

CITY & GUILDS  
**GLOBAL HOSPITALITY  
CERTIFICATION**  
HANDBOOK



HOTEL  
OPERATIONS  
MANAGER

# CITY & GUILDS GLOBAL HOSPITALITY CERTIFICATION

## HOTEL OPERATIONS MANAGER



The holder of this badge is an industry professional who has a proven track record in managing hotels and/or hospitality establishments with accommodation and an extensive knowledge of the hospitality industry. This individual is responsible for the operational running of the hotel/establishment which includes managing all departments, leading and developing people, budgeting and forecasting, operational planning and the implementation of the establishment strategic plan.

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 Operations Manager	
	<b>CORE SKILLS</b>
<b>C1</b>	<b>Support the creation and delivery of the establishment revenue strategy</b>
	Contribute to the creation of the revenue plan for the establishment by providing input into strategic and operational decisions
	Work with direct reports to create department revenue plans
	Monitor the implementation of department revenue plans
	Manage the delivery of all operational projects underpinning the establishment revenue plan, within budget and on time
<b>C2</b>	<b>Set and monitor goals and targets</b>
	Translate the establishment revenue plan into targets and action plans for all departments
	Set and communicate targets and action plans for each department
	Have an in-depth knowledge of the establishment's business performance
	Monitor each department's performance against department targets and action plans
	Take corrective action, as necessary, to ensure department targets are met
	Evaluate and reflect on own performance
	Continuously monitor and respond to guest and staff feedback to improve efficiencies and business performance
<b>C3</b>	<b>Lead, motivate and manage a team of senior managers to deliver targets and goals</b>
	Set objectives for direct reports to achieve establishment targets and goals
	Oversee the day-to-day operation of the establishment and manage any issues which have been escalated
	Conduct departmental meetings
	Conduct performance review for direct reports
	Oversee the management of performance issues, disciplinary actions and terminations, and provide assistance as required
	Monitor the performance of all departments to identify opportunities for improvements
	Establish and maintain effective working relationship with the Hotel General Manager, direct reports and their teams
	Provide input into senior executive meetings, as required by the Hotel General Manager
	Recognise and celebrate success when targets and goals are met

C4	<b>Manage guest service</b>
	Demonstrate strong operational and working knowledge of <b>establishment standards</b>
	Manage and coordinate all activities across departments to ensure compliance with service and <b>establishment standards</b>
	Monitor the quality and efficiency of service across departments to identify areas for improvements
	Evaluate problem areas and formulates strategies to maximise guest satisfaction
	Make strategic recommendations to the Hotel General Manager to manage the reputation of the establishment
	Oversee and approve training plans to address problem areas, as necessary
	<b>Establishment standards</b> 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.
C5	<b>Solve problems and deal with pressure to manage the reputation of the establishment</b>
	Manage complex guest requirements and <b>serious complaints</b> which have been escalated from the departments
	Anticipate possible <b>circumstances</b> which have the potential to impact on the reputation of the establishment and take preventative action to avoid these
	Conduct daily and spot inspections across the establishment to identify any service issues
	Be available to assist direct reports to help resolve any issues or problems
	Manage operational issues and problems which have been escalated
	<b>Serious complaint</b> 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.
	<b>Circumstances</b> refers to situations, conditions, hazards, guest requests and/or complaints.
C6	<b>Monitor and manage guest feedback</b>
	Oversee the handling of guest requests and complaints by the departments
	Check and evaluate guest comments and complaints to identify problem areas and areas for improvements
	Respond to guest feedback/comments which have been escalated by the departments
	Work with the Hotel General Manager to resolve guest requests and complaints which could create or have created reputational risks for the establishment
	Share positive guest feedback with direct reports and the departments to celebrate success
	Work with direct reports to develop and implement strategies to improve guest service and service efficiency, based on guest feedback

C7	<b>Oversee recruitment activities</b>
	Work with direct reports to identify staffing needs
	Work with HR to authorise recruitment requests, in line with budget
	Ensure staffing levels are appropriate across all departments
	Screen applicants for direct report positions
	Conduct interviews for direct report positions
	Select and appoint direct report positions
	Support interviews for department roles, as required
	Develop strategies to retain staff and reduce turnover within the establishment
C8	<b>Oversee staff training and development</b>
	Deliver establishment induction, as required
	Work with direct reports to ensure staff within departments receive necessary skills training to maintain establishment standards and deliver guest experience
	Ensure training delivered for the departments is within budget
	Monitor service delivery, guest feedback and external evaluations to identify further training needs to help maximise revenue and/or improve profitability
	Constantly identify opportunities for direct reports to develop new skills
	Coach and mentor direct reports to ensure effective succession planning
C9	<b>Manage finances</b>
	Support the Hotel General Manager in developing the establishment's <b>annual business plan</b>
	Implement establishment financial plan
	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
	Negotiate commercial contracts, as required
	Manage staff costs
	<p><b>Annual business plan</b> refers to the annual breakdown of the establishment's <b>business strategy</b>, including the financial plan.</p> <p><b>Business strategy</b> refers to an overarching plan of strategic initiatives, including the <b>revenue strategy</b>, which will help achieve the strategic vision of the establishment.</p> <p><b>Revenue strategy</b> 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>
C10	<b>Plan and manage resources, within budget</b>
	Manage procurement for the establishment to maximise efficiencies and profitability
	Drive efficiencies for the establishment by:
	- Controlling stock management
	- Managing staff levels
	- Overseeing the maintenance of the establishment

C1 1	Drive sustainable practices
	Take pro-active steps to promote 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 Operations Manager	
	<b>ROLE SPECIFIC SKILLS</b>
<b>R1</b>	<b>Deputise for the General Manager</b>
	Support the Hotel General Manager in the overall running of the establishment by providing strategic input
	Step into the role of the Hotel General Manager when required
<b>R2</b>	<b>Manage the overall functioning of the establishment</b>
	Run the day-to-day operations of the establishment
	Provide a physical presence by walking the floor and by engaging with staff and guests
	Coach direct reports to ensure standard operating procedures are met across departments
	Demonstrate a working and operational knowledge of all departments and be able to resolve any challenges and/or issues that are escalated
	Review the performance of all departments to identify any issues that need to be addressed and take appropriate corrective actions
	Oversee and adjust staffing levels across all departments to ensure maximum profitability
	Work with the direct reports to review guest feedback and to identify areas for improvements
	Celebrate success/positive guest feedback
<b>R3</b>	<b>Manage revenue and forecast for the establishment</b>
	Monitor sales figures
	Manage revenue figures to ensure targets are met
	Take pro-active measures in response to business needs
<b>R4</b>	<b>Maintain relationships to deliver guest experience</b>
	Network with guests and VIP to ensure they are satisfied, while driving revenue
	Maintain effective relationships with key influencers within the hotel industry and trade associations to promote the establishment to them
	Continuously monitor and evaluate guest feedback to maintain profitability
	Take actions to address situations which could impact on guest experience and/or create reputational risks for the establishment
	Work with direct reports to look for opportunities to improve guest service and service efficiency
	Share positive guest feedback with direct reports and their team to celebrate good performance and success

R5	<b>Drive new business and ideas to maintain and improve the competitive value/differentiation of own establishment</b>
	Explain how the establishment operates to achieve and maintain financial stability and deliver growth
	Explain how <b>guest</b> and <b>establishment profile</b> impact on the financial performance and profitability of the establishment
	Use <b>guest profiling</b> to formulate strategies to help drive new business for the establishment
	Monitor trends, including competitor trends, to make recommendations to help drive new business
	Monitor and evaluate guest feedback to make recommendations to the Hotel General Manager for continued improvements, using different methods including social media
	Identify opportunities to improve the profitability of the establishment by considering wider issues such as sustainability (under-utilised products, local product, local trends, event, seasonality etc)
	<p><b>Guest profile</b> refers to the characteristics which describe the type of customers who visit the establishment and which are used as a basis to make decisions concerning guest service. These 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><b>Establishment profile</b> refers to characteristics of the establishment including location, guest profile, style of décor and service.</p> <p><b>Guest profiling</b> 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>
R6	<b>Perform audits and inspections</b>
	Ensure property, grounds, physical plant, service and guest areas are maintained to required standards
	Ensure the professional appearance of staff is in line with establishment standards
	Carry out spot and regular audits on service areas, rooms and other guest areas
	Develop action plans, in response to audits, and manage their implementation
R7	<b>Maintain full compliance of the establishment with legislation, health and safety requirements and relevant by-laws</b>
	Demonstrate strong working knowledge of relevant legislation and regulations
	Work with the Hotel General Manager to ensure the establishment complies with legal, regulatory, quality, and other relevant requirements including establishments standards
	Support the Hotel General Manager in working with regulatory authorities to ensure compliance
	Carry out spot audits in all areas to check for compliance and to identify any potential non-compliance issues
	Work with direct reports to develop and implement action plans, in response to internal and external audits



<b>R8</b>	<b>Demonstrate a working knowledge of technology, appropriate for own role</b>
	Use technology enabled devices to run management reports for the establishment including financial reports, reservations, staff costs and inventories
	Use a combination of reports to inform management and strategic decisions for the establishment
	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 Operations Manager
	<b>PROFESSIONAL DEVELOPMENT</b>
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 the steps that could be taken to get to those opportunities
P2	Undertake a range of training or learning activities to acquire new or update existing skills and knowledge
	Identify <b>training or learning needs</b> specific to own role
	Participate in <b>training or learning activities</b>
	Provide evidence of training or learning undertaken
	<b>Training or learning activities</b> refers to on-the-job training, workshops, seminars, conferences, courses, competitions and mentoring.
	<b>Training or learning needs</b> refers to the development of skills and knowledge related to hospitality which may include: <ul style="list-style-type: none"> <li>- Product knowledge</li> <li>- Understanding of new developments, trends, IT systems and equipment</li> <li>- Changes to legal or industry regulations such as health and safety and food safety</li> <li>- Changes to establishment standards</li> <li>- Development of soft skills such as communication and teamwork.</li> </ul>
P3	Apply knowledge gained from the professional development activities to
	- Improve own working practices
	- Improve the operations of 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 recommendations for changes to the establishment operations and the impact (or anticipated impact) of the changes