, and procedure manuals, newspapers, periodicals, journals, and manuals.
- Write routine reports, correspondence, business letters, summaries, and reports in English using prescribed format, and conforming to all rules of punctuation, grammar, diction, and style.
- Ability to speak effectively in English before groups such as customers or employees.

COMPUTER SKILLS: *General Managers must have sufficient computer skills that will allow them to be able to use, in a proficient manner, all Company-issued software programs implemented at the hotel, including but not limited to the following:*

- **Microsoft Word**
- **Microsoft Excel**
- **Yield Management Systems** programs
- **Property Management System** (PMS) programs
- **Daily Revenue System** (DRS) programs
- **Central Reservation System** programs
- **Payroll** programs
- Company-issued **internet browser** programs
- Company-issued **electronic mail** programs

NOTE: Company-issued software programs implemented at a particular Sunburst hotel may be changed from time to time; the General Manager is required to learn the new programs and upgrades as soon as practicable after such items are provided to the hotel.

Job Code: 50000
Job Title: General Manager

REASONING ABILITY: *General Managers must have developed reasoning abilities to the point to be able to:*

- **Apply common sense** understanding to carry out instructions furnished in written, oral, or diagram form.
- Use **mathematical skills** to interpret financial information and prepare budgets.
- **Read** and **interpret** business records and statistical reports.
- **Make business decisions** based on production reports and similar facts, as well as on your own experience and personal opinions.

PHYSICAL DEMANDS: The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. While performing the duties of this job, the employee is regularly required to stand; walk; use hands to finger, handle, or feel; reach with hands and arms; stoop, kneel, crouch, or crawl; and talk or hear. The employee must regularly lift and/or move up to 10 pounds and frequently lift and/or move up to 25 pounds. The employee must be able to see differences in widths and lengths of lines such as those on graphs. *Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.*

ENVIRONMENTAL CONDITIONS: *Inside*: Protection from weather conditions but not necessarily from temperature changes. A job is considered "inside" if the worker spends approximately 75 percent or more of the time inside.

WORK ENVIRONMENT: The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. *Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.*

- Must be able to work effectively in a **stressful environment**, communicate well with others, effectively deal with guests, and **accept constructive criticism** from supervisors.
- Must be able to **change activity frequently** and **cope with interruptions**.

IMPORTANT NOTE: Essential functions of this job are described under the headings above. The job requirements and features are subject to change from time to time due to the then-current needs and requirements of the Company and/or the hotel.

_____ _____ _____

Employee Signature   Employee Name – Printed   Date

Note to Vice President, Operations: please provide a copy of this signed job description, along with all three signed attachments, to the employee and place the original in the employee's personnel file at Corporate Headquarters.

Sunburst's "Basics"

1.   CARE about our customers and about each other.

2.   Employees are in uniform with nametags.

3.   Pillows are fluffy and beds are flat.

4.   HVAC works without noise.

5.   Hot water is hot.

6.   Cold water is cold.

7.   TV channels are clearly received.

8.   Telephone instructions are easy to understand.

9.   The telephone handset is clean.

10.   There's no trash in the parking lot.

11.   Guest service agents make eye contact immediately.

12.   Building grounds and signs are well-illuminated.

13.   Everything in the room works.

14.   Breakfast tables are cleaned promptly after they are used.

15.   Hair is on heads, not in bathrooms.

16.   Towels, sheets, blankets and bedspreads do not have stains or tears.

17.   All floors are free of debris.

18.   Staff members are well-groomed.

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Job Code: 50000
Job Title: General Manager

General Manager's Standard Operating Procedures

These Standard Operating Procedures are NOT ALL INCLUSIVE, and they may be amended from time to time. Please see your Associate Handbook and other Sunburst reference materials for additional information:

- **WORK SCHEDULE**: Normal working hours for a General Manager are considered to be **8 AM to 6 PM, 5 days per week** (minimum).

- **LOBBY PRESENCE**: General Managers must be physically present in the lobby on each work day for a period of time, especially during check in/out. In addition to being present in the hotel lobby area, General Managers must greet guests and observe the appearance and conduct of all hotel employees who routinely interact with the public. This standard should also be applied to all department heads.

- **INSPECTIONS:** General Managers should conduct inspection tours of the hotel (inside and out) on a daily basis. General Managers should inspect a minimum of **15 rooms per week** and keep a record, for review by your supervisors, of each inspection.

- **DAILY REPORTS**: Managers are required to review daily reports and to complete a daily accounting work review, focusing on (1) hotel performance vs. forecast, and (2) variances to budget.

- **YIELD SYSTEMS**: On a *daily basis*, General Managers are required to review the hotel's rates and availability data as contained in (1) *Yield Management Systems* programs, (2) the hotel's *Property Management System (PMS) program,* (3) the hotel's *Central Reservation System*, and (4) those *internet sites* that require daily on-line maintenance by hotel management. *Additionally, General Managers are required to conduct <u>weekly Yield Meetings</u> using Sunburst's Weekly Yield Meeting Agenda and Guidelines.*

- **WEEKLY DEPARTMENT HEAD MEETINGS**: General Managers must hold a weekly department head meeting during which all attendees will review the actual week's business, forecast and scheduling, upcoming events, and Sunburst updates. These weekly meetings should be (1) planned in advance, (2) have a prepared agenda to be distributed in advance, (3) giving attendees proper notification, and (4) have recorded minutes.

- **SALES CALLS**: All General Managers are required to make at least **3 sales calls per week (cold calls, appointment calls, etc.)**. Rotate with each sales manager so that every sales manager will have the opportunity to have you present when making their sales calls. The focus for this standard is to generate NEW business, maintain existing client base, and coach sales staff (see Weekly Sales Activity Report).

- **INTERNAL FINANCIAL CONTROLS**: General Managers are required to adhere to, and maintain, Sunburst policies related to internal financial controls as presented in the Accounting Procedures and Systems Manual. These controls include primary responsibility for the safeguarding of cash and Hotel revenues.

- **PUBLIC RELATIONS:** Occasions arise when specific information needs to be communicated to the public. While all *non-crisis* communications should be coordinated between the General Manager and your hotel's Regional Director of Sales*, no press releases of any nature whatsoever may be issued to the public or any news or media source without the prior approval of the Chief Executive Officer or the General Counsel*. For *emergencies*, refer to Section 12 of the Risk Management Manual for "Crisis Communications Procedures".

- **COMMUNICATIONS WITH GUESTS**: Sunburst's philosophy is to ensure that all dissatisfied guests are favorably impressed by the Company's concern for their dissatisfaction. Naturally, the avoidance of complaints must be management's first concern. Management and employees must be trained in handling guest dissatisfaction and rectifying any environment for dissatisfaction before it is expressed in the form of a formal complaint. All hotels must have in place a customer service training program in addition to the required Orientation program. A system should be established to ensure the General Manager is immediately informed of all complaints. Action is to be taken as soon as possible to try to ensure guest satisfaction. Letters received from guests complaining or complimenting the hotel's facilities must be answered within 3 days of receipt. If a complaint investigation should take place, corrective action should be taken to eliminate future reoccurrence. No response should ever "Admit Error" or "Admit Liability". The response should acknowledge the complaint, express concern, and apologize for the inconvenience.

Job Code: 50000
Job Title: General Manager

- **M.O.D. PROGRAM:**. General Manager ensures that hotel has an established MANAGER ON DUTY PROGRAM, following MOD Manual guidelines.

- **CORRESPONDENCE FILE:** All General Managers must keep a "reader's file" containing all correspondence that they generate. Correspondence should be kept in a 3-ring Binder and be readily available for ease of reference.

- **NO ALCOHOL POLICY:** Alcohol consumption is strictly prohibited for ALL employees while on hotel premises.

- **SAFETY COMMITTEE**: General Manager ensures that the hotel has in place a Safety Committee that follows written guidelines set forth in Risk Management Manual, including monthly Safety Committee Meetings.

- **EXPERIENCE YOUR HOTEL ROOMS**: All General Managers who do not live on property are required to stay overnight at their hotel a minimum of **once per year** (for two consecutive nights), utilizing different room types on a rotating basis in order to monitor guest room standards.

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<u>*General Manager's Standards of Performance*</u>

While the **most important area of focus** for a General Manager is <u>**meeting or exceeding budgeted GOP**</u>, there are specific areas of focus that your supervisors will pay particular attention to when they review your job performance. These Standards of Performance criteria are NOT ALL INCLUSIVE, and they may be amended from time to time.

- **Star Report:** *Is your RevPar Index % Change positive? Is your % change in RevPar in line with the competitive set and the Market Track?*

- **Accounts Receivables:** Nothing *should be in the category "**over 90 days due**" without acceptable business justification.*

- **Daily Summary***: Are you entering your DRS forecast on a* weekly *basis? Are you entering your monthly DRS forecast no later than the 20th day of each month?*

- **Guest Comment Scores***: Are they above **95%**?*

- **Audit***: Did you pass your last audit? A "passing score" is **75** or higher.*

- **Signature Scores:** *The Company standard is equal to or better than **85%**. How did your staff rate?*

- **A-1:** *Do you review your A-1 at the end of every month to look for trends in your Market segments?*

- **QAD Scores:** *CHOICE® brand properties are evaluated by Quality Assurance personnel in four categories*: Cleanliness; Maintenance & Capital Improvements; Administrative; and Brand Identity*. How did your property score in each of these categories?*

- **ResRag:** *Usable DENIALS are almost always* unacceptable*. Are you checking and eliminating usable denials?*

- ***Capital Projects****: Are YOU managing your Capital Projects?*

- **Sales Department Performance***: Are you measuring your Sales Department's performance by NEW REVENUE booked? Have you set goals for them?*

- **Employee Development & Performance Evaluations***: Do you have action plans in place to help your employees meet their career goals? Do you know their career goals? Have all of your personnel been reviewed on time?*

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