

CITY & GUILDS

GLOBAL HOSPITALITY CERTIFICATION

HANDBOOK



CITY & GUILDS GLOBAL HOSPITALITY CERTIFICATION

HOTEL GENERAL MANAGER



The holder of this badge is a senior level professional in a leadership role with an overall accountability for the strategic direction and business performance of a hotel or a hospitality establishment with accommodation. This individual has an in-depth knowledge of the hospitality industry and a proven track record in leading a senior management team, managing commercial operations to deliver targets within budget and the creation and implementation of strategic plans.

THIS DOCUMENT SHOULD BE READ IN CONJUNCTION WITH THE
CITY & GUILDS GLOBAL CERTIFICATION INTRODUCTION HANDBOOK

WHAT THE DIFFERENT COLOURS MEAN

Skills required: Skills required to achieve a badge are shown in black colour.

Examples: For each skill required, a range of examples are provided to illustrate how the relevant skill can be demonstrated. Examples are shown in blue colour.

Examples are a list of activities which are likely to be carried out when undertaking the role the badge relates to. The list of examples is **not** exhaustive. Individuals are **not** required to demonstrate every skill listed and there may be other relevant skills which are not listed, but can be accepted.

Definitions: Key terms, which are used to illustrate the skills required and/or the examples, are explained in light blue colour.

Hotel General Manager	
	CORE SKILLS
C1	Create and drive a business strategy for the establishment
	Set and communicate a plan to achieve the vision of the establishment
	Identify strategic priorities, objectives and tactics to follow to achieve the goals set out in the business strategy
	Select a team from across the business, with the appropriate skills set, to enable implementation of the business strategy
	Make strategic decisions, based on evidence, to support implementation of the business strategy
	Create a revenue strategy which include short and long term targets
	Work with direct reports to implement the revenue strategy
	Oversee the delivery of key projects, within budget and on time
	<p>Vision refers to the strategic direction of the establishment. It is a statement regarding the establishment's goal on what it wants to become / where it wants to be in the future. For large corporates with multiple sites, vision may be set centrally (at corporate level) and translated for individual establishments by the Hotel General Managers.</p> <p>Business strategy refers to an overarching plan of strategic initiatives, including the revenue strategy, which will help achieve the strategic vision of the establishment.</p> <p>Revenue strategy refers to a plan of strategic actions, including sales and marketing activities, which will contribute to short and long term financial goals of the establishment.</p>
C2	Create and maintain reputation as an inspiring leader
	Act as an ambassador for the corporate organisation (if applicable) and the establishment
	Demonstrate clear, positive and confident leadership by:
	- Taking responsibility for decisions made and the impact of those decisions
	- Demonstrating an understanding external and internal realities when setting the business strategy for the establishment
	- Demonstrating an understanding of own core values, ethical standards, strengths and limitations
	- Engaging direct reports in the implementation of the business strategy
	Make enterprising decisions and take actions to deliver business results
	Continuously look to set and achieve stretching objectives
	<p>Corporate organisation refers to a holding company with multiple sites or establishments which are operated following common standard operating procedures and service delivery standards.</p>

C3	Evaluate performance against targets and goals
	Establish a clear set of measurements which enable the review of own performance and the performance of the establishment
	Monitor and evaluate the performance of the establishment
	Evaluate and reflect on own performance
	Continuously monitor and evaluate guest, staff and external feedback to formulate and implement strategies to improve the performance of the establishment
C4	Develop people and create effective teams
	Review skill sets within the establishment to spot talent and to recognise potential future leaders
	Build teams who deliver results
	Coach and mentor senior management team to help their development and to ensure effective contingency and succession planning for own role
	Oversee talent management and succession planning across the establishment
C5	Lead, motivate and manage a senior management team to deliver targets and goals
	Set objectives for direct reports to deliver the business strategy
	Manage direct reports to ensure that they and their teams
	- Achieve financial targets
	- Complete operational projects within budget and on time
	- Deliver guest experience to establishment standards
	Conduct senior management meetings
	Establish a balance between competing departmental priorities to achieve targets
	Provide regular strategic updates in relation to the business strategy of the establishment
	Develop and maintain effective working relationship with direct reports, their teams, peers and line manager
	Conduct performance reviews for direct reports
	Provide feedback from senior executive meetings
	Recognise and celebrate success including promotions and transfers
	<p>Business strategy refers to an overarching plan of strategic initiatives, including the revenue strategy, which will help achieve the strategic vision of the establishment.</p> <p>Establishment standards refers to standards set for establishment by the Hotel General Manager, head office and/or the owners etc.</p>

C6	Solve problems and deal with pressure to ensure the sustainability of the establishment
	Oversee the management of complex guest requirements and serious complaints
	Manage all issues and problems which have been escalated
	Develop and implement strategies to proactively manage circumstances which have the potential to impact on the reputation and the commercial viability of the establishment
	Conduct daily and spot inspections across the establishment to identify any issues and work with direct reports to resolve these issues
	Continuously monitor internal and external reviews and audits to drive revenue and to manage the reputation of the establishment
	Resolve situations which have created a reputational or commercial risk for the establishment
	Serious complaint refers to a situation where a guest raised their dissatisfaction with the service received and/or the establishment and which can create a reputational or commercial risk for the business. A serious complaint requires senior or executive management level and/or external intervention.
	Circumstances refers to situations, conditions, hazards, guest requests and/or complaints.
C7	Manage people strategy
	Ensure staffing needs of the establishment are met, within budget
	Screen applicants for direct report positions
	Conduct interviews for direct report positions
	Select and appoint direct report positions
	Support interviews across the business, as required
	Sign off new appointments
	Deliver establishment induction
	Oversee performance management of staff across the establishment including performance reviews, disciplinary actions and terminations
	Monitor staff performance level to identify areas for improvements and develop strategies to address these areas
	Develop and implement strategies to retain staff and reduce turnover within the establishment
	Oversee succession planning across all functions to ensure business continuity
	Oversee staff training and development across all functions to maintain establishment standards and deliver guest experience
	Monitor staff satisfaction and look for ways to improve satisfaction levels
	Oversee staff complaints and provide input, as necessary, to find a resolution

C8	Manage finances
	Develop and implement the revenue strategy for the establishment, as part of the overall business strategy
	Analyse financial performance of the establishment to identify business needs which require pro-active measures
	Monitor sales and revenue figures for the establishment and make adjustments to the operations, as necessary, to achieve targets
	Oversee the performance of the sales team
	Approve commercial contracts for the establishment and oversee their implementation
	Sign off budgets on key operational projects
	Oversee cost control across the establishment
C9	Plan and manage resources, within budget
	Use the skills and expertise available within the establishment effectively, in line with business needs
	Oversee the planning and management of physical resources, in line with establishment standards and budget requirements
	Oversee the procurement strategy for the establishment to maximise efficiencies and profitability
	Look for outsourcing opportunities to help meet budget and achieve targets
	<i>[Outsourcing opportunities may include staff, physical resources and guest service]</i>
C10	Drive sustainable practices
	Introduce sustainable practices in the establishment. Sustainable practices may include, but are not limited to:
	- Reducing waste
	- Recycling waste/packaging
	- Economic use of power and electricity
	- Consideration of carbon footprint: the environmental impact of getting goods to the establishment (eg food miles)
	- Community engagement to help disadvantaged communities as part of the establishment's corporate social responsibility

Hotel General Manager	
	ROLE SPECIFIC SKILLS
R1	Manage the overall functioning of the establishment
	Demonstrate in-depth knowledge of establishment standards
	Take full responsibility for the day-to-day running of the establishment
	Provide a physical presence by walking the floor and by engaging with staff and guests, including VIPs
	Provide leadership to direct reports to ensure standard operating procedures are met across departments
	Demonstrate in-depth knowledge of all departments and address any challenges and/or issues that are escalated
	Establishment standards refers to standards set for establishment by the Hotel General Manager, head office and/or the owners and include standard operating policies and procedures, establishment operating controls and service standards.
R2	Manage owner/management company relations
	Agree revenue strategy with owners and/or management company
	Provide regular reports to owners/management company
	Respond to owners' queries and requests, if establishment is owned
R3	Build and manage relationships to drive business and to deliver guest experience
	Network with guests and VIP visitors to ensure they are satisfied, while driving revenue
	Build effective relationships with key influencers within the hotel industry, the local community and trade associations to promote the establishment
	Continuously monitor and evaluate guest feedback to drive revenue and manage reputation
	Create and implement strategies to address situations which could create a reputational or commercial risk for the establishment
	Resolve situations which have created a reputational or commercial risk for the establishment
	Continuously looks for opportunities to improve guest service and service efficiency
	Share positive guest feedback with direct reports and their team(s) to celebrate good performance and success

R4	Create competitive value/differentiation by driving new business and new ideas
	Demonstrate a strong knowledge of key USPs of the establishment and use these USPs to help drive sales
	Continuously look for opportunities which can help drive new business
	Use guest profiling to inform strategic planning and service delivery
	Monitor and evaluate guest feedback to come up with new concepts to improve guest experience and to create new USPs for the establishment
	Consider wider issues such as sustainability (under-utilised products, local product, local trends, event, seasonality etc) to improve competitive positioning of the establishment
	<p>Guest profiling refers to the process of analysing the characteristics which describe the type of customers who visit the establishment and the characteristics of the establishment to make decisions concerning guest service.</p> <p>Customer characteristics may include information such as demographics, gender, age, ethnicity, religion, location, social background, income, buying patterns and the purpose of the visit.</p> <p>Establishment characteristics may include location, guest profile, style of décor and service.</p>
R5	Ensure full compliance of the establishment with legislation, health and safety requirements and relevant by-laws
	Demonstrate in-depth knowledge of relevant legislation and regulations
	Ensure establishment complies with legal, regulatory, quality and other relevant requirements including establishment standards
	Work with regulatory authorities to ensure compliance
	Carry out audits in all areas to check for compliance and to identify any potential non-compliance issues
	Oversee the development and implementation of action plans, in response to internal and external audits
R6	Demonstrate a working knowledge of technology, appropriate for own role
	Use technology enabled devices to run management reports for the establishment including financial reports, reservations, staff costs, inventories, social media
	Use a combination of reports to inform management and strategic decisions for the establishment
	Deliver electronic presentations
	Demonstrate a competent use of IT systems related to key areas of operations
	Use social media to monitor and respond to guest feedback
	Use digital communication devices to carry out research to find out about new trends, ideas, techniques and styles

	Hotel General Manager
	PROFESSIONAL DEVELOPMENT
P1	Demonstrate in-depth knowledge of career pathways within the hospitality industry, including progression opportunities for current role
	Describe opportunities to progress from current role and potential pathway(s) to get to those opportunities
P2	Undertake a range of training or learning activities to acquire new or update existing skills and knowledge
	Identify training or learning needs specific to own role
	Participate in training or learning activities
	Provide evidence of training or learning undertaken
	Training or learning activities refers to on-the-job training, workshops, seminars, conferences, courses, competitions and mentoring.
	Training or learning needs refers to the development of skills and knowledge related to hospitality which may include: <ul style="list-style-type: none"> - Product knowledge - Understanding of new developments, trends, IT systems and equipment - Changes to legal or industry regulations such as health and safety and food safety - Changes to establishment standards - Development of soft skills such as communication and teamwork.
P3	Apply knowledge gained from the professional development activities to:
	- Improve own working practices
	- Improve working practices across the establishment
	Identify opportunities to apply new knowledge/skills learnt
	Describe how new knowledge/skills learnt have been put into practice:
	- Changes made to operating in own role and the impact of the changes
	Make changes to the way in which the establishment operates and measure the impact of the changes