Learning Objectives

- Identify the 10 functions in the lodging business
- Explain the role and responsibilities of each function within lodging business
- Describe the role of foodservices in many lodging properties
- Develop job-specific technical vocabulary
The main purpose of a lodging property is to sell sleeping rooms to guests who want to stay overnight. Each lodging business is unique, however; to accomplish the main purpose, each property has to perform the same functions.

In a small business (under 75 rooms), one person may perform several of these functions. In a large business, each function will have a separate department with many people for each function.

Today we will be looking at each of these departments and learning about their role and responsibilities.
No matter what size the lodging property, a 12 room motel or a 2,500 room luxury hotel, every property will have managers. The only difference in the number of managers. In a very small property, the owner is often the manager and every other function of the property including fixing a clogged toilet. In very large properties, there will be several layers of managers - department managers, day managers, night managers, shift managers, a general manager and more. A general manager is responsible for the overall business and seeing that it runs smoothly, efficiently, and profitably. Other managers have the same responsibility in a smaller scale for their area such as a department or function.

Job titles include:
- President
- Vice President
- General Manager
- Managing Director
- Division Director
- Department Manager
- Supervisor
When I say “The Front Office”, what normally comes to your mind? (Most will respond with front desk or activities that happen at the front desk such as reservations, checking in or out, or lobby area, or luggage handling.)

The front office handles all of those functions but also handles many others such as telecommunications for the entire facility. Telecommunications handles the entire telephone system, the software that controls the system as well as all of the calls that go through the system. When anyone calls a hotel, motel, or inn, they are talking to people that work in the function called “The Front Office.” Because the front office is normally the first contact with many lodging properties, telephone skills are very important to the success of the business.

The front office also contains the uniformed services such as door attendants, bell attendants, parking and transportation staff, as well as the concierge services which help guests make arrangements, such as dinner reservations and they advise guests on what to do and see in the area.

What do you think some of the job titles are for the Front Office? (Answers will vary but should include some of the ones listed below.)

Job titles include:
- Reservation agent
- Reservation Manager (or Supervisor)
- Sales agents
- Bell Captain
Bell attendant or Bellhop
Concierge
Front Desk agent
Front Desk Manager (or Supervisor)
Night Auditor
Telephone operator
Transportation agent
Door Attendant
In a large property, the Human Resources functions are in a separate department or division. The responsibilities of human resources are recruiting or hiring, firing, training, compensation or payroll, benefits such as vacation and medical. They often handle shift planning, employee evaluations, administrative and employee record keeping. Human Resources Department is also called HR or Personnel Department.

Job titles include:
- Executive Director
- Senior Director
- Recruiter
- Payroll Associate
- Regulatory Compliance Officer
- Trainer
Imagine if you opened a business and no one wanted the products you offered? Or what would happen if you opened a business and no one came in because they did not know it existed? Soon you would find yourself out of business!

The role of Marketing and Sales is to make sure that doesn’t happen. Marketing’s job is to learn what potential guests both need and want; develop the products (what types of rooms and services), then make sure that people know about those products by promoting and advertising them. The Sales department’s job is to make sure those rooms are full.

Job titles include:
Director of Marketing
Director of Sales
Director of Sales and Marketing
Marketing Manager
Advertising or Promotions Manager
Product Manager
Group Sales associate
Sales person
Sales representative
Corporate Sales associate
Account executive
Sales agent
Sales Manager
Show Me The Money!!! Accounting is a system of recording and summarizing, buying and selling transactions and then analyzing and reporting the results. The Accounting department performs all of the activities related to handling the company’s finances including the flow of money in and out of the company, assisting management in controlling the costs of doing business and reporting the financial status of the company with standardized reports such as a P&L Statement or Profit and Loss Statement, Balance Sheets, and Income Statements.

Computerized systems called point-of-sale systems enable transactions to be recorded, tracked, and totaled and automates many of the activities required by the accounting department. Computerized payroll departments has also eliminated many accounting–related problems.

Job titles include:
- Director of Accounting – also called Controller
- Accounts Receivable clerk
- Accounts Payable clerk
- Auditor
- Night Auditor
- Food and Beverage Controller
- Accounting Supervisor
Security may be a separate department in a large hotel property. Their job is to prevent crime and protect the safety of people, including employees and guests, and property.

In small properties, security is the responsibility of the general manager of the business. Some hotels will hire an outside security company to provide security officers either full time or part time.

Job titles include:
- Director of Security
- Assistant Director
- Security Supervisor
- Security Officers
- Night Security
The role of the housekeeping department is not a glamorous one, but a very important one. Without clean rooms the hotel would go out of business. Guests will not pay for dirty rooms. Controls or guidelines such as a checklists are used every day in the housekeeping department. They are put into place to ensure the same level of quality is shown to all guests and that the standard is consistent every time a guest visits.

Housekeeping also has other responsibilities - not only do they keep the rooms clean, but also the public areas of the hotel. They do all of the laundry and repairs of the linens, such as torn bed coverings.

Job titles include:
- Executive Housekeeper sometimes called the Director of Housekeeping
- Assistant Housekeeper
- Room Attendants
- Inspectors

An Inspector is the member of the team who checks the rooms after it is cleaned. They are also called Floor Housekeepers, Floor Supervisors, or Checkers. Rooms are checked to make sure the quality controls are followed and the standards are met.
The Safety and Emergency departments cover the main areas. First is safety or actions taken to prevent accidents and second is emergency which are actions or plans to respond to accidents that have happened.

Federal, state, and local governments have passed laws and regulations to make sure that all businesses follow a minimum of safety and health procedures; the main being the Occupational Safety and Health Act, or OSHA. OSHA requires employers to make the workplace free of hazards that might cause injury or death to employees.

Safety and Emergency functions falls within the security department for many properties or to the general manager for small properties.

Job titles include:
Facilities Manager
Emergency Coordinator
Safety Coordinator
The engineering department, sometimes called maintenance, is responsible for the physical facilities of the hotel. Their tasks include maintaining the building and all equipment, repairs of all kinds, deep cleaning, and grounds keeping.

The purpose of engineering is to keep the lodging property in top condition for safety, guest satisfaction, and profitability.

Safety – A lot of the equipment in hotels are potentially hazardous. Electrical wiring can short circuit and cause fires, natural gas in the kitchen can explode, elevators with guests can get stuck, plumbing can burst. Engineering’s purpose is to prevent these types of disasters from happening.

Guest Satisfaction – Periodically assisting housekeeping with deep cleaning, or light remodeling; Fixing leaking faucets and broken televisions, maintaining the pool and spas, maintenance and repair of air conditioner and heater, mowing the lawn areas and pull weeds from flowerbeds all fall within the engineering function and have an impact on how happy guests will be with their stay.

Profitability – Engineering is responsible for some of the most expensive equipment on a lodging property. It is much less expensive to maintain equipment than to wait until it is broken and in need of repair. Think about a car…isn’t it less expensive to have regular oil changes than to replace an engine broken due to a lack of oil?
Quality controls like we talked about in housekeeping are used in the engineering department as well. Preventive maintenance checklists on daily, weekly, monthly, quarterly and annual action items are followed to ensure equipment is working proficiently.

Job titles include:
- Director of Engineering
- Chief Engineer
- Facility Manager
- Groundskeeper
- Golf Course Superintendent (for resorts)
- Technician
- Plumber
- Electrician
- HVAC Specialist
Purchasing is buying goods and services that the lodging business uses. Receiving is the process of making sure that what was ordered through purchasing was actually delivered. If more items than can be used immediately are ordered then storage of those items comes into play and is called inventory. Inventory must be counted and tracked.

Purchasing department’s role is to buy the right quality and quantity of equipment and supplies at the best price and to arrive when they are needed. To do this efficiently, many larger properties establish relationships with reliable suppliers to maintain a level of service and quality.

Receiving’s job is to make sure what was ordered is what is delivered at the right quality and quantity. To do this, merchandise checking procedures are followed and documentation is recorded.

All lodging properties will perform purchasing, receiving, storage and inventory related responsibilities, however, if the lodging property has any type of food and beverage being offered, the demand on this function are higher. Food items have a higher risk of being delivered spoiled or in an unusable condition.

Job titles include:
- Purchasing Manager
- Buyer
- Assistant Buyer
- Receiving Manager
- Receiving Clerk
Depending on the level of service, many lodging properties have some type of foodservice available to guests.

Food service can range from vending machines in a budget hotel to several restaurants, snack shacks, bars and cocktail lounges inside a single luxury hotel.

Banquets and catering are important for full-service hotels. Banquet department handle all of the special food events such as large parties and conventions and offer such services as sit down four course dinners to finger-food stand up buffets.

Some Bed and Breakfast properties offer family style meals and make their reputation on home cooked meals.

Colleges and senior housing have dining areas that can seat many and offer a variety of services from menu-based to fast food style.

Job Titles include:

- Chef
- Steward
- Restaurant Manager
- Catering Manager
- Banquet Manager
- Station Chef
- Sous-Chef
- Dining Room Manager
- Room Service Manager
- Beverage Director or Manager
- Banquet Chef
Foodservice departments in lodging properties can be included into the overall price of staying at the lodging facility. These properties include dormitories, resorts such as Club-Med®, cruise ships, senior housing, and more. There are 4 types of meal plans that are common at these properties. They are:

- Full American Plan which includes meals 3 times per day, breakfast, lunch and dinner
- Modified American Plan which includes meals 2 times per day, usually breakfast and dinner
- Continental Plan which is a continental breakfast typically consisting of coffee, juices, and pastries. An upscale continental breakfast might also include hot and cold cereal with milk and yogurt
- European Plan – No meals
References and Resources

Textbook:

Website:
- O*NET OnLine has detailed descriptions of the world of work for use by job seekers, workforce development and HR professionals, students, researchers, and more!

YouTube(tm):
- How to Make a Six Panel Overlap
  Students can use this manipulative as a sequential description of a topic or to show connection between a central idea, concept or process.
  [http://youtu.be/UILX5mMhXyA](http://youtu.be/UILX5mMhXyA)