

HVS EXECUTIVE SEARCH

COMPENSATION REPORT  
**India Hotel Unit Compensation  
Study<sup>©</sup>**

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# STUDY OVERVIEW

The India Hotel Unit Compensation Study<sup>®</sup>, is designed to provide you with current and credible information concerning salary trends across all job roles in a hotel hierarchy. The survey findings will assist you in benchmarking salary, and accordingly structure compensation. Thus, enabling you to manage businesses better and allow companies to attract and retain talent through equitable compensation practices. The study which was conducted across all hotels in India includes data from 196 hotels across 54 cities in India, reporting on 70 positions across the entire hotel hierarchy.

All data submitted by participating organizations is regarded as highly confidential and only aggregate results have been reported.

To gain a comprehensive understanding of salary and benefits, HVS analyzed the Total Annual Compensation across market positioning for each job role. Additionally, the report also includes a section which provides a snap shot overview of the critical benchmarks that hotel owners and operators typically like to determine in order to plan and forecast their budgets related to payroll cost and revenue.

The data for this report has been provided by the individual hotels directly. To ensure accuracy and confidentiality, data is presented for positions based on the job responsibility (and not just the job title), and only for those positions and criteria for which at least five participating hotels provided data.

### Limiting Conditions

The India Hotel Unit Compensation Study<sup>®</sup> has been designed to encompass the sensitivities of individual hotel company's compensation standards and practices. The data, however, has been presented in a standardized format to ensure homogeneity across the industry spectrum, irrespective of individual company systems and procedures.

The following aspects have not been considered for calculating individual compensation:

- Deferred compensation arrangements such as employee stock option plans that may either be wholly or partially vested or have limited transferability and long term incentive plans, which can be availed after completion of a fixed term;
- Special intra-company offers and miscellaneous employee discounts on food and beverage produce, shopping, and stays at hotels;
- Non-monetary benefits such as uniforms, on-duty meals and so forth;
- Company-specific policies such as executive housing and vehicle loans, and executive education programmes, and so forth;

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- Expatriate positions such as general managers, chefs, resident managers, executive assistant managers and so forth, unless otherwise mentioned;
- Other fringe benefits and perquisites such as relocation assistance, assistance for children schooling, and child care benefits;
- Special employment clauses such as cash or equivalent components, joining bonuses, loyalty bonuses and golden handshakes;
- Long-term benefits with relation to social welfare services such as social and family welfare schemes, old age and disability.

## EXTRAORDINARY OUTCOMES

HVS Executive Search is the premier executive search and advisory company providing human capital consulting services to leaders of the hotel, restaurant, and gaming industries around the world.

With offices in New York, London, Moscow, New Delhi, Mumbai and Hong Kong, HVS Executive Search has unparalleled access to the global hospitality industry.

### Executive Search

Attracting and retaining the "best and the brightest" is the difference between a marginal return on investment and a business that achieves extraordinary outcomes for its shareholders.

### Mid-Management Recruitment

We combine breakthrough proprietary Internet technologies with the high-touch of trusted consultants to create powerful recruitment processes that are easily accessible, quick and efficient.

### Compensation Services

We help translate an organization's business and human capital objectives into rewards solutions. We get to know our clients' organizations on a personal level and create unique designs that drive their business results.

### Performance Management

Our collective expertise in psychometrics, organizational psychology and the hospitality industry allows us to plan, support and execute customized programs - at the individual, team or organizational level.

Over **1,000** successful placements across the world.

**Customised compensation programmes** based on sound pay-for-performance models.

**Two decades** of empowering hospitality leaders to achieve extraordinary outcomes for their companies and shareholders.

# SURVEY METHODOLOGY

Data collection for the survey was conducted in December – February 2013, and was marked by the dispatch of a self-reporting survey format to the corporate offices of 16 branded hotel chains across the country. Respondents were asked to report on most current compensation levels.

The Total Annual Compensation across each job role has been analysed extensively across various metrics. Total Annual Compensation is defined as total of annual salary, applicable annual benefits, retirement benefits and annual incentives. To suit the requirement of the survey, the following core components were considered to derive at the Total Annual Compensation.

- Annual Salary: defined as salary on the pay slip inclusive of basic salary, house rent allowance, conveyance allowance, and special allowance.
- Applicable Annual Benefits :
  - Annual Medical Premium is defined as reimbursement for medical treatment of the employee and family members as well as hospitalisation and personal accident premiums.
  - Other Annual Entitlements is defined as any other benefits accorded to an employee that may be specific to a job role as per company policy for e.g., Driver allowance/Fuel allowance/Utility bills, Car Maintenance, Education allowance etc,
  - Leave Travel Allowance is defined as allowance towards personal travel expenses incurred during the year.
- Retirement Benefits: defined as social contributions derived as a percentage of the basic salary such as provident fund and gratuity.
- Annual Incentives: defined as a bonus or performance award disbursed as per evaluations of accomplishments based on annual appraisals.

To provide a statistically relevant report, data has been presented only for those positions and criteria for which at least five participating hotels provided data. *Please note that to ensure accuracy and confidentiality, data is presented for positions based on the job responsibility (and not just the job title).*

Statistics for each job role are presented for the compensation component in a standard percentile format. This format is a better reflection of real compensation levels and is less susceptible to statistical outliers. A percentile is a measure of location in a distribution of numbers that defines the value below which a given percentage of the data fall.

For e.g., 25th percentile is the point below which 25 percent of the data fall. If actual pay is compared to this point, it indicates whether pay is higher or lower than 25% of the incumbents whose data has been matched to that position.

**When reviewing the data presented in this report, it is imperative to review it in the context with rewards philosophy, succession planning, organizational structure, and attraction/retention.**

### Data Analysis and Report Presentation

The two key metrics analysed in the study include:

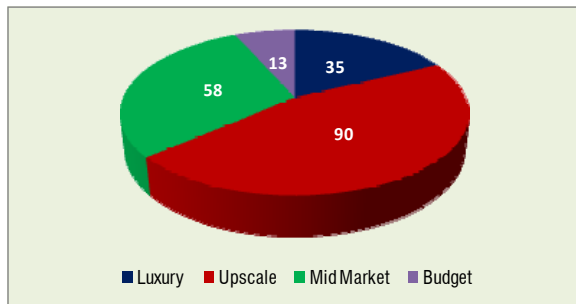
- Total Annual Compensation
- Total Annual Compensation excluding variable pay

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For better reflection of the survey findings of the India Hotel Unit Compensation Study<sup>®</sup>, all data has been analysed by hotel market positioning.

The hotel market positioning included are Luxury, Upscale, Mid Market and Budget. Graph 1 below, illustrates the sample set by hotel market positioning.

Graph 1 Sample Set by Hotel Market Positionings



The data was thereafter analysed according to the following parameters relevant to the hotel industry:

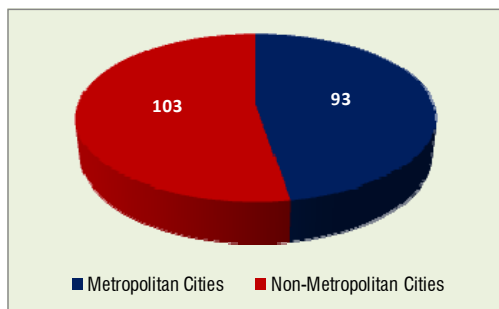
- National Overview: The sample set for the cities in which the participating hotels are located, is presented in Table 1, below. These include 6 metropolitan (comprising Tier X cities)<sup>3</sup> and 48 non-metropolitan cities (comprising Tier Y and Tier Z cities)<sup>3</sup>. The sample set for the same is presented in Graph 2, overleaf.

Table 1 Location of Participating Hotels - City Classification

Metropolitan	Non-Metropolitan							
Bengaluru	Agra	Baroda	Dehradun	Gwalior	Kakinada	Kottayam	Nashik	Trivandrum
Chennai	Alibaug	Bhopal	Ernakulam	Haridwar	Kasaragod	Kutch	Pune	Udaipur
Delhi-NCR	Alleppey	Chandigarh	Faridabad	Indore	Katra	Lucknow	Ranchi	Vadodara
Hyderabad	Amritsar	Coimbatore	Gangtok	Jaipur	Khajuraho	Madurai	Raipur	Varanasi
Kolkata	Ahmedabad	Coonor	Ghaziabad	Jalandhar	Kochi	Mamallapuram	Rudrapur	Vijaywada
Mumbai-Navi Mumbai	Aurangabad	Durgapur	Goa	Jodhpur	Kovalam	Mysore	Shimla	Visakhapatnam

<sup>3</sup> Recommendations of the 5th Central Pay Commission - Decision of Government relating to Grant of Dearness Allowance to Central Government Servants Department, Office Memorandum, Department of Expenditure, August 2008, Ministry of Finance, Government of India.

Graph 2 Sample Set by City Classification



- Metropolitan/Non Metropolitan Overview: In this section, salary data has been analyzed under two categories of Metropolitan and Non metropolitan classification, as per listings above.
- Room count Overview: The data has been analysed for each hotel market positioning by room inventory and reported on:
  - ✓ Luxury hotels
    - with more than 200 rooms
    - with less than or equal to 200 rooms

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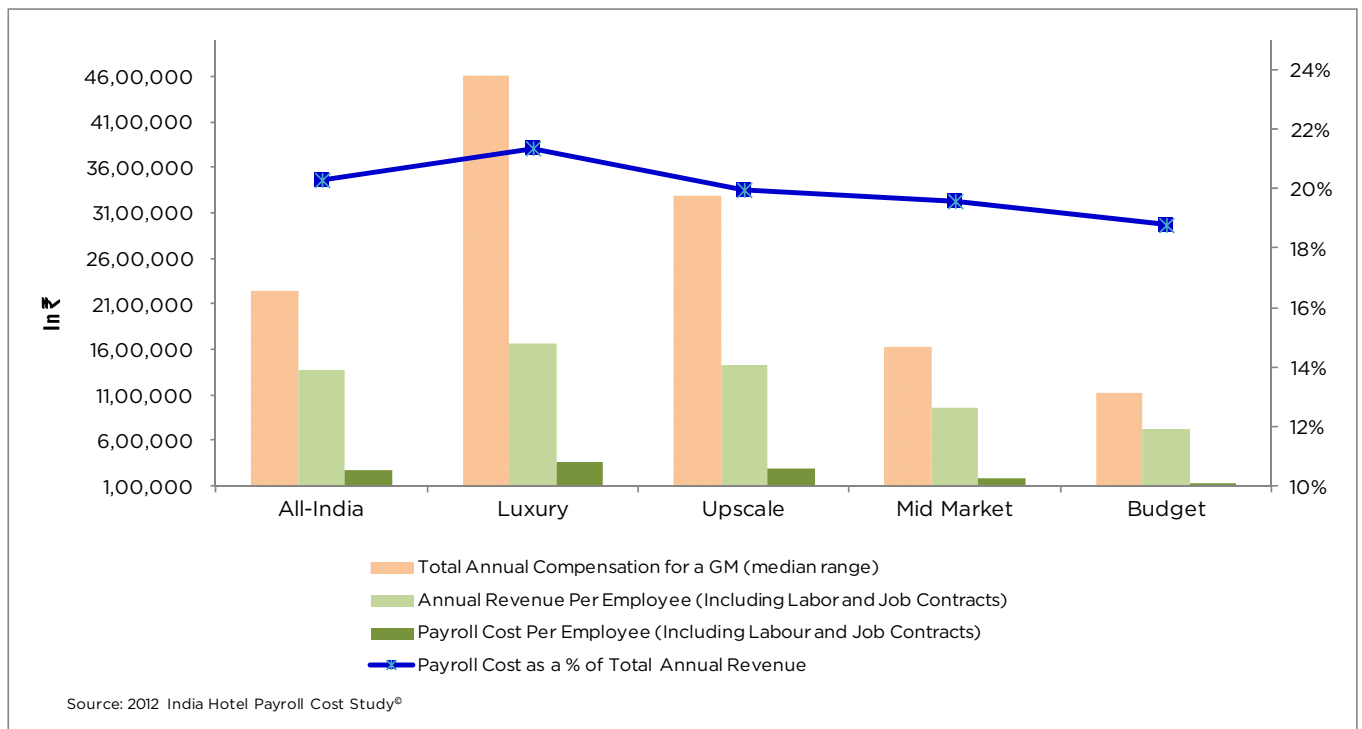
- ✓ Upscale hotels
  - with more than 200 rooms
  - with less than or equal to 200 rooms
- ✓ Mid Market hotels
  - with more than 100 rooms
  - with less than or equal to 100 rooms
- ✓ Budget hotels
  - with more than 100 rooms
  - with less than or equal to 100 rooms

# ADDENDUM

Based on the survey findings of the India Hotel Payroll Cost Study<sup>©</sup>, this section presents a snap shot view of the critical benchmarks that hotel owners and operators typically like to determine, in order to plan and forecast their budgets related to payroll and revenue.

Considering that the General Manager (GM) role is at the helm of a unit who acts as a key resource to determine a hotel's overall profitability and achievement of bottom lines, the total annual compensation drawn by this role has been assessed alongside payroll cost and revenue. Graph 3, below, represents the key highlights of the payroll cost and revenue analysis across hotel market positioning Vs the median range of a GM's Total Annual Compensation. Median range is considered as the 50<sup>th</sup> percentile of the salary range.

**Graph 3 Payroll Cost and Revenue Analysis (2011/12) vs. median range of GM's Total Annual Compensation: All-India Average and by Hotel Market Positionings**



It has been our observation that compensation, payroll cost and revenue have a direct correlation with hotel market positioning.

Luxury hotels, which are recognised the world over for their opulence in delivering a lavish guest experience reflect the highest figures, across all parameters being analysed in this section. The survey findings indicate that the median range of a GM's total annual compensation is the highest in Luxury hotels, gradually decreasing for Upscale hotels, Mid Market Hotels and Budget Hotels. Similarly analysis of annual payroll cost as a % of annual revenue has been found to be the highest in Luxury hotels and least in Budget Hotels. This trend is also visible in the analysis of annual revenue and annual payroll cost per employee.



# PARTICIPATING HOTEL UNITS

## LUXURY SEGMENT

Four Seasons, Mumbai	The Oberoi, New Delhi
Grand Hyatt, Goa	The Oberoi Rajvilas, Jaipur
Grand Hyatt, Mumbai	Park Hyatt, Chennai
ITC Maratha, Mumbai	Park Hyatt Goa Resort and Spa, Goa
ITC Royal Gardenia, Bengaluru	Park Hyatt, Hyderabad
JW Marriott Hotel Aerocity, New Delhi	Rambagh Palace, Jaipur
JW Marriott Hotel, Chandigarh	Shangri-La Eros Hotel, New Delhi
JW Marriott Hotel, Mumbai	Taj Bengal, Kolkata
The Leela Hotel, Goa	Taj Coromandel, Chennai
The Leela, Kovalam	Taj Krishna, Hyderabad
The Leela Palace, Bangalore	Taj Lake Palace, Udaipur
The Leela Palace, New Delhi	Taj Lands End, Mumbai
The Leela Palace, Udaipur	Taj Mahal Hotel, New Delhi
The Oberoi, Amarvilas	Taj Mahal Palace & Towers, Mumbai
The Oberoi, Bangalore	Taj Palace Hotel, New Delhi
The Oberoi Grand, Kolkata	Taj Wellington Mews Luxury Residences, Mumbai
The Oberoi, Mumbai	Taj West End, Bengaluru
	Umaid Bhawan Palace, Jodhpur

## UPSCALE SEGMENT

Marriott Hotel Whitefield, Bengaluru	Radisson Blu Hotel, Ranchi
Hyatt Regency, Chennai	Radisson Blu Paschim Vihar, New Delhi
Hyatt Regency, Gurgaon	Radisson Blu Plaza Hotel Banjara Hills, Hyderabad
Hyatt Regency, Kolkata	Radisson Blu Resort Temple Bay, Mamallapuram
Hyatt Regency, Mumbai	Radisson Blu Hotel, Ahmedabad
Hyatt Regency, Pune	Radisson Hotel, Jalandhar
ITC Grand Central, Mumbai	Radisson Hotel, Kandla
ITC Kakatiya, Hyderabad	Radisson Hotel, Khajuraho
ITC Maurya, New Delhi	Radisson Blu Hotel Pune Kharadi, Pune
ITC Mughal, Agra	Radisson Blu Hotel, Rudrapur
ITC Rajputana, Jaipur	Radisson Hotel, Shimla
Jai Mahal Palace, Jaipur	Radisson Hotel, Varanasi
Le Meridien, Jaipur	Radisson Blu Marina Connaught Place, New Delhi
	Radisson Blu Resort and Spa, Alibaug

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Le Meridien, Kochi

Le Meridien, Pune

The Leela Kempinski, Gurgaon

The Leela, Mumbai

Marriott Goa Resort & Spa, Goa  
Marriott Hotel & Convention Centre, Pune

Marriott, Hyderabad

Marriott, Jaipur

Movenpick Hotel & Spa, Bengaluru

Novotel Bengaluru Techpark, Bengaluru

Novotel Hyderabad Airport, Hyderabad

Novotel Hyderabad Convention Centre, Hyderabad

Novotel Mumbai Juhu Beach, Mumbai

Novotel Visakhapatnam Varun Beach,  
Visakhapatnam

The Park, Bengaluru

The Park, Chennai

The Park, Hyderabad

The Park, Kolkata

The Park Navi Mumbai

The Park New Delhi

Park on Holiday Beach, Goa

The Park, Visakhapatnam

Hyatt House, Raipur

Pullman Gurgaon Central Park, Gurgaon

Radisson Blu Hotel, Dwarka

Radisson Blu Hotel Taj East Gate Road, Agra

Radisson Blu Hotel, Amritsar

Radisson Blu Hotel, Chennai

Radisson Blu Hotel Chennai City Centre, Chennai

Radisson Blu Hotel, Greater Noida

Radisson Blu Hotel, Haridwar

Radisson Blu Hotel, Noida

Radisson Blu Suites, Gurgaon

Renaissance Mumbai Convention Centre Hotel,  
Mumbai

Sheraton Bangalore Hotel at Brigade Gateway,  
Bengaluru

Sheraton New Delhi Hotel, New Delhi

Sheraton Udaipur Palace Resort & Spa, Udaipur

Taj Banjara, Hyderabad

Taj Residency Chandigarh

Trident Bandra Kurla, Mumbai

Trident, Cochin

Trident, Gurgaon

Trident, Jaipur

Usha Kiran Palace, Gwalior

Vivanta by Taj, Trivandrum

Vivanta by Taj Ambassador, New Delhi

Vivanta by Taj Blue Diamond, Pune

Vivanta by Taj Fort Aguada, Goa

Vivanta by Taj Holiday Village, Goa

Vivanta by Taj, Kovalam

Vivanta by Taj, Kumarakom

Vivanta by Taj Malabar, Kochi

Vivanta by Taj Panaji, Goa

Vivanta by Taj President, Mumbai

Vivanta by Taj Surya, Coimbatore

Vivanta by Taj Whitefield, Bengaluru

Vivanta by Taj Yeshwantpur, Bengaluru

Vivanta by Taj, Bekal

Vivanta Hari Mahal, Jodhpur

Westin Chennai Velachery, Chennai

Westin, Gurgaon

Westin Hyderabad Mindspace, Hyderabad

Westin Mumbai Garden City, Mumbai

Westin Pune Koregaon Park, Pune

Westin Sohna-Gurgaon Resort & Spa, Gurgaon

## MIDSCALE SEGMENT

Country Inn & Suites By Carlson, Amritsar  
Country Inn & Suites By Carlson Sector 12,  
Gurgaon

Country Inn & Suites By Carlson, Mysore  
Country Inn & Suites by Carlson Vaishno,  
Katra

Country Inn & Suites Delhi Satbari, Delhi

Country Inn & Suites Goa Candolim, Goa

Lemon Tree Hotel Bengaluru City Center, Bengaluru

Lemon Tree Hotel, Chandigarh

Lemon Tree Hotel, Chennai

Lemon Tree Hotel East Delhi Mall, Delhi

Lemon Tree Hotel Electronics City, Bengaluru

Lemon Tree Hotel, Aurangabad

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Country Inns & Suites By Carlson Udyog  
Vihar, Gurgaon  
Courtyard by Marriott, Ahmedabad  
Courtyard by Marriott, Bhopal  
Courtyard by Marriott, Chennai  
Courtyard by Marriott, Gurgaon  
Courtyard by Marriott Mumbai International  
Airport, Mumbai  
Courtyard by Marriott Pune Hinjewadi, Pune  
Courtyard Kochi Airport, Kochi  
Gateway Hotel Akota Gardens, Vadodara  
Gateway Hotel Church Road, Coonoor  
Gateway Hotel Ganges, Varanasi  
Gateway Hotel, Jodhpur  
Gateway Hotel M.G. Road, Bengaluru  
Gateway Hotel Marine Drive, Mumbai  
Gateway Hotel Pasumalai, Madurai  
Gateway Hotel Ummed,Ahmedabad  
Grand Mercure, Bangalore  
Hometel, Chandigarh  
Hotel Chandela, Khajuraho  
Lazylagoon Sarovar Portico Suites, Goa  
Lemon Tree Amarante Beach Resort, Goa  
Lemon Tree Hotel, Ahmedabad

Lemon Tree Hotel Hinjewadi, Pune  
Lemon Tree Hotel HITEC City, Hyderabad  
Lemon Tree Hotel, Indore  
Lemon Tree Premier Leisure Valley, Gurgaon  
Lemon Tree Vembanad Lake Resort, Alleppey  
Mercure Hyderabad Abids, Hyderabad  
Mercure, Lavasa  
Optus Sarovar Premiere, Gurgaon  
Paradigm Sarovar Portico, Kakinada  
Park Plaza, Coimbatore  
Park Plaza Delhi CBD Shahdara, Delhi  
Park Plaza, Gurgaon  
Park Plaza Hari Nagar, Delhi  
Park Plaza, Noida  
Peerless Inn, Kolkata  
Peerless Sarovar Portico, Durgapur  
Phoenix Park Inn Resort, Goa  
Red Fox Hotel East Delhi, Delhi  
Red Fox, Jaipur  
Royal Plaza,Gangtok  
Sarovar Portico, Jaipur  
WelcomHotel, Vadodara

## BUDGET SEGMENT

Country Inn, Mussoorie  
Express Sarovar Portico Surajkund,  
Faridabad  
Hotel Ibis, Gurgaon  
Hotel Ibis Mumbai Airport, Mumbai  
Hotel Ibis, Pune  
Ibis Bengaluru Hosur Road, Bengaluru

IBIS Bengaluru Techpark, Bengaluru  
Ibis Nashik, Nashik  
La Place Sarovar Portico, Lucknow  
Lily Sarovar Portico, Nashik  
Mahagun Sarovar Portico Vaishali, Ghaziabad  
Quorum Park, Mysore  
Premier Inn Bengaluru  
Sarovar Portico, Indore

## POSITION 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 maximised; 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 analysing 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 programmes 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 report to 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

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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 analysing 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, co-ordinating & 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, analysing and presenting relevant data on the performance of the food and beverage department with appropriate comments to the management. Reports to F&B Controller.

### DIRECTOR OF HUMAN RESOURCES (#1)

Designs, implements, and administers programs that ensure hotel compliance with national and local laws. Provides training programmes 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 benefits programmes. 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 programmes 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 maximise 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 Front Office Supervisor and/or Duty Manager.

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## **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 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 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 Director 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 Food & Beverage Manager.

## **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

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## 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 and 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.

## SPECIALITY 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 Speciality 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 equipments. 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 equipments utilised 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

# HVS EXECUTIVE SEARCH

## **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 specialised 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 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 maximising 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 maximise the hotel's positive exposure in local, national and international markets. The Director Communications & Public Relations reports to the Director Sales & Marketing and/or General Manager.

## **DIRECTOR REVENUE MANAGEMENT**

Oversees revenue maximisation 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 Sales & Marketing.

## **REVENUE MANAGER**

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

# HVS EXECUTIVE SEARCH

## CHIEF ENGINEER

Supervises the maintenance of hotel buildings and grounds; interviews, hires, trains and schedules engineering and maintenance staff. Administers preventative maintenance programmes 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 Assistant Chief Engineer and/or Chief Engineer.

## ENGINEERING TECHNICIAN

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

## 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 Security Supervisor.

# PAYMENT INFORMATION

- The comprehensive India Hotel Unit Compensation Study<sup>®</sup> is now available for purchase at ₹337,080 or US\$ 6,360
- Individual research reports are priced at ₹56,180 or US\$ 1,060

*Additionally, to serve specific requirements, HVS Executive Search can also prepare paid customized reports comparing an individual hotel/chain's salary data to that of a defined competitive set's aggregate.*

The reports available for purchase include:

Hotel Unit Compensation Study by Luxury Positioning - National Overview
Hotel Unit Compensation Study by Upscale Positioning - National Overview
Hotel Unit Compensation Study by Mid market Positioning - National Overview
Hotel Unit Compensation Study by Budget Positioning - National Overview
Hotel Unit Compensation Study by Luxury Positioning - Metropolitan/Non metropolitan overview
Hotel Unit Compensation Study by Upscale Positioning - Metropolitan/Non metropolitan overview
Hotel Unit Compensation Study by Mid market Positioning - Metropolitan/Non metropolitan overview
Hotel Unit Compensation Study by Budget Positioning - Metropolitan/Non metropolitan overview
Hotel Unit Compensation Study by Luxury Positioning - Room Count overview with more than 200 rooms
Hotel Unit Compensation Study by Luxury Positioning - Room Count overview with less than equal to 200 rooms
Hotel Unit Compensation Study by Upscale Positioning - Room Count overview with more than 200 rooms
Hotel Unit Compensation Study by Upscale Positioning - Room Count overview with less than equal to 200 rooms
Hotel Unit Compensation Study by Mid Market Positioning - Room Count overview with more than 100 rooms
Hotel Unit Compensation Study by Mid Market Positioning - Room Count overview with less than equal to 100 rooms
Hotel Unit Compensation Study by Budget Positioning - Room Count overview with more than 100 rooms
Hotel Unit Compensation Study by Budget Positioning - Room Count overview with less than equal to 100 rooms
Hotel Unit Compensation Study in Bengaluru
Hotel Unit Compensation Study in Chennai
Hotel Unit Compensation Study in Hyderabad
Hotel Unit Compensation Study in Kolkata
Hotel Unit Compensation Study in Delhi NCR
Hotel Unit Compensation Study in Mumbai

For ordering instructions and any other assistance, please email to Anupama Jaiswal at [ajaiswal@hvs.com](mailto:ajaiswal@hvs.com)