

OPPORTUNITIES IN

# Hotel and Motel Management Careers



SHEPARD HENKIN

VGM Opportunities Series

# OPPORTUNITIES IN HOTEL AND MOTEL MANAGEMENT CAREERS

## Shepard Henkin

Foreword by  
**Darryl Hartley-Leonard**  
Former Chairman  
Hyatt Hotels Corporation

Revised by  
**Marguerite Duffy**



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## ABOUT THE AUTHOR

Shepard Henkin had a varied and distinguished career in the hotel industry, serving with many highly regarded hotels and chains. His positions included marketing, public relations management, operations, acquisitions, profit-center supervision, and consulting services.

For eleven years, Mr. Henkin was vice president in charge of marketing with Loews Hotels, a major international hotel chain. He had been president and chief operating officer of Association Services, Inc., a Washington-based hotel consulting firm. In addition, he headed sales and promotional activities for the Governor Clinton Hotel in New York and for the 2,500-room Hotel New Yorker. He also organized hotel and restaurant promotional programs for UMC Industries, a St. Louis, Missouri, conglomerate. Mr. Henkin was vice president, corporate sales, of Olympic Tower in New York, an unusual condominium complex conceived by Aristotle Onassis. He was also associated with Rockefeller Center, Inc.

Mr. Henkin attended Amherst College in Massachusetts and was a graduate of the University of Iowa in Iowa City. He also wrote another volume in the VGM Career Books series, *Opportunities in Public Relations*.

This edition has been thoroughly revised by Marguerite Duffy.

## FOREWORD

Each year on Hyatt's corporate anniversary, we would close our headquarters in Chicago, and hundreds of us would go into the field to spend the day working as bellmen, front desk clerks, bartenders, housekeepers, and reservationists. We'd come back the next day with sore feet and weary muscles, but above all, we'd return with renewed respect and admiration for the people working in our hotels—the people who make it all happen.

There's no doubt about it—a career in the hotel and motel industry is hard work, and it often requires long hours. It's not for everyone, but take it from someone who's been in the business for more than twenty-five years—a career in this industry is one of the most challenging, most exciting, most rewarding careers you could choose.

Today, perhaps more than ever, a career in the travel and tourism industry holds special appeal. First, the industry is growing. By the year 2006, the travel and tourism industry is expected to be the country's largest employer. Increased opportunities for advancement will exist. Second, the industry is becoming more and more sophisticated, with greater demand for qualified individuals with solid management, marketing, and technological skills.

I started out as a front desk clerk in a Los Angeles Hyatt hotel. Since then, I've worked in virtually every department at Hyatt, and

as president I relied on more than fifty-five-thousand hard-working, dedicated employees to help me run the company.

I envy people who are just starting out in the industry. Hotels are like stage sets where the story is rewritten every day, and we always need new performers to add spirit and panache. For those of you accepting the challenge, I wish you good fortune and great success.

Darryl Hartley-Leonard  
Former Chairman  
Hyatt Hotels Corporation





## **CHAPTER 1**

# **AN OVERVIEW OF THE FIELD**

Hotels and motels are not only places where one can obtain good food and comfortable rooms, they are also centers of community life, with facilities for meeting, entertainment, communication, and personal services. Their stock in trade has always been hospitality and service, and hotels and motels have made an art of dispensing comfort, pleasing the palate, and creating an atmosphere of home for guests.

## **THE HOTEL INDUSTRY**

Hotels and motels have been a part of the American scene from the earliest days of history. From the simple roadside inns of the original colonies, which provided food and rest for weary travelers, to the modern steel and brick giants of today, which are practically cities within cities, hotels and motels have been an integral part of every community.

From individually owned properties the industry has grown in size to a multinational giant. Every year new hotel chains form. This is not only an American phenomenon, but it is common to Great Britain, Ireland, France, Japan, Singapore, Hong Kong, and almost every developed country in the world. Most of the major hotels today are part of international chains. This trend extends to other industries, such as the airlines, real estate firms, and financial

organizations that have come into the hospitality field for many reasons, including direction of business, cash flow, ability to increase rates to follow exchange fluctuations, and pure investment.

Today, across America and worldwide, cities, towns, and villages are dotted with hotels and motels of every kind—from small, simple rooming houses to elaborate fully contained motels, skyscraper hotels, and sprawling resorts providing employment to thousands. In the United States alone, the hospitality industry is one of the largest of all industries, surpassed only by the automotive and food industries.

The hotel-motel industry is unusual among the major industries of the country in that it is comprised of a great variety of skilled and unskilled occupations. Many of these jobs are common only to the industry; others relate to various outside trades and professions. Those employed in the industry include chefs, managers, plumbers, carpenters, porters, bookkeepers, secretaries, engineers, salespeople, printers, telephone operators, elevator operators, upholsterers, painters, bellhops, accountants, cashiers, waiters, electricians, foreign language interpreters, security people, public relations specialists, and scores of other workers.

We shall concentrate on analyzing the occupations found in the larger hotel and motel operations because, for the most part, these jobs are duplicated in the smaller establishments. Depending on its size and locale, the small hotel or motel performs basically the same functions and services as a larger one, except for having a smaller, less specialized staff.

However, keep in mind that although larger operations offer a greater number of opportunities, the small hostelrys offer an excellent training ground for fundamental experience in overall hotel-motel operation. Remember, too, that although many beginning jobs do not require any special educational preparation, a broad education will improve your chances for advancement and give you the ability to perform many necessary duties outside your own sphere of experience.

Dr. Robert A. Beck, former dean of the School of Hotel Administration, Cornell University, and an eminent consultant, describes the challenges and opportunities of the hotel industry.

The hospitality industry offers today's young men and young women a most interesting and exciting career. Management of a hotel or a restaurant calls for a wide range of capabilities. Guests must be received with cordiality and provided with comfortable, well-designed, and tastefully decorated surroundings. They need appetizing, wholesome food that has been wisely bought, properly stored, skillfully prepared, and graciously served. Various other conveniences in public areas, conference and exhibit rooms, communication systems, and travel services are required for proper guest service. Further, a staff of employees must be recruited, trained, and motivated to provide hospitable service. Moreover, all must be successfully coordinated to return a profit to the establishment's investors. For those wishing a rewarding and challenging life in service to their fellow man, a future in the hospitality field should certainly be considered.

### **Types of Hotels**

There are many different kinds of hotels and motels. The three major types of hotel operations are commercial, residential, and resort. Commercial or transient hotels make up about three-fourths of the hotels in this country. According to 1997 American Hotel and Motel Association statistics, there are more than 49,000 hotels and motels, with a total of more than three million rooms. At \$85.6 billion annual sales combined, they represent a major industry in the United States. These commercial or transient hotels cater to commercial travelers, including businesspeople, salespeople, transient visitors, tourists who spend one or more nights at the hotel. Some of the guests may spend longer periods at the hotel, even though the essential business is still commercial. Commercial or transient hotels that operate public dining rooms and restaurants

generally make these facilities available to the general public as well as to the hotel guests. This food business is an important part of many commercial hotel operations.

Another major source of revenue is the convention and meeting business. Newly built hotels are constructed with this in mind and older hotels, when modernized, add public space facilities. Hotels and motels without these meeting and banquet rooms are at a competitive disadvantage.

Residential hotels make up about one-tenth of the total number of hotels in the United States. These hotels provide permanent and semipermanent quarters for their guests. Most of them, though not all, also provide food. Some of them have opened their dining rooms and restaurants to the general public. In general, residential hotels are located in suburban or residential districts. But there are also numerous residential hotels located in or near business sections in order to provide their guests with swift and easy access to and from their businesses.

About one-sixth of the total number of hotels in this country are resort hotels. Resort hotel operation varies greatly depending on size and the hotel's distance from large urban centers. In some resort areas, the hotels are expected to provide only food and lodging, but many large resort hotels could not stay in business unless they also provided sport and meeting facilities. Some of the most famous resort hotels offer magnificent provisions for golf, tennis, swimming, boating, dancing, horseback riding, and planned social activities and entertainment.

Resorts also need to generate business to fill in when regular vacation business tapers off. So today, many top resorts, especially those with huge public spaces, solicit commercial business in the form of conventions, sales meetings, and incentive tours, especially during off-season periods. This is a major source of revenue.

An additional source of business are conference centers, which are generally located in the suburbs. Fully self-contained, these centers provide state-of-the-art audiovisual and technical equip-

ment and meet all physical requirements for business functions. Located where they are, they can ensure few or no distractions for corporate meetings.

### **Other Types of Lodging**

In addition to hotels, there are inns, tourist houses, tourist camps, motels, and rooming houses that also provide lodging, and sometimes food, for guests.

Inns vary greatly in their appearance and type of operation. Some are huge, elaborate establishments that offer all the services provided by hotels; others are small establishments that base their appeal on quaintness, unusual services, or decor. In general, inns should be considered hotels. Their type of operation should be judged, as with hotels, by their size, local customs, and the mood, decor, atmosphere, or period they are planned to convey.

Tourist camps, which include cabins or trailer parks, grew up with the advent of the motor age. As with tourist houses, these camps must locate on or near highways with heavy traffic. But unlike tourist houses, which are generally located in towns and cities, tourist camps are usually found along the highway, outside of city limits. These camps cater to motorists in search of inexpensive lodging. Trailer parks are in themselves a major industry and, like the hotel industry, a growing one. Some tourist camps provide service stations and general stores. Many of the original camps were started by service station operators as sources of extra income. Many tourist camps offer employment opportunities primarily during the summer months, when travel is the heaviest.

The motel was adapted from experience in the tourist camp. A deluxe version of the tourist camp, the motel has become more and more popular with travelers and is becoming an increasingly competitive threat to the hotel industry.

Motels today are as modern and as well equipped as hotels. In many instances, since they are newly constructed, motels are even

better than their older hotel competition. Motels provide private baths, radio and television, bellhop service, restaurants, telephone service, valet and laundry service, and they will even make reservations for you at your next stopping point. Additional features sometimes make motels more convenient for motorists than hotels. Usually located outside of busy downtown areas, motels relieve the driver of the fatiguing task of trying to park on congested city streets. By allowing motorists to park their cars alongside of their rooms (no longer called cabins), motels allow travelers to save on garage bills and miscellaneous tipping, and they make unpacking and packing every night unnecessary.

Because of their locations along highways, at airports, and even in some downtown locations, motels constitute the greatest competition faced by hotels. These sites are chosen with an eye to highway and air traffic, as well as nearness to newly built industrial sections. The increase in highway and air travel has helped augment the growth of airport and highway motels, each new motel diverting a portion of the business that formerly went almost exclusively to downtown hotels. Motels often have better locations than hotels built in former years and when different traffic patterns existed.

In the early days of the hotel industry, hotels were built largely downtown and quite often near railroad stations. With the decrease of railroad passenger traffic and the move of both industry and offices to the suburbs, these downtown hotels are no longer convenient for the customers they once served.

The move to the suburbs by industry and the subsequent spurt in the building of conveniently located motels have been followed by another trend. The companies patronizing suburban motels have called on the motels to supply public space for meetings and meals. Motels have, therefore, added convention, meeting, and public ballroom space to meet these demands. Here again, motels have become a threat to hotels in this lucrative area. Many hotel organizations consider the sudden advent and popularity of motels so threatening that they have entered the motel field themselves.

Another area of the industry is rooming houses. Rooming houses provide inexpensive lodging for weekly or monthly guests. Most people who choose a rooming house are attracted because of low rents and convenient access to transportation. When rooming houses provide meals for their guests, they are then called boarding houses. These houses do not provide the comforts of a hotel but merely the necessities, including room, linens, bath facilities (generally public), and maid service.

While not major in scope, another important type of hotel operation is the conversion of older hotels into senior citizen residences. Certain downtown hotels that have declined in popularity have been converted into housing for older people, who enjoy the easy access to downtown shopping and conveniences.

Add another recent addition to the industry—the specialized hotel. Conference centers, with their focus on business meetings, are one example. Another is the all-suite hotel, which has proven itself a winner, albeit not a major entry as yet. The all-suite hotel offers suites only, and at the same competitive rates that other hotels charge for regular rooms. This trend toward specialized hotels, individual hotels, and chains should become an important segment of the industry.

## HOTELS AND THE COMMUNITY

Because hotels\* provide not only lodging and meals but also public rooms and space for meetings, much that is newsworthy takes place in hotels. Depending upon the size of the space available, meetings, conventions, luncheons, social events, charity affairs, and other activities of community and often national interest take place in hotels.

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\*From this point on, we shall refer to all hotels, motels, resorts, and other lodging as *hotels* since the occupational information that follows applies generally to all of these establishments.



By providing public meeting rooms, hotels perform a valuable service for their communities. Public space in hotels allows many activities of local as well as general importance to take place in communities that would otherwise be unable to accommodate them.

Since the first hotel opened its doors to the public, hotels have been the setting for many of the most important local and national events. Civic and national functions usually take place in hotel ballrooms and famous visitors often stop over at the local hotel. Local celebrities, civic dignitaries, and community leaders can often be found at the hotel, having lunch or dinner, attending social or business functions, or going to civic or service club luncheons and meetings. Many groups hold regular meetings and luncheons at hotels.

If you plan to enter the hotel field, your future will always be exciting and interesting. Whether you work in a small or large hotel, in a small or large city, you will be in the midst of things if you are in the hotel business.

You may wonder why other halls or meeting places have not competed for their share of this business. Hotels, because of their long experience in the hospitality and food industries, can offer service second to none in most communities. In larger cities, restaurants and some halls are providing competition, but none can match the prestige offered by a hotel.

## **EMPLOYMENT OUTLOOK**

Employment in the hotel industry is expected to grow about as fast as the average for all occupations through the year 2006 (Bureau of Labor Statistics, 1996). Factors such as increased business travel and greater foreign and domestic tourism will create demand for more hotel and motel workers. In many areas of the country, there is a great shortage of hotel and motel employees,

caused in part by a high turnover rate. This shortage should create good opportunities for those trained in all facets of the hospitality industry. In addition, many thousands of workers will be needed to replace those who transfer to other jobs, retire, or die.

The continuing growth of the entire travel industry will undoubtedly affect all kinds of hotels, meaning increased employment, both temporary and permanent, for all types of workers in the industry. Most of the growth in employment will be a direct result of the need for new workers in the many new hotels and motels that are being built in urban areas all across the country, especially along new highways and in expanding resort areas.

An increase in the number of meetings held by individual companies, industries, and associations has fueled the growth of convention-oriented meeting-space construction at the newest hotels. Meeting space has become a greater source of revenue for hotels than in the past and will influence the growth of the industry in the future.

Air travel also influences the hotel industry. The deregulation of air travel, the concentration of major airlines on destinations in large cities, and the birth of smaller airlines to serve the smaller cities and towns all affect the growth patterns of hospitality facilities. Obviously, larger cities and resorts now attract the largest amount of major meeting facility business. Smaller cities have to go after regional and smaller meetings because of the air capacities available.

Because of this increased competition from modern, new hotels, many older hotels feel the need to modernize their facilities. Hotels that are unable to renovate face lower occupancy rates and are often forced to reduce overhead costs, cut back on staff, and curtail services.

From a long-range standpoint, however, the demand for hotel rooms and services is expected to increase as the travel business continues to flourish and the country's population continues to expand. The greatest rise of employment is anticipated in the motel

business, stimulated mainly by the building of new interstate highways and bypasses and increased automobile travel, both for business and pleasure. Personnel with special training will be needed in the front office jobs, as well as unspecialized workers in the back of the house. According to the Bureau of Labor Statistics of the U.S. Department of Labor (1998), there are about 1.8 million people working in the industry, including both full-time and part-time workers (projected employment in the year 2008 is 2.08 million, an increase of 17.6 percent).

In a message to readers of this book, the late and well-known hotel industry leader and former president of the American Hotel Association, Frank L. Andrews, stated:

Regarding the future of the hotel business for the young men and women, naturally I am somewhat biased, having started in the industry as a very young man.

I feel it offers all the advantages any other industry can offer. The success of the industry and of any other industry depends upon the aptitude of the individual, his willingness to work, and perseverance.

## **INCOME**

It is difficult to try to estimate the salary one can expect in the hotel industry, since it includes workers of almost every occupation. Qualifications for each particular occupation vary and many factors must be taken into consideration, including education and experience. In addition, since many hotel workers depend largely on outside income, such as tips and service charges, the salary scale for their positions does not truly reflect their real earnings.

Salaries also vary according to the local wage scales for the various occupations and the size and location of the hotel. An added feature in estimating compensation is the fact that many hotel jobs include free meals and sometimes lodging and personal valet and

laundry services as well. The latter are true especially of resort hotels where all services such as laundry, valet, meals, and recreation facilities are provided for employees in addition to their rooms.

This book includes salary estimates for each occupation discussed. But remember that earnings vary greatly and these estimates cannot be conclusive. You will find that some hotels provide meals and services for a person employed in a certain category, while another hotel will provide only a salary or wage for someone in the same occupation.

In general, earnings in the hotel industry range from a comparatively small weekly wage (augmented by tips, meals, lodging, and services, depending upon the hotel) to thousands of dollars paid out annually to top executives (see Chapters 4 and 5 for specific occupational information).

## **CHAPTER 2**

# **EDUCATION AND TRAINING**

No other industry better exemplifies the American way. Any man or woman who is filled with ambition, energy, and the will to succeed can rise to the highest peaks as a hotel executive and rise there more rapidly than in any other occupation in this country. The annals of hotel history are filled with the success stories of overnight rises to fame. And many of these people learned all they know about the hotel business by working right in it.

Many of the nation's leading hotel executives started at the bottom and worked their way up the ladder of success. They began as assistant waiters, bellhops, room clerks, accountants, and pages. Many leading hotel executives have succeeded without benefit of special training. Years ago, when many of them first started out in the business, few schools or colleges gave courses in hotel management. In those days, hotel employees learned their trade only by apprenticeship or by working for a famous hotel executive and learning his or her system.

Today, as hotels have become a major industry, a large number of schools and colleges in the United States have created special classes or complete courses in hotel work. In 1998, more than 160 colleges and universities offered bachelor's degrees and graduate programs in this field; more than 800 community and junior colleges offered an associate degree or other formal recognition certificate in hotel or restaurant management. Educational opportunities range from individual courses, one-, two- or four-

year programs, and approximately twenty-five master's degree programs. (See Appendix C for school programs in hotel/motel and hospitality management.)

The complex hotel organizations of today require trained personnel. While many executives in the hotel industry came up the ladder without benefit of special educational or training courses, they grew up with hotels in a period when hotels themselves were growing. Today, although the hotel industry continues to expand and improve itself, it needs properly trained personnel to foster its further maturity.

### **GENERAL EDUCATION STUDIES**

If you are planning to enter the hotel industry, prepare yourself for the field. Above all, do not neglect your general education. Expand your general studies as much as possible. A good general education will shape you into a well-rounded person and give you the ability to deal with people from all walks of life confidently and intelligently.

Include languages in your general studies, especially French and Spanish. Since French is an international language and Spanish is spoken by many foreign business travelers, these two languages are very important in the hotel field. Geography is another good subject to study. Since you are dealing with people who come from all sections of the United States and foreign countries, it is helpful to know your geography. It is good business to know not only your guests, but also the cities and countries from which they come.

If you do not plan to continue your general studies at college, there are many excellent hotel training courses given by high schools and vocational schools. Business schools also offer special courses of study in hotel training. You will find these schools right in your own community with no need (in most instances) to travel daily or live away from home in order to attend. In many instances,

you can combine your general high school studies with specialized hotel training. Where hotel training courses are given, consult with your school faculty advisor to see if a combined course is possible.

If you plan to continue your studies in college, complete your general education first, if possible. Here again, you have the choice of combining your general studies with specialized courses of study in hotel management. The individual schools and colleges can best advise you whether such combined courses of study are possible and whether they recommend them in your particular case.

Although it is in your own best interests to complete both high school and college in order to build a good background before undertaking your special hotel training, do not consider this a "must." If circumstances prevent you from completing your education, there are still many opportunities for you to enter the hotel industry and advance up the ladder while learning the business from the inside. A large hotel employs a broad cross section of workers in many occupations. It is, therefore, impossible to set up rigid educational requirements for entrance into this field, since necessary training varies with each particular profession. When you realize that the occupations related to the hotel industry include carpentry, plumbing, electrical work, and other trades, you can understand the variation possible in educational requirements and preparation.

There are many jobs in the hotel industry for which no special education or training is required. These are mostly unskilled and lower paying positions. Hotel management or department heads train many of these employees. These jobs might include those of waiter, maid, clerk, page, housekeeper, porter, or elevator operator.

However, if you would like to be promoted from these positions, you should continue your education after hours. In cities where special courses in hotel training are available, it is wise to enroll in these programs. Many men and women have been promoted from these unskilled jobs, and this trend will continue.

If you intend to make a career for yourself in the hotel industry, education and completion of special hotel training courses is al-

most a necessity. Large hotels and hotel chains give preference to educated employees. They particularly seek employees who have completed special hotel training courses given by recognized schools and colleges. Educated and trained personnel make better hotel employees, and they will become the executives and hotel industry leaders of tomorrow.

Computer training is also an integral part of hotel management. Almost all hotels and motels use computers for reservations, housekeeping management, and billing. So, college graduate, high school graduate, vocational school graduate, or plain beginner—continue some form of study or preparation for the future outside of working hours. Success in business must be earned.

Mr. Frank G. Wangeman, for many years senior vice president of the Hilton Hotels Corporation, and executive vice president and general manager of the Waldorf-Astoria Hotel of New York, has this to say about education's place in preparation for hotel industry careers:

If one considers the development of the hotel and inn business, which goes back to the days of ancient empires and practically to the birth of civilization, one comes to the realization that this business of ours has changed more in its complexities in the last 100 years than in all the centuries before. Our tempo of change is destined to further accelerate with the constantly improving modes of transportation.

While the basic concepts of service and graciousness and honor to the guest remain the same as in great periods of culture centuries ago, the way of doing business [has changed] as business in the fashion of yesterday no longer stands up under modern demands; and even what is good enough today will be more than outmoded tomorrow. This, then, is the challenge of the hotel executive of tomorrow. It offers...a great opportunity to come to the fore. The well-trained and aspiring youth will particularly find a calling in the hotel field—for youth, by its nature, is in tune with the times, and our business has to reflect the fashions of the times.



In the memory of many of us, the hotel business has grown from one of the small enterprises to the sixth major industry of the United States.... The fact that we have become "big business" is amply demonstrated by looking at the Department of Commerce statistics, and it is in being in "big business" that I foresee the greatest challenges to the rising generation of hotel executives.

The time is already here when employees, even in minor departments, benefit from reading business books developed by the Stanford and Harvard Graduate Schools of Business Administration, thus giving us an indication of the direction in which we grow. Yet, we must never forget that the basic skills in innkeeping will bring us success or failure; however, these basic skills, as essential as they are, will not serve as the future hotel executive's foundation unless they are coupled with modern business methods.

Looking back at the great leaders in our business over the last half century, whether it was Caesar Ritz, E. M. Statler, Lucious Boomer, Conrad Hilton, or others, each and every one was ahead of his time. The future leaders of our business will, of course, also be ahead of their time, which means that they will have to pioneer in fields of scientific and business knowledge that were unheard of in the days of our great predecessors.

I can therefore urge my young friends in the hotel business to equip themselves with the best possible all-around education. This education will bring rewards well beyond their fond expectations; for what is there more thrilling than to be an integral, vibrant part of a great business that encompasses practically each and every phase of human life, and that is bound to grow and further develop with the progress in the various fields of transportation?

### **EARLY PREPARATION**

Contact the school or college or your choice as soon as possible to be properly prepared to meet the entrance requirements. You

can find out if your preparation is along the proper lines only by contacting the individual schools and colleges and ascertaining their requirements.

Some schools that give classes or complete courses of study in hotel work are limited in the number of students they can admit. This is another reason for your early inquiry.

Write directly to the dean or registrar of those schools or colleges you wish to enter. Ask for detailed information concerning courses of study offered, entrance requirements, registration, tuition fees, and other information. It would be an excellent idea to inform the school in advance of the courses you are now taking or your present educational background. In this manner, you can save time and determine immediately whether you are on the right educational track for your hotel education and training.

### **APPRENTICESHIP AND TRAINING**

Hotels offer greater opportunities for young men and women to apprentice and train themselves than many other industries. In addition, few other industries can offer the added convenience of hours that fit in well with school hours. Since most hotels operate on a three-shift system, it is easy for students to work after school hours in apprentice jobs at hotels.

The three common hotel shifts are 7:30 A.M. to 3:30 P.M., 3:30 P.M. to 11:30 P.M., and 11:30 P.M. to 7:30 A.M. In some hotels this timing has been adjusted to the even hours, 8:00 A.M., 4:00 P.M., and midnight. The hours from 3:30 P.M. to 11:30 P.M. make good school job hours for student trainees.

On-the-job training is an important part of many courses in hotel work. Many schools and colleges that offer hotel training find no better teacher than a job itself. The opportunity for on-the-job training is open not only to training school students but to all young men and women. Whether or not they are attending special

hotel schools, part-time apprentices and trainees are welcomed by most hotels.

Perhaps you are in school and wish to enter the hotel industry without attending a special hotel training school or taking hotel courses right now. Your best bet is to apply for a part-time job at the nearest hotel. Opportunities exist to fill such jobs as bell person, elevator operator, page, key clerk, mail clerk, information clerk, file clerk, office helper, chef's helper, kitchen helper, front office assistant, and waiter. Many students put themselves through high school, college, and hotel training courses by taking part-time or full-time jobs, after school hours, in hotels.

A part-time job is an excellent way to discover whether you really like the hotel business. It is a comparatively easy way to learn about the hotel industry and to decide if you like it well enough to continue your studies in hotel administration.

On-the-job training is highly valued, and in hotel training courses, special credits are given for this work. On-the-job training or apprenticeship can substitute partly for outside studies until such time as you are able to complete a hotel training course.

Many hotels have taken in hand their personnel who started in the field as apprentices with no formal education in hotel work. These employees are attending special training sessions to increase their professional growth. Classes are offered in cooperation with the local Career Development Chapter or directly by the Educational Institute of the American Hotel and Motel Association (AHMA). This unique educational experience cuts across class lines and helps bring professionalism to individuals who have neither the financial resources nor the time to attend a formal course of instruction. The Educational Institute also offers an individualized home study program that provides persons who desire to advance their career the opportunity to learn at their own pace while still earning at their present position.

Since professional growth never stops, the Educational Institute of the American Hotel and Motel Association offers a certified ho-

tel administrator program. For further information concerning this program, or any of the other fine programs offered by the Educational Institute, write to The Educational Institute of AHMA, P.O. Box 1240, East Lansing, Michigan 48826 or contact AHMA at 1201 New York Avenue NW, Suite 600, Washington, DC 20005, (202) 289-3100; <http://www.ahma.com>.

If you think you would like to enter the hotel business; if you feel yourself qualified to enter it; if you are ambitious, energetic, and not afraid of hard work; if you are tolerant, understanding, and like all kinds of people from all walks of life—then let nothing stand in your way.

## CAREER OPPORTUNITIES

Kenneth J. Hine, an executive officer of the American Hotel and Motel Association, has the following to say about career opportunities in the lodging industry.

Because of the many different types of lodging establishments and the many services they provide, there are a multitude of jobs available. The qualifications for these jobs are so varied that men and women with a wide range of educational backgrounds, work experience, and skills can find exciting careers in the innkeeping industry. Further, there are many opportunities for part-time or full-time, day or night, seasonal or year-round, technical or nontechnical positions.

Hotel careers can be divided into these major categories:

- *Front Office Staff*—responsible for direct personal contact with the guests, handling reservations, special needs, check-in and check-out.
- *Service Staff*—responsible for greeting guests, handling baggage, and assisting with travel plans.
- *Accounting*—responsible for tracking financial information critical to the operations of any business.

- *Food Service Personnel*—responsible for making every meal a pleasant and enjoyable experience.
- *Food Preparation*—responsible for ensuring food is prepared properly.
- *Housekeeping*—responsible for maintaining a neat and clean home for visitors.
- *Sales Department Staff*—responsible for promotions, handling special arrangements for groups such as meetings, banquets, conventions, and all special events such as weddings.
- *Other Departments and Services* including: Security, Safety, Fire Protection, Room Service, Laundry, Dry Cleaning, etc.

A career in the lodging industry offers excellent opportunities for advancement. Lack of experience or education is not a barrier to employment in the lodging industry—it only determines where your career begins. Once you have entered the field, the pace at which you move upward largely depends on your willingness to work hard, the desire to do a good job, your level of enthusiasm and eagerness to advance. On-the-job training programs are plentiful, and excellent correspondence courses are available through the Educational Institute of the American Hotel and Motel Association. Fees for vocational training courses are often reimbursed by your employer.

Because of the size and scope of the lodging industry, there is something for everyone who wants to work in this field. It's a fast-paced growth industry that offers new jobs each year, with excellent job security and opportunities for advancement. Further, you can travel and select where you want to work, the hours, and even the season, if you wish!

Salaries compare favorably with other retail trades, plus there are many extra benefits not reflected in salary. For example, in many cases, at least one meal is furnished, excellent benefit plans are available, and often bonus programs can earn individuals up to 30 percent of their base salary.

## **PERSONAL ATTRIBUTES**

The most important personal trait necessary for success in the hotel industry is the ability to get along with all kinds of people under all situations. The people you must deal with in this industry, guests and employees alike, range widely in degrees of education, personal experience, intelligence, business background, nationality, and personal characteristics.

When you take stock of yourself, ask yourself one question. Do you like all people well enough to overlook their idiosyncrasies? If you think you do, then this is the field for you. This does not mean that you must have a "smiley" or "sunny" personality. But it does mean that you must be broadminded, tolerant, understanding, and humane. To paraphrase Kipling, if you can mingle with cabbages and walk with kings, then the hotel business is for you.

Barron Hilton, president and chief executive officer, Hilton Hotels Corporation, in a statement for readers of this text, said:

I believe the lodging industry offers some of the most personally rewarding careers in American business. For the man or woman seeking an opportunity, our industry offers almost every type of career; from marketing, with its research, sales, advertising, and public relations responsibilities; through service functions in lodging and food and beverage; to the specialist fields of finance, architecture, engineering, and law.

An adequate education is fundamental to one's success in our industry, as it is to one's success in any industry of American business. For those desiring specialized educational training for our industry, many of our nation's largest universities offer outstanding hotel and restaurant management schools. However, I think it well to point out that even such specialized training does not guarantee employment in our industry, but it does highly qualify one to seek such an opportunity. For those having the patience and willingness to invest a period of employment equivalent to that which

they have invested in an education, to learn the practical application of their training, for learning the particular operation of companies to join, and to demonstrate their desire to stand apart in effort and creativity, their success is a foregone conclusion.

My greatest wish is that those entering new careers in our industry find the degree of enjoyment, the sense of accomplishment, and the pleasure of the friendships and associations that I have been privileged to know.

Any person contemplating a career in the hotel industry should be neat, have a flair for detail, and a willingness to be of service to humanity. This last requirement is not a catch-all phrase; it embodies the ability to listen attentively, have a ready smile, and maintain a reserved manner. Therefore, any person possessing an uncontrollable temper or an inbred shyness must try to overcome these defects if he or she is to make a successful career in the modern hotel. To those feeling qualified to make a career out of the hotel business, the pleasant surroundings, the opportunity to meet new people, and the gratification derived from rendering service are but a few of the rewards of a job well done.

One of the most successful hotel operators in the industry is Preston R. Tisch, co-chairman of Lowes Hotels. Tisch, who with his brother, Laurence A. Tisch, chairman of the board and chief executive officer of Loews Corp., has created one of this nation's leading hotel chains, comments on qualities that make for success in the hotel field:

As in any other field of endeavor, anybody contemplating a career in the hotel industry should investigate firsthand the many types of jobs available in the innkeeping field and determine which sort of work he or she is best suited for. A person with a flair for cookery, for instance, would make a poor salesperson, and all the hotel schools in the world would doubtless never make this individual a top salesperson. On the other hand, the proper training, coupled with

practical experience on the job, could lead to a well-paying and satisfactory position as a chef.

There are no “easy” jobs in the hotel business. Most of the positions call for long hours and a type of dedication not often found in other lines of work. The best-rounded hotel people are the ones who started at the bottom and got a very thorough grounding in all phases of the work from back-of-the-house up. Hotel schools can be a help in certain specialized hotel jobs, but there is no substitute for hard experience.

The good hotel [employee], whether a general manager or bellhop, has to like people to be successful. For after all, it is *people* with whom you will be dealing—not machines or cardboard cartons. I will pay more for the ability to handle people than for any other quality or trait. By people, I mean not only the guests but the other employees in the hotel. Generally, the good host is born with this ability. But, to a certain extent, it can be acquired, and it must be acquired if one is to get ahead in hotels.

Second in qualities necessary to the innkeeping profession I would list attention to detail. Very often I find that the most vehement complaints from patrons are due to seemingly insignificant omissions on the part of staff members. A restaurant guest will wait uncomplainingly in line to get a table at a busy restaurant, but will go completely berserk over a dirty water glass or an overly hard dinner roll. He will accept a smaller room than the one he reserved, but will blow his top because a washcloth is missing from the bath. The waiter or the housekeeper who is lax in the little things automatically puts the entire hotel in a bad light. Some guests will become so wrought up over minor details that they will never return.

Third, every hotel employee must bear in mind the old axiom that the “customer is always right,” even if he is entirely wrong. To attempt to defend yourself against an unjust attack is only natural; nevertheless, you must bear in mind that the complainant has paid good money in your establishment, and, in his own mind, there is nobody more important



than he. You can prove he is wrong, but in doing so you are bound to lose him and the friends he might otherwise recommend. The smart hotelier will immediately disarm the guest by agreeing with him and offering to make things right without delay. Of course, there are exceptions to this rule, and those are the ones in which some heavy financial outlay is involved by way of restitution.

Fourth, hotel people who want to make progress in their field should give a little more than the job requires. It is the self-starter, the one who develops new ideas on her or his own initiative, who will amount to something in the long [run]. This is the person we are constantly looking for at Loews Hotels.

## **CHAPTER 3**

# **THE JOB SEARCH**

Once you have completed a course of study in any phase of the hotel business, you will find that, in most instances, the school or college itself will have an employment bureau or will have made arrangements with certain hotels and hotel chains for the placement of graduates. For this reason, registration in some schools and colleges is limited to the number of students the school believes it can place at the end of each school year.

If your school or college does not have any arrangement for placing its graduates with hotels or chains, then you will be on your own. The following procedure applies also to the man or woman seeking employment in the hotel industry without the benefit of formal hotel training.

Most hotels or hotel chains have personnel or human resources departments. Write, telephone, e-mail, or visit in person the office of the employment director (assistant manager, personnel director) of those hotels or chains with which you wish to seek employment. Your goal will be not only to register for employment, but also to get yourself interviewed by the person in charge. If an opening exists, you must “sell” yourself as you would to get any job.

Where there are no openings, request information concerning other hotels or cities where possible openings may exist for you based on your experience, education, or background. Hotel people, especially those in the personnel departments, often know of

such openings. If you have made a good impression, chances are that you may receive information concerning other opportunities.

In large hotels, besides contacting the person in charge of employment, communicate also with the heads of those departments for which you might qualify. Departmental heads often hire and fire their own employees. And, in some hotels, not all openings are cleared through the employment office. Some employment offices act as recordkeeping centers and perform routine personnel duties only.

If you can sell your personality and ability to the manager or executive head of the organization, he or she may wish to hire you as a trainee. Many managers are eager to find promising personnel for consideration as future executives. And they have the authority to add to the payroll.

### **THE AMERICAN HOTEL AND MOTEL ASSOCIATION**

There are hotel associations in almost every state. One of the tasks they usually perform for members is to act as a clearinghouse for personnel. They often send out regular lists of available people to member hotels. Communicate with your state associations and with associations in other states. While permanent headquarters for these associations are maintained in some states, in most states the headquarters change each year with the election of new officers. For the correct address of the hotel association in your state, communicate with any hotel in your community. (See Appendix A for a select list of professional associations.)

The American Hotel and Motel Association, located in Washington, DC, represents practically all leading hotels and motels in the United States. Offering many services to its member hotels—such as legal, accounting, employee relations advice, and other helpful information—is also a clearing center for specialized requests. If you are in Washington, it might be worth your while to

call for information about opportunities in hotels. Or, if you are not in Washington, write or phone the association. It is located at 1201 New York Avenue NW, Suite 600, Washington, DC 20005, (202) 289-3100; web site: <http://www.ahma.com>. This website also lists individual state hotel/hospitality associations.

Another aid when you are making up a list of hotels to contact is the *Hotel and Motel Red Book*, published each year in June by the American Hotel and Motel Association. This is the bible of the hotels in this hemisphere. The *Red Book* lists hotels in the United States, Canada, Mexico, and other countries. You can use this volume as an address book of job leads.

The *Red Book* list addresses of hotels, describes the local railroad service, and provides detailed information about each hotel: the number of rooms; whether the hotel is a summer, winter, or all-year-round operation; whether the plan of operation is American or European; the minimum room rates; and the names of the managers. In addition, the *Red Book* provides the names of the officers and directors of the American Hotel and Motel Association, their affiliations and addresses, and a list of affiliated industries.

You do not need to purchase the book to use it. It can be found at most libraries and at the registration desk of most hotels. Most hotels will be glad to permit you to look at their copy and make notes.

## INTERVIEWING

When applying for a position in a hotel, remember that hotel work is *service* work. A hotel's business reputation depends upon the quality of service it offers its guests. Service is best performed by people who are clean and neat. In a hotel, the personnel must always be polite, speak correctly, and use good manners.

Keep these points in mind when you apply for a position in a hotel. If you realize the interviewer's priorities, your own common

sense should tell you how to act. You are being judged on your intelligence, your appearance, your manners, and your willingness to learn. Do not let "hot-headed," impulsive emotions rule you. The interviewer is looking for a level-headed, self-controlled, flexible person. He or she is looking for someone who can adapt to changing situations and get along with all different kinds of people.

Above all, when you apply for a position in the hotel field, remember your appearance. One of the most important requirements in the hotel business is good appearance. Hotel people, by the very nature of their work, are required to be well groomed at all times. The hotel industry can probably claim the best-dressed people of any career field. You cannot expect to make a good impression when interviewing for a hotel job unless you are neat, clean, and appropriately dressed. Good grooming makes sense.

### **ADVANCEMENT**

The history of the hotel industry shows that the path to success lies wide open for ambitious, intelligent, energetic people. Hotel policy usually gives preference on job openings to present employees who are enthusiastic and efficient workers. Many of today's top hotel executives have come up through the ranks, some starting as far down that ladder as assistant waiters, bellhops, and clerks. Tomorrow's hotel leaders may be an assistant waiter in San Francisco, a room clerk in Dallas, an accountant in Philadelphia. Even if they never become top executives, beginners are often promoted to more responsible positions. Housekeepers often start as maids, chefs as apprentices, restaurant managers as assistant waiters.

The length of time between promotions in the hotel industry varies. There is no set schedule or plan of advancement in most hotels. The only organizations where regular promotions are given

are those conducting executive-training or exchange programs. In the former, someone being groomed for executive work will be rotated into different hotel departments to become familiar with the operations of the hotel. In an exchange program, hotels exchange department or subdepartment heads with one another in order to share ideas and learn from each other's operations.

In general, there is greater turnover in a large hotel than in a small hotel. Accordingly, swifter advancement is possible in the large hotel because openings occur more often, and changes are made to fill vacancies. Mathematically, the law of averages (e.g., deaths, retirements, resignations, and transfers) will operate more to your advantage in an organization with many employees.

Management in most small hotels is identical with ownership. This limits your future prospects unless you can raise enough capital to buy or become a partner in a hotel. Most large hotels, by their size alone, represent huge investments. Very few people in the United States have sufficient capital to purchase or build a large hotel. Most large hotels are, therefore, owned by corporations representing huge financial investments of banks, insurance companies, or joint stock companies. Some hotels have been financed by public stock issues. Since the large hotels are generally controlled or managed but seldom owned completely, their corporate structure creates opportunities that would not exist in a privately owned enterprise. Corporations offer greater opportunities for advancement and often make top posts available to rank outsiders.

Uppermost positions in the hotel industry are attained only after many years of managerial and executive experience in the industry. The larger the hotel, the more experience will be required. There is actually a great difference in managing a medium-sized hotel and operating a huge edifice of a thousand or more rooms with many public and dining halls. You can get to one of the top hotels' posts only after you have had considerable experience in larger hotels.

Advancement in the hotel industry is unique and quite peculiar. Comparatively rapid, it does not follow a regular pattern, and it may be indirect. In most industries, employees advance or receive increases only after they have spent long periods of time in each position they hold. And in private industry, advancement is more commonly indicated by salary increases rather than a change in position. A driller in the oil industry keeps receiving pay increases, but no one would think of promoting the driller to assistant credit manager. A post office delivery person receives automatic pay increases, but no postmaster would promote the delivery person to a higher position as engraver in the State Department.

In the hotel industry, employees who merit advancement step into positions higher up in rank and salary. But this step up may lead the employee into an entirely different department. The advancement may even mean a move to another hotel, sometimes in a different city or country.

Therefore, do not sit and wait for an opportunity to arise. Take outside training courses. Contact department heads in the hotel and ask to be considered for various openings. The opportunities are there. It is up to *you* to take them.

Mr. Alan S. Jeffrey, previous director, the Educational Institute of American Hotel and Motel Association, writes that the hotel and motel field offers a future in one of the most exciting industries in the world today.

If you are seeking an exciting future, enjoy meeting and working with people in a growing industry with good pay, job security, and the opportunity to travel and live in different places, you may be just the person who should seek a career in the lodging industry.

There is some excitement about the hospitality business that is like none other. It is interesting, challenging, and rewarding. However, there are times when it is also frustrating. It is fast-moving and hectic. Hotels and motels operate

twenty-four hours a day, seven days a week, catering to the needs of people on the move...

Today it is not unusual for hotels to contain as many as a thousand rooms or more, though there are many with fewer than twenty-five rooms. Big or small, their purpose is the same—to serve food and shelter the traveling public. Because of this, ours is considered a service industry.

Providing away-from-home lodging and meals is one of the largest and fastest growing industries in the country today. The need for qualified employees is growing just as fast as the industry. Since more people travel today than ever before, and because of the increasing amount of leisure time most Americans enjoy, hotels and motels continue to be built. This means increased job opportunities.



## CHAPTER 4

# **SERVICE, FRONT OFFICE, AND MANAGEMENT: THE FRONT OF THE HOUSE**

The *front of the house* refers to those departments that deal directly with, and are seen by, hotel guests. These departments also include management departments. Service, front office, accounting, credit, office management, security, personnel, banquet, advertising, public relations, sales, resident management, executive management, and all subdivisions of these departments make up the front of the house. While there are important positions in the back of the house, most top positions and all executive posts lie in the front.

Whether you start your hotel career in the front or back of the house (see Chapter 5) depends on your likes and dislikes, your educational and training background, and your ability and skill in the various professions. But regardless of which side you choose to enter, the opportunities are equal. Only the paths along which you rise will be different.

Even if you start in the front and proceed up the ladder, you will find that knowledge of back-of-the-house operations is most important. Somewhere along your advance in the hotel business, you will need to study, if not actually practice, back-of-the-house duties and operations. Study courses in food operations, housekeeping, purchasing, and other back-of-the-house departments. Try to work in the various departments, if possible. But round out your hotel experience and training with an all-around background in both front- and back-of-the-house operations.

## **SERVICE DEPARTMENT**

The service departments of most hotels offer beginners in the hotel industry wonderful opportunities for starting their careers. In addition, they are an excellent means for advancement because service department jobs often are stepping-stones to the top of the ladder.

A hotel's entire function is to provide service. However, certain duties that deal with personal service provided for guests entering or leaving the hotel are grouped together and performed by a separate department set up for that purpose. This department is called the service department—sometimes known as the concierge. It includes bellhops, elevator operators, door attendants, and others.

The service department is headed by the superintendent of service. In some hotels, this job is called assistant manager in charge of service. In other hotels, the position is titled chief of service. Under the superintendent of service are such employees as bellhops, door attendants, elevator operators, porters, and checking room attendants. In some hotels, duties of baggage and washroom attendants and pages are supervised by the superintendent of service.

A recent trend has been the rise of the office of the *conciierge*. A European custom for many years, this has emigrated to the United States and is fairly common in most major and luxury hotels. The concierge and superintendent of service positions may be the same in some instances, but mostly the concierge is a sole entity, similar in many ways to the old hospitality desk that once existed in most hotel lobbies. The concierge will arrange special requests, whatever they may be, and in hotels dealing with foreign visitors, will speak more than one language.

### **Superintendent of Service**

The members of the service department provide guests with their first impressions of a hotel. The treatment given guests by the door attendant, the bell person who takes their bags, and the elevator operator influences guests' opinions of the hotel. The responsibilities

of the superintendent of service are therefore great, but the job also offers fringe benefits (such as free meals) and good opportunity for advancement.

The superintendent of service is responsible for hiring, instructing, disciplining, and discharging employees in the department. The efficiency of service employees will depend to a large extent upon the efficiency of this person's instruction methods, his or her own personal hotel experience and background, and the type of personnel he or she employs.

The superintendent must ensure that everyone in the department does a good job. Door attendants must be prompt in opening doors of automobiles, ready to help guests in and out of automobiles and cabs, and willing to carry baggage from curb to door where bellhops will pick it up.

Elevators must be operated safely and on the best possible schedule. The operators must be neat and clean, must call off the floors promptly, and must be polite in their dealings with guests. Self-service elevators must be watched and regulated.

It is the duty of package room attendants to ensure the safe delivery of packages to guests.

Bell persons must be alert and intelligent and must respond quickly to the wishes of guests. They must be well trained in hotel procedure, such as hanging clothes in closets, opening windows, checking bathroom supplies and facilities, and checking rooms for completion of proper maid service.

Most superintendents of service have risen to their posts after years of experience. A recent survey shows that the average time required to reach this office is about ten years. Occasionally, front office clerks are promoted to this position. You can also rise to this office from the job of bell captain, head baggage porter, or other jobs in the hotel. However, the office of superintendent of service is not a last stop. It is a stepping-stone job, and many superintendents have advanced to higher positions in the same or other hotels.

### **Bell Captains**

Found in most medium-sized and all large hotels, the position of bell captain is the second ranking job in the service department. After superintendent of service, it is the job most sought after in this department. And in some of the larger hotels, people would prefer this post to that of superintendent because of its financial and other advantages.

Bell captains attain their posts only after years of experience. Most positions here are filled by promoting a bell person. Definitely a stepping-stone position in the hotel organization, the position offers opportunities for operational experience.

It is the duty of the bell captain to keep time records of all bell persons, to instruct all new employees, to arrange the immediate dispatch of bell persons on guest calls, to rate the bell persons fairly so that all share evenly in the tips, and to assign bell persons efficiently so that all incoming guests are met and all guests' requests are complied with. The bell captain is also responsible for interviewing new job applicants, investigating and adjusting guests' complaints relating to the work of the department, and deciding whether unusual guest requests should be filled. An efficient bell captain can make the difference between good and bad service for the hotel guests.

The bell captain's staff includes bell persons and sometimes pages. Bell persons perform a multitude of tasks. They are charged with ushering incoming guests to their rooms and carrying their baggage. Guests will ask them for local and other information, which they must be prepared to furnish. Bell persons sometimes also help set up rooms and bring ice water, food, or other items requested by guests in hotels where these are not furnished by the hotel itself. Bell persons are occasionally called upon to perform special duties like delivering letters or packages (with the special permission of the bell captain), picking up theater tickets, making travel arrangements, and many other personal service chores.

Bell persons must be born diplomats. They must be able to judge people and know how to make them feel comfortable and at

home in their hotel room. As the first connecting link between the guest and the hotel, the impression they create is important.

Positions as bell persons are secured by making application to the personnel department or bell captain. Some hotels select their bell persons from the ranks of elevator operators or starters, while others employ bell persons who have had experience elsewhere. But the methods of employment differ and depend upon the policy of the hotel in question. Some hotels employ bell persons who have had no experience at all. In communities where courses in bell person training are given by schools, hotels, or hotel associations, local hotels may require their bell persons to attend the courses either before or during employment.

There are many opportunities for bell persons to advance. The next step is promotion to bell captain, then superintendent of service, and then up to the various managerial posts. Bell persons may sometimes move to other hotels where better opportunities exist.

Very good opportunities for entering the ranks of bell persons exist in resort hotels where virtually new crews are hired every season or where large turnovers are common. After gaining experience there, one can transfer to a commercial hotel. Many bell persons start as elevator operators or housekeepers and work their way up. The length of time it takes to advance depends upon the size of the hotel's staff and the rate of turnover.

Bell persons usually work eight hours a day, six days a week. In large hotels, the three-shift system is employed. At the start, therefore, you may find that the beginners are given the night shift, since hotels provide service twenty-four hours a day.

### **Head Baggage Porters**

In larger hotels, in addition to bell captain, there will also be a head baggage porter. Although we have previously listed many duties of the baggage porter as those of the bell captain and bellhops, this work is handled exclusively by baggage porters in larger hotels. Setting up rooms, supplying travel information, buying trans-

portation tickets, arranging shipment of express articles, and handling baggage and suitcases of guests who are departing are the exclusive duties of the baggage porter in the larger hotels.

The head baggage porter must keep time records of all employees in the department; interview, instruct, discipline, and discharge employees in the department; rotate the staff on calls equitably; and in general perform the same supervisory function as the bell captain.

One of the head baggage porter's primary responsibilities concerns making transportation arrangements, shipping express articles, and buying transportation tickets. For this reason, this person is also commonly referred to as the transportation clerk. His or her office may be called the transportation desk.

Baggage porters are generally appointed from the elevator operating staff, housekeeper's ranks, or other departments of the hotel. Occasionally, a hotel will appoint a baggage porter to this job who has had no outside experience. People with experience at other hotels are also considered.

Baggage porters aspire to be head baggage porter. Most porters reach this position only after several years experience. The next step up the ladder is appointment as superintendent of service. However, this promotion more often goes to the bell captain than to the head baggage porter. From superintendent of service, the path leads to front office or managerial positions.

The working hours and conditions of employment for baggage porters are usually the same as those for bellhops.

### **Other Service Department Functions**

Service departments of hotels will differ, depending upon the size of the hotel and staff and the operation policy of the hotel's management. Departmental setups will vary from hotel to hotel.

Accordingly, some hotels offer additional opportunities for employment in the service department. These positions include door attendant, checking attendant, porter, page, secretary to superintendent of service, lobby attendant, rest room attendants, shoeshine

attendants, and others. For further information, apply to the personnel department or superintendent of service for details of other jobs.

With the exception of the head of this department, hours of work in the service departments of most hotels are based on the three-shift system. Hours will vary, depending on the size of the hotel and nature of its operation, and this three-shift system might not then apply. In general, however, employees in this department work about eight hours a day, five or six days a week.

Pay also varies, depending upon the size of the hotel and the city. Bellhops and porters make more money in larger hotels or resort hotels where more services are demanded. In these settings, their earnings may run as high as \$500 weekly and more, including tips.

The average wages received by superintendents of service can range from \$300 to \$400 weekly in smaller hotels. More money is earned in larger hotels. Bell captains' and head baggage porters' incomes average about the same. Since transportation services are often provided by the head baggage porter, this person's income can sometimes be greater by virtue of large tips received on these transactions.

Because most, though not all, earnings in this department are augmented by tips and side money, one cannot consider the average wage as the complete remuneration. In general, earnings of service department employees run much higher than their base average wage scales would indicate. Earnings here may vary from city to city and hotel to hotel. As indication of the potential earning capacity in these service jobs, people who have been bell persons or baggage porters for many years in some of the larger hotels have refused promotions many times, preferring their current positions.

### **HOTEL FRONT OFFICE**

The entire responsibility for processing reservations, registering guests, and keeping records of room vacancies is in the hands of the

hotel's front office. It must conduct these functions efficiently so that the front office manager always has enough information to make firm reservations for guests without overbooking hotel facilities. In addition, the front office performs all tasks related to registering and keeping track of guests, including providing keys and mail service.

One of the most important positions in the hotel is the front office manager. This person is charged with the responsibility of estimating the volume of future reservations, preparing for busy seasons, organizing all departmental functions so that they operate efficiently, and maintaining a close check at all times on occupied and available rooms and firm reservations. The front office manager must keep all departments constantly in check with one another and well balanced.

Promotion to this position is generally made from front office clerks, assistant managers on the floor, credit office personnel, or other workers. Occasionally hotels will hire front office managers from outside the hotel. From front office manager, the next step up is toward a management executive post.

Under the front office manager are room, rack, and reservation clerks; key, mail, and information clerks; floor clerks (also known as assistant managers on the floor); hospitality department workers and secretaries; and filing clerks, word processors, and other clerical workers.

Front office managers, because of the importance of their work and the large number of employees they supervise, must have much hotel experience, ability, and mature judgment. Their authority over rooms is second only to that of the director of sales and the manager.

### **Clerks**

A front office clerk generally has at least a high school education and has completed some courses in hotel training either before or during employment. Although many positions in the front



office do not require higher education or special preliminary training, the opportunities offered in the department induce many front office employees to enhance their job experience with hotel training courses. This is especially true with front office clerks as their job is considered a stepping-stone for managerial positions.

Front office clerks perform various duties. In smaller hotels, the front office clerk, or manager, may perform all front office duties. In larger hotels, the work is departmentalized. The front office clerks consist of room clerks who sell rooms and follow through on all functions of guest registration; rack clerks, who enter the names of newly arrived guests on the rack and clean out names of departures; reservation clerks, who acknowledge and make reservations by phone, letter, fax, e-mail, or telex; and various other subdivisions, depending on the size of the hotel and its staff. In many hotels, data processing has eliminated the need for a rack clerk. An office clerk does all check-in and check-out duties using software programs on a computer.

In general, front office duties include the mechanical processing of reservations, sale and registration of rooms, keeping room racks accurate and up to the minute, furnishing guest keys or key cards, and handling complaints about rooms or other accommodations. Front office clerks also receive and forward mail, give information about guests registered or expected (where permitted), and provide local information concerning room rates and times of departure.

While front office clerks are sometimes employed directly from outside applicants, it is general hotel practice to fill these openings with other staff employees, such as bell persons, credit workers, clerical employees, or other personnel. For the more responsible jobs in this department, people with similar experience at another hotel are often hired.

Since you may be promoted from front office clerk to manager, at least a high school education, and preferably a college degree, is recommended for success. If you cannot continue your general education, you should definitely complete special courses in hotel train-

ing given by the schools and colleges listed in Appendix C. You can complete special hotel training courses while you are employed, if necessary. Correspondence courses are available as well.

The three-shift system usually prevails in the front office. The shift employing the fewest workers is the night shift, since most new guests arrive during the daylight hours, or before midnight at the latest.

In small hotels, the owner-manager may handle the duties of the front office with or without an assistant. There is more opportunity for advancement and for obtaining knowledge in a large hotel than in a small one. The larger hotel, because of its size and scope of operations, offers many more chances to perform hotel duties.

### **Assistant Managers**

In larger hotels, front office staffs include assistant managers. They are on duty “on the floor” (the lobby floor). Assistant managers are troubleshooters and ambassadors of good will for the improvement of guest relations.

Their duties are managerial in scope. Representing the management, they handle complaints from guests and assist in straightening out problems and any emergencies that may occur. Regular duties of assistant managers include helping guests make reservations at hotels in other cities, changing guests’ rooms as requested, notifying the security department of disorderly or undesirable characters spotted throughout the hotel, assisting with guest registration at rush check-in hours, and helping to register special guests quickly or quietly when requested. Assistant managers see that operations at the front office, in the lobby, and throughout the hotel are functioning properly and that the guests are satisfied.

Although assistant managers are authorized to assume managerial status in emergencies and other situations, they are responsible to the front office manager, and the major part of their duties concern front office operations. Assistant managers on the floor serve

a useful purpose, for in addition to expediting guest arrivals and registrations, they also relieve the manager and executive assistants of the many minor problems that occur daily in hotel operation.

Members of the front office staff are usually appointed assistant manager. Front office clerks, chief room clerks, and others are next in line for the position.

Assistant managers work the same hours as the rest of the front office. Since they are a step higher on the ladder of front office operations, the educational and training requirements are the same or greater than those for front office clerks.

### **Mail and Information**

The mail and information department offers excellent opportunities for beginners in the hotel industry. Although the duties of this department are assumed by front office clerks in smaller hotels, this work is more specialized in larger hotels. The duties of this department include handling incoming and outgoing guest mail, supplying information concerning room numbers of guests, clearing such room information for the telephone department and other hotel departments, maintaining guest room key racks, and furnishing guests with room keys or key cards.

Mail and information is an excellent department in which to begin a hotel career. Many young men and women are employed in this phase of work, and the department offers good opportunities for advancement. Educational requirements are essentially the same as those for front office clerks. The work here is not necessarily skilled, and what training is required is usually given by the head of the section. However, here the better your education and training, the better background you will have for advancement.

As hours here are based on the same three-shift system used by the rest of front office employees, openings are possible for after-school work. Applicants with no previous experience can find jobs. Occasionally, personnel from other departments are em-

ployed at this desk when they are being considered for further promotions.

### **Hospitality Department/Concierge**

The larger commercial and resort hotels have hospitality departments. In smaller hotels, the duties of this department are performed by room clerks, assistant managers, bellhops, or other employees who come in contact with guests.

Sometimes the function of hospitality personnel is to act as hosts for guests of the hotel. The duties include providing guests with information about local points of interest; keeping daily listings of local motion picture and theatrical entertainment; providing special services, such as babysitters, companions, and personal maid service; providing radio, concert, and television tickets for guests in cities where such programs emanate; arranging sight-seeing tours; and helping guests make reservations at hotels in other cities.

The hospitality staff is usually supervised by an assistant manager (front office) on duty. The usual hours of work are during the two daytime shifts of the three-shift system. As in most hotel jobs, opportunities for promotion exist; work in the hospitality department can lead to sales, front desk, and other jobs.

For work here, one should be well informed about local points of interest, have good knowledge of nearby highways, keep abreast of play and motion picture reviews, and in general be in touch with all local social, church, theatrical, and other such events.

### **Hours and Earnings**

Most front office employees are on the three-shift system. While this system of changing hours from one week to another may be irksome at first, most hotel employees become accustomed to it.

From the front office there is often greater opportunity for promotion than from any other department of the hotel. The hotel business is primarily one of selling rooms, food, and liquor. Here in the front office, you are face-to-face with guests, their problems, their complaints, and their likes and dislikes. You can watch the hotel as its rooms empty and fill on charts, racks, and computer screens before you. Many of today's hotel executives started out in front office positions.

Average front office earnings vary, depending upon the size of the hotel, the number of employees, and the size of the city. Typical salaries for front office clerks average \$7.32 per hour for an eight-hour day and a five- to six-day week (Bureau of Labor Statistics, 1997). Earnings of apprentices, mail and information, and key and other clerks may start lower and vary, depending upon locations. The salary of the front office manager is well above the departmental average, but earnings vary greatly in this department. In some hotels, certain front office jobs include meals as part of the remuneration.

### **ACCOUNTING DEPARTMENT**

Although its members are not generally in direct contact with guests, the accounting department is included under front-of-the-house operations because much of the work is managerial and accounting executives often advance to top hotel positions. The accounting department is frequently a separate department reporting directly to the manager.

As in other businesses, the accounting department supervises the financial affairs of the organization. Accounting duties include fiscal policy and planning, maintenance of fiscal records and accounts, preparation of regular periodical and annual financial statements, control of expenditures, and the recording of income, maintenance of bank accounts, and handling of payrolls.

In small hotels the owner-manager may keep a set of simple books, regularly checked or supervised by outside accountants. In

larger hotels, however, accounting operations are huge and complicated and require large staffs to maintain them.

For work in the accounting department, you will need special education and training. At least a high school education is required, and if you plan to further yourself in this specialized field, it will be necessary to complete accounting studies and perhaps even become a certified public accountant. Top spots here, as auditor or controller, require accounting backgrounds.

Howard P. James, former chairperson and chief executive officer of the Sheraton Corporation, writing for readers of this book, says:

A job in the hotel business can indeed take many directions!

In the last few years, hotels have modernized their procedures dramatically and reservations are now handled instantly and make use of computer technology as do modern payroll systems, and even the housekeeping and engineering system in larger hotels.

The hotel business offers openings and career potentials for a wide variety of talents. It is also a business which offers much opportunity for development on the job.

The larger hotels and hotel systems encourage employees to develop their skills and abilities. Many of them provide some schooling themselves or provide funds to assist employees in further training.

The American Hotel and Motel Association offers correspondence courses in every aspect of hotel work. Many accredited colleges and universities have courses leading to a degree in hotel management and also give brief summer courses which are open to working hotel employees. There are also private schools which offer courses.

The hotel business is demanding in its hours of work, some of its busiest periods being when the majority of working people are at their leisure, such as evenings and holidays. Sometimes a part of the opening ceremonies of a new hotel is throwing away the key to the door, symbolizing the fact that the hotel will henceforth be open to the public 24 hours a day.

Historically an ancient trade, the business of innkeeping becomes daily more modern in its techniques. However, because it is essentially a “people business,” it maintains the fascination that will always attach to any enterprise having constantly changing personal relationships.

### **Controller**

This is a highly specialized position, and most accountants reach it only after many years of experience, preferably in the hotel business. The controller—or chief accountant, as this person is called in some hotels—not only heads the operation of the accounting department but is also closely affiliated with the operation and executive management. Many hotel owners and operators consider hotel accounting a highly specialized field and accordingly will entrust the affairs of their hotels only to accountants with considerable hotel experience. They believe that service operations and time-and-cost accounting are so different from other businesses that only a hotel accountant can successfully do the job. According to the Hospitality Compensation Exchange 1998 Lodging Property Annual Report, controllers can expect to earn from \$40,100 to \$82,118 per year, depending on the size of the facility.\*

If you plan a career in hotel accounting, specialize while at school in accounting before entering hotel work. Then, at least, you will have the requirements for a controllership. Working your way up is the next step.

### **Auditing**

The auditor and the members of the auditing staff examine the accounts of the hotel and analyze them for the controller and man-

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\*Source: *Hotel & Motel Management*, 11/1/99, Vol. 214, Issue 19, p. 108.

ager. They check to make certain that all entries have been properly made; they look for errors. In general, they make a complete check of all monies of the hotel, all records, all accounts receivable and payable, and other matters of importance to the hotel's financial welfare.

Auditing positions require experience and education similar to that of the controller. As with the controller, promotion to auditor comes after many years of hotel experience. From auditor, the next step up is promotion to controller.

### **Accounts Payable**

The accounts payable section is responsible for checking bills presented against shipping invoices and receipts. Upon finding that they check, this department then authorizes payment. In some hotels, accounts payable may draw checks and even have authority to sign and issue them.

A high school education is the minimum requirement for positions in accounts payable. Accounting, bookkeeping, and other business training are also required in many hotels. There are, however, openings here for beginners as clerks. These are filled mostly by young men and women who have completed high school.

Promotion from accounts payable to the auditing staff is possible if you possess the proper education and business training. A college degree is highly desirable. Promotion is also possible to the credit, front office, and purchasing departments. From here too, you can go up the ladder to managership.

### **Accounts Receivable**

The accounts receivable section lists payments and keeps records of all money received. All room, restaurant, and other charges are noted on records kept by this section. Payments made by guests against these charges are also recorded here.



The systems employed by accounts receivable departments differ from one hotel to the next. In some hotels, cashiers keep ledgers and do their own postings. In some hotels, all charge slips are forwarded to the accounts receivable department where entries are made. The system will vary, depending upon the size of the hotel and the system set up by the controller and auditor.

Opportunities for positions here correspond with those in accounts payable, and educational and training requirements are the same. Promotions possible in the accounts payable department are also possible in the accounts receivable department.

### **Payroll Department**

Payment of all wages and salaries, maintenance of payroll records, the issuance of payroll checks, and the coordination of the payroll disbursements against wage and hour scales are the responsibility of the payroll department.

This department is headed by a paymaster, and promotion to this position is generally from accounting and credit departments, although some hotels may employ paymasters with experience in other hotels or businesses.

Assisting the paymaster are:

- payroll clerks, who make up and issue paychecks, compute wage and hour scales, keep records, check timekeeper reports, and perform other functions of the paymaster
- payroll cashiers, who issue checks to employees
- payroll conciliation clerks, who check the payroll bank account regularly to make certain that there is sufficient cash on deposit to meet all payroll accounts
- miscellaneous clerks

Educational and training requirements are general and somewhat similar to those of accounts payable and receivable. Studies in accounting, bookkeeping, statistics, hour and wage computation, personnel, and other affiliated courses are recommended.

Beginners are employed in this department since many functions are clerical. There are many opportunities for advancement, and considerable experience can be gained here.

### **Other Opportunities in Accounting**

There are opportunities for employment in the accounting department other than those just described. Depending upon the size of the hotel, certain other duties and functions fall under the supervision of the controller or accounting department. The scope of the accounting department's job responsibilities varies from one hotel to the next.

Large hotels usually maintain statistical departments that correlate pertinent data helpful for the future operation of the hotel. The statistical department records such data as these:

1. registrations—to ascertain where guests come from, the percentages of the geographical derivation of business, and other geographical data
2. food and liquor purchases by brand, dish, age of customer, or other breakdowns deemed important by management
3. age group and gender of guests
4. returns from advertising and promotion campaigns
5. time study and payroll information

This information is put to use by the purchasing department, the chef, the front office, advertising, sales and sales promotion, public relations, and other executive offices.

In many hotels, room and restaurant cashiers are supervised by the accounting department. Their duties are directed by the house treasurer or chief cashier. Cashiers perform all the duties their title implies. They receive payments, post charges, make change, and keep daily records.

Food control and purchasing control are, in some hotels, maintained by the accounting department; in other hotels they are part

of the chef-steward's department or purchasing department. In large hotels, both of these departments, as well as the accounting department, may employ control and checking personnel who double-check and correlate each other's figures. Ultimately, all purchasing and chef-steward accounts are checked by the accounting department for errors and to make certain all records have been properly entered.

Hours of employment in the accounting department are generally eight hours a day, five or six days a week. Conditions of employment here are similar to regular office work.

Accounting work gives one an excellent background in hotel management and operation. The supervision of financial problems is an important function, and the controller of the hotel probably is more informed about its costs, problems, and other operations than any other person in the hotel. Every financial transaction passes before this person. Many a controller has become manager of a hotel. It is a logical promotion.

Educational requirements are high for employment here and particularly for advancement. A high school education, at least, is required for top positions. While there are openings as clerks available to beginners, most employees are required to have some form of bookkeeping or accounting background.

Median earnings of full-time accounting, bookkeeping, and auditing clerks (1996, Bureau of Labor Statistics) were \$20,700, depending on the job and its responsibilities. Payroll clerks averaged \$23,100 a year. Jobs further up the ladder vary greatly in remuneration as there are many factors to be taken into consideration that are not common to all hotels. The rate of income will depend on the size of the department, hotel, and city; the responsibilities; the volume of business; and the kind of system set up by the controller. In general, earnings here are as good as, if not higher than, in most hotel departments. Sometimes meals are provided for managers or other members of the department.

### **The Credit Department**

The credit department is responsible for authorizing charges made by guests, issuing credit cards, investigating the credit status of guests requesting credit cards, notifying guests of the acceptance or rejection of their credit applications, making adjustments on statements when incorrect charges have been posted, and keeping records and files of all credit transactions. Credit departments determine the credit limit of guests in most hotels, and indicate this on credit cards by key letters or numerals. Credit department people are required to follow up on delinquent accounts by writing letters or using other methods.

A credit manager heads this department, and the main functions are performed by assistants. Promotion to credit manager is usually from assistantships in the credit department. The position carries a great deal of responsibility with it, and candidates are very carefully considered. Seldom will an outsider without hotel experience be brought in. Hotels are frequently judged in hotel circles by the reliability of their credit methods and judgments. Certain hotels and chains have credit departments with such good reputations that credit cards they have issued are accepted by many other hotels as proof of good credit standing. Other credit cards are checked and approved for clearance.

In some of the larger hotels, the work of the assistant credit manager is aided by credit investigators. It is their duty to check accounts where credit has been overextended, investigate fraud, and, in general, oversee credit operations to prevent any criminal action against the hotel.

The credit department supervises operation of a "guest history" section for the sales department in some hotels. This section records the special requests and particular likes of guests. This information is cross-filed so that these special desires can be noted instantly against reservation or registration cards. A guest history might include such information as this: one guest asks for an extra-long bed;

one guest likes four pillows; another guest always insists on southern exposure; one guest does not want to be higher than five floors above street level. The history also includes other pertinent information, such as the number of stays per year of each guest, the time of the year he or she checks in, and so on. This information helps the sales department decide whom to favor in peak periods. To aid credit people in their work, the guest history section may also keep in this cross-file names of delinquent accounts and bad credit risks so that their arrivals or reservations are noted instantly by the credit department and preventive action can be taken.

Work hours in the credit department are based on the three-shift system. In large hotels, there is always someone on night duty. In the small hotels, the functions of this department are assumed by the general cashier or the owner-manager.

At least a high school education, and preferably college, is required in this department. Since there is much responsibility placed on the members of the credit office, most hotels are generally unwilling to employ people for credit work who have had no experience or education. When openings occur here, other employees of the hotel are considered, with education and background being important factors. From credit, promotions are made to front office or managerial staff.

Starting salaries in the credit department are about the same as in general accounting, depending on the size of the hotel and other factors. Regular increases augment the earnings here, and in some hotels, meals are provided managers and assistant managers of the credit departments.

## **PURCHASING DEPARTMENT**

The purchasing department, while actually a back-of-the-house operation, is included in this front-of-the-house section since it performs a largely managerial function. The acumen of the pur-

chasing manager and the efficiency of the purchasing department can make for the profitable operation of a hotel.

Duties of the purchasing department include interviewing salespeople, placing orders for goods needed by all hotel departments, keeping records of all purchases and payments, drawing up and signing contracts and agreements for the purchase of all goods, comparing price and quality on all bids received, receiving and checking the quality and quantity of merchandise received on order, checking receipts and shipping invoices against accounts payable and forwarding such information to the accounting department, suggesting changes in the use of certain goods where costs can be saved or quality improved, and suggesting new products.

In some hotels, heads of both the housekeeping and the chef-steward department do their own interviewing of sales representatives, placing of orders, checking, and other functions of purchasing. This will depend largely upon the hotel and its size. The systems may vary accordingly.

The head of this department is the purchasing agent, or manager. This person supervises the functions and interviews, instructs, disciplines, and discharges employees in the purchasing department. Promotion to this position is usually from staff positions in the purchasing department. Occasionally, a hotel may employ as purchasing agent someone who has had considerable purchasing experience in other hotels or other businesses.

Experience in purchasing work, merchandising, and allied fields gives you an excellent background for purchasing work. Specialization in some particular phase of purchasing is sometimes also required as, for example, the purchasing of canned goods, office supplies, food, liquor, or linens. In some hotels, employees from other departments are considered for advancement to jobs in the purchasing department. Promotion will depend largely upon the individual, his or her education and experience, and the responsibility of the opening.

Purchasing checkers handle invoice control, examine incoming invoices to check errors, check invoices against purchasing department records and purchase orders, and verify the quality and quantity of all goods received. They notify the purchasing agent of vendors' compliance with all terms of purchasing orders and contracts.

A high school education is generally required for employment here, and college or hotel training courses are preferred. While there are such beginners' jobs as clerks, secretaries, and office helpers available in the purchasing department, opportunities for better jobs and promotions depend upon experience, ability, and training. Other fields in which experience can be gained are selling and estimating.

Most purchasing department employees work eight hours a day, five or six days a week. In general, office help will be on duty 9:00 A.M. to 5:00 P.M., while checkers or other helpers who are concerned with incoming shipments may work staggered or late hours in order to meet these shipments.

Since purchasing work is highly specialized, most hotels try to train staffs for this work and keep them as long as possible since they are not easily replaced. This is skilled work, and ability is generally equal to the length of time and experience spent in this work. While purchasing agents have been promoted to managerial positions, purchasing is generally considered to be a field in itself.

In 1996 (Bureau of Labor Statistics), median annual earnings of purchasers were \$33,200. The middle 50 percent earned between \$23,300 and \$45,900. Much depends upon the job requirements or the individual's own experience and background. There are too many variable factors here to give a precise amount. The head of the department may not only receive a large salary but receive a bonus for savings made in purchasing or efficiency of operation. Sometimes meals may be furnished to certain members of this department.

## **CENTRAL FILES DEPARTMENT**

A central files department is usually found only in large hotels, where files are most often kept on computer databases. In small hotels, its functions are absorbed by other departments, as the number of files doesn't warrant setting up a special section.

As large hotels have become older, their files have increased along with the years. And as these files have increased, it has been found impossible to have each department keep its own files. This would require more space for files than rooms.

As a result, this central file system was set up. It includes a central sorting and clearing center where all files are sorted, duplications weeded out, and central mailing lists set up. Today, much of this work is kept on computer. This might include general correspondence, bulletins, executive memorandums, contracts, guest files, and other information.

Added to these duties in some hotels have been those of general storekeeper and interoffice mailroom. The general storekeeper stocks and issues all office supplies. He or she keeps a constant check on inventory and sees to it that supplies are available for departmental use when needed.

The interoffice mailroom distributes all interoffice correspondence and handles the mailing of all hotel mail and packages.

This central mailing center not only saves the time of different departments but also helps keep one central control over all postal expenditures. In large hotels, postage is an expensive item.

The chief file clerk supervises the work of this department, and positions here include file clerks, mail personnel, storekeeper, and assistants. No special educational requirements are needed, although at least a high school education is preferred, and an understanding of computers is helpful. Many hotels give part-time employment here to students attending hotel training schools.

Promotion from the central files is possible to other departments of the hotel. The chief file clerk's position is a skilled position,



since knowledge of filing systems and controls is necessary. The chief file clerk is appointed from other file clerks or other departments of the hotel. Occasionally, a hotel will employ as chief file clerk someone who has had filing experience in other hotels or businesses.

Remuneration is generally averaged at about \$17,000 a year (1996, Bureau of Labor Statistics), depending upon the hours, experience, and duties. But the central files department is the nerve center of the hotel and an excellent point from which to see the hotel in operation.

### **SECURITY DEPARTMENT**

Hotel security departments range from a solitary employee in some small hotels to as many as twenty or more people in some of the larger hotels. Today's house officers and patrol personnel are primarily concerned with the protection of hotel guests and their property.

In most of the larger hotels, this department, under the supervision of an assistant manager in charge of protection (or chief house officer), operates quietly to safeguard hotel guests and property against theft or other crimes. Members of the department are stationed in public rooms, in the lobby, on banquet floors, and on the guest floors. When you realize that a large hotel is a city within a city with as many as three or four thousand guests in the house at one time and thousands of dollars worth of furnishings distributed throughout the building, you can see why potential criminals are likely to be attracted.

Technological advances have changed the way security systems operate. For example, in many hotels a room key is not used, and in its place a key card the size of a credit card is inserted in the room door to gain entrance. When a guest checks out of the hotel, the combination on the key card is reprogrammed.

In addition to their other duties, house officers are also trained to help distressed guests to their rooms, prevent disturbances in any part of the hotel, accompany cashiers, prevent annoyance of guests, and take charge in case of emergencies.

While educational requirements for this department are not specified, some house officers are college graduates, and many are former police officers. High school and college education, as well as hotel training courses, are helpful for promotion. Promotions are possible within the security department and also to other departments such as front office, credit, and management. There are several prominent hotel managers today who started as house officers and worked their way up. The ranks of house officers have often been tapped to fill openings for assistant managers on the floor.

In addition to house officers, the security department is composed of uniformed patrol personnel in large hotels. They regularly tour all guest floors, service floors, and public rooms of the hotels. In many hotels, they punch time clocks at stations along their tour. They inspect the premises continually to see that things are in order. Other patrol personnel are assigned to the receiving entrance to prevent loss of merchandise. They are also assigned to patrol work at conventions, banquets, and when large crowds are in any of the public rooms.

The security department may also house the lost and found section where all articles left in rooms by departing guests, or found elsewhere in the hotel, are kept for return to their proper owners. In some hotels, this function is handled by the housekeeping department. Here, too, reports are made of losses and are given to house officers.

Since security is a twenty-four-hour operation, the three-shift system is generally employed by members of the department. In 1996 (Bureau of Labor Statistics), median annual earnings of guards who worked full-time were about \$17,300. The middle 50 percent earned between \$10,300 and \$25,100. The lowest 10

percent earned less than \$10,300, and the highest tenth earned more than \$35,600. In general, earnings depend on the size of the hotel, number of hours worked, and the employee's experience. The executive positions in this department pay much more. Meals are sometimes furnished to the manager or other members of this department.

### **HUMAN RESOURCES DEPARTMENT**

In large hotels, separate departments handle various aspects of personnel management duties. These duties include helping employees fill out application cards; keeping files on all employees; interviewing applicants for positions; advising applicants of their fitness for the various openings in the hotel; keeping time records; investigating the references of all applicants; recording changes in employees' earnings, hours, jobs, education, training, home addresses, or telephone numbers; recording absences because of sickness or other reasons; and noting merits, bonuses, disciplinary comments, recommendations from department heads, and causes for discharge. Personnel work also includes supplying references to other companies requesting information about previous employees, keeping lists of employees being considered for promotion, and supervising assignment and control of lockers. In addition, personnel department members analyze the various jobs in the hotel to determine special requirements or characteristics most needed to perform them well.

One key position in the department is that of "timekeeper." The timekeeper is responsible to the paymaster. It is this person's duty to record the time of employees' arrivals and departures where there are no time clocks. He or she fills out time sheets, services the time clock, and performs other such duties. The timekeeper's reports are used by both personnel, for records, and by the paymaster, for computing the payroll.

Because a considerable number of hotel employees wear uniforms of one kind or another, most hotels provide lockers and dressing rooms where employees can change clothes. The personnel department locker crew regularly checks employee lockers, replacing locks when employees leave employment or are discharged and repairing lockers as needed. The crew also looks for articles of value left behind in the dressing room, or in unlocked lockers, and keeps track of them.

These personnel functions are supervised by the department head—the personnel director. While many personnel directors have worked their way up, today's hotels demand people with special education and training in personnel work. In most cases, a college education is required of applicants for this department. Many colleges today have special courses of study in personnel and human resources. In many instances, the personnel director participates in labor negotiations and may also supervise employee relations. In this case, specialized education and training is a must. Promotion from personnel director is straight up the ladder and may lead towards a managerial office.

Opportunities to enter personnel work are offered persons who have not had hotel experience, if they have completed educational and human resources work. In some instances, hotels will promote other workers to positions in the personnel department. Conversely, employees in the personnel department are eligible for promotion to other departments where openings exist. By the nature of their work in personnel analysis and job evaluation, personnel workers learn a great deal about hotel operation. The experience to be gained in this department is invaluable in starting a hotel career.

The average yearly salary in this department is \$25,700, based on a regular eight-hour, five- or six-day week (1995, Bureau of Labor Statistics). Hours are generally regular, from 9:00 A.M. to 5:00 P.M.

## **BANQUET AND CATERING DEPARTMENT**

Since the banquet department is primarily concerned with food and its service, one would think that this department naturally belongs in the back of the house. But since hotel banquet departments deal directly with guests or groups desiring space for conventions, meetings, luncheons, dinners, and other functions, the banquet department is considered front of the house.

In many hotels, banquet and catering functions make up a large portion of the profit from food operation. Group banquet business results in considerable revenue, not only from food and liquor sales, but from room rentals as well. A considerable amount of room business has been lost by hotels with inadequate banquet facilities.

Associations and business groups require a large amount of public space for exhibits and meetings at their annual conventions. They also need adequate ballroom and public space to accommodate the general luncheons, dinners, and meetings held for their membership. Accordingly, when officers of these groups plan their annual conventions, they are guided in their choice of a city and hotel by the size of the facilities available to accommodate their group. For this reason, cities that can provide adequate convention space—including large assembly halls for general meetings and enough small meeting rooms for divisional meetings— attract this large group business. Cities like New York, Atlantic City, Chicago, San Francisco, St. Louis, Miami, Miami Beach, Dallas, Fort Worth, Boston, Washington, and others even have special bureaus to solicit such group business. Because it results in extra billions of dollars in revenue for their hotels, restaurants, amusements, theaters, stores, and transportation facilities, cities vie for this convention business.

Such large group business results in concentrated service and good profits, and hotels seek to obtain as much of this business as possible. Banquet facilities and the operation of the banquet department figure largely in how much large group business an individual hotel receives.

### **Banquet Manager**

The banquet manager, who supervises this department, is usually responsible to both the catering manager and the director of sales. This is so because the banquet manager fulfills two functions: one as a food manager and the other as a salesperson. In many hotels today, the trend is to make the banquet department, although it operates independently, part of the sales department.

All arrangements for banquets and other social functions are supervised by the banquet manager. This person directs the physical setups at all functions, draws up contracts and signs them, suggests or arranges for entertainment, and cooperates with all other departments involved in serving group business, such as the front office (rooms), sales department (which may have brought this business to the hotel), housekeeping, and others. The banquet manager is responsible for the efficient operation of all functions at the affair and must see to it that the hotel carries out its part of the bargain.

Banquet work is highly specialized and requires experience not only in planning menus and arranging meeting and convention setups but also in food costs and control. A banquet manager must know how to eliminate costly items from banquet menus without reducing the quality or appearance of the meal. He or she must know how to increase the sale of profit-bearing food and liquor and be able to sell his or her personality and ability to guests and committees.

The banquet manager can reach this position by starting at the bottom and learning each phase of food operation on the way up, or he or she can prepare to work in this department by taking special educational and culinary courses. In some hotels, promotion to banquet manager is made from the sales department, chef-steward's office, or managerial staff.

### **Banquet Staff**

The size of the banquet staff depends upon the size of the hotel and its banquet operations. Their duties include selling space,

scheduling events, keeping date books to avoid duplications of bookings, arranging for the listing of daily and weekly events on bulletin boards, suggesting and making up sample menus, arranging all functions for social events, setting up menus and programs, and servicing all functions.

Years ago, a young person interested in the banquet department apprenticed as a chef's helper, then became a kitchen assistant, next an under or assistant chef, and up the ladder to a *chef de potage*, or salad chef. The next step would be promotion to chef or banquet manager. Today's banquet people are trained personnel in food and hotel operations. Many excellent schools specialize in food and restaurant control and operation, which are so important to a banquet manager.

If you plan to enter the banquet department, you should therefore prepare by specializing at school in food and hotel courses. If this is not possible at the school or college you are attending, make arrangements to attend a school that has a course in hotel and restaurant operation.

After you have completed your education, start out in the chef-steward's department or as a beginner in the banquet department. The chef-steward's department is preferable because you will gain better groundwork in food preparation, cost, administration, and menu preparation here than in any other department. Many who have succeeded in the banquet field first started out as assistant waiters or waiters in hotel or outside restaurants. Food experience is important not only to success in the banquet department but to future success in any hotel career.

Banquet departments also include staffs of banquet waiters supervised by the banquet head waiter. These are waiters specially trained in banquet operations, which differ from regular table waiting. To aid the waiters, there are assistant waiters and housekeepers who set up tables, bars, and buffets before the waiters furnish them. The housekeepers clear out furnishings after each function.

Educational requirements for these positions are not rigid. If you cannot continue with advanced schooling, you can educate

yourself in food operation by working in food departments. If you start as an assistant waiter or waiter, do not rely on this kind of on-the-job training exclusively. Once you have gotten your feet on the ground, make arrangements to augment your practical experience with courses in food costs, control, preparation, and operation. Also add courses in hotel management and operation. These will help round out your experience and facilitate your advancement. Many of the most successful hotel executives started out on the lower rungs of banquet operations. Opportunity is yours here, and your advancement will depend upon your own education, personality, ability, energy, ambition, and will to succeed.

### **Hours and Wages**

The workweek in the banquet and catering departments has no set hours as do other departments; the schedule is staggered. Since functions take place in the evening, banquet employees are frequently asked to come in late and stay late. The hours will vary greatly even from day to day.

It is difficult to estimate the average earnings for waiters and other such personnel since their incomes depend upon the amount of business booked and the amount of tips they receive. Banquet work also can be very seasonal (weddings in the summer, for example), and earnings can fluctuate widely. Banquet employees average between \$300 and \$500 per week (1996, Bureau of Labor Statistics) and more as they advance to assistant banquet managers. The top job here pays handsomely and is augmented by bonuses and percentages. Meals are sometimes provided for certain employees.

### **PUBLIC RELATIONS AND ADVERTISING**

Public relations and advertising are specialties in their own rights. Most hotels fill openings in these departments with personnel who have had this kind of experience in other hotels or other



fields. While advertising procedures and practices are fairly similar in hotels and in other businesses, public relations procedures for hotels is somewhat specialized.

The problems and tasks that confront persons in hotel public relations are as varied as the colors of the rainbow. On one day the public relations executive might be called upon to prepare a program for a technical education group; the next day he or she might be called upon to publicize a variety show in the hotel's main dining room. In the larger hotels, the director plans and supervises sales promotion activities in addition to supervising the public relations program.

Hotel public relations representatives are really executive assistants to top management. They are constantly called upon to represent and speak for the executive branch of the hotel. They must have a complete understanding of general hotel operation and policies. They must know what is required of each worker in the hotel and the hour and wage schedule of every department. Constantly called upon to supply facts and figures, public relations personnel must be equipped with essential knowledge of the hotel and its departments. A public relations executive—the title may be either manager or director—must have good judgment, experience, and at least a college education.

Public relations is an important profession in the hotel industry when you realize that a hotel sells primarily service, something so intangible that it must be measured solely in terms of public acceptance and recognition.

Advertising operations in a hotel are similar to those of any other business. The advertising manager or an outside agency prepares newspaper and magazine copy and suggests the appropriate media. The advertising manager in a hotel is also responsible for internal displays, such as those on elevators, in lobby easels, window displays, dining room table cards, and others. This person also supervises the printing of menus, programs for banquet functions, and all other printing, including stationery, business cards, billheads, ledger cards, and so forth.

Most advertising and public relations jobs go to persons with some experience in these fields. College education is usually required. However, there are opportunities to enter these professions as an apprentice and to educate yourself with on-the-job experience. This will depend purely upon the size of the hotel and the advertising and public relations staffs.

Remuneration varies with the hotel. According to 1996 Bureau of Labor Statistics, the median annual salary of marketing, advertising, and public relations managers was \$46,000. The lowest 10 percent earned \$23,000 or less, while the top 10 percent earned \$97,000 or more. Meals and, sometimes, lodging are provided. But there are many chances to go up the ladder here, which makes this an especially desirable department in which to gain hotel experience early in one's career.

## **SALES DEPARTMENT**

Responsibility for selling space in public rooms and bringing large group business to the hotel belongs to the sales department. The volume of sales, and work, depends on the amount of space and other public facilities available.

Sales management has become an integral part of hotel operation and management. With sales in this industry now assuming a major position of importance, the sales director is regularly consulted regarding hotel policy and operation. In the larger chains, he or she is responsible only to the managing director or president and has complete authority and responsibility for front office, restaurant, banquet, and management policy.

This authority is easily understood when you stop to realize that sales is the department actively going after business. The sales department is in charge of all advertising and promotional expenditures; they determine which market should be exploited to realize the best results in room and food sales for the hotel. Therefore the

sales department certainly should have control over the allotment of the merchandise it is selling.

Hotel sales personnel are essentially the same as sales forces in any business; their problems are the same. While there are no specified educational requirements, a high school education, at least, is preferred, and a college education is advantageous for future advancement. Completion of special courses in hotel management and operation will benefit persons interested in furthering their careers in sales work.

Sales departments differ with the various hotels. While one hotel may appoint one person as the director of sales or sales manager and label the rest of the staff as assistant sales managers, other hotels have given these assistant sales directors such titles as sales manager, convention manager, merchandise manager, and foreign sales manager. In hotels where the sales assistants have been given such titles, each salesperson specializes only in the type of business her or his title implies. While the convention manager goes after conventions, the merchandise manager goes after buyers and mercantile firms. However, the trend today in hotel sales work is away from this subdivision of departmental activities. Often certain business prospects lead to others, and it is not efficient to shift people according to the type of business.

Sales representatives, like credit people, are often given assistant manager titles since this aids them in their contacts. Many businesses have found it advantageous to appoint numerous vice presidents in their sales departments for the same reason.

The sales director or manager has the duty of assigning leads or accounts to the various salespeople. Many salespeople receive percentage bonuses in addition to their salaries, and the sales manager must avoid favoritism in assigning accounts. The sales director must also work to maintain a good relationship with other departments in the hotel.

Close liaison between sales and banquet departments is required, for example. Since the major part of sales are those of public space,

the work of both departments must be closely coordinated. To prevent duplicate bookings, one master entry book is usually kept. Once an event has been booked, the salesperson alone, or with the parties concerned present, arranges the setup, menu, and other details of the affair or function with the banquet manager.

The sales force also works very closely with the public relations department since sales promotion is one of this department's functions in many hotels. And even in those hotels where sales promotions (as in industry) are handled by a separate department, public relations work is generally called for with each group, including program advice and planning, press releases, speech writing, publicity, special events, photography arrangements, and other customary duties of public relations.

Beginners may enter the sales department directly from the outside, although front office clerks, credit people, accounting personnel, banquet representatives, bellhops, and others are often considered when openings occur in sales departments. Important characteristics sought by hotels in their salespeople are intelligence, good appearance, and the ability not only to sell but to get along with people.

Working hours are staggered. Many contacts are made at affairs or dinner parties, and sales reps frequently have to work evenings in order to develop business. Then, too, many prospects have their own business to occupy them in the daytime and are available for sales presentations only in the evenings. Along with irregular hours, hotel salespeople spend time on the road, contacting association officers and businesspeople at meetings and conventions in other cities.

One is usually promoted to managerial work from sales work. As the one who brings in the business, the salesperson has a following and, therefore, has a particular value, especially after many years of experience.

The average income received by salespeople is about \$525 weekly and may run as high as \$36,000 to \$63,000 yearly in executive sales work (1996, Bureau of Labor Statistics). But it is difficult

to draw an exact picture of earnings—you make your own way in sales work, and you also make your own salary. Many hotels give substantial bonuses for jobs well done.

In a carefully prepared and analytically thought-out message, Frank W. Berkman, former director of the Hotel Sales Management Association International, has put the picture into very clear focus. Mr. Berkman, who has been a well-known hotel executive most of his life and active in sales and hotel management for many years, writes:

The hospitality industry today, more than ever before, offers unlimited opportunities for anyone seeking a challenging, stimulating, and rewarding career. In many countries throughout the world, as well as in numerous areas and provinces in the United States and Canada, the combined hospitality-tourism field is either the first or second largest industry in terms of business volume.

Hotels, motels, and resorts have a dramatic impact on all sections of economic, social, and cultural life. The hospitality industry is totally “people-oriented,” providing personal benefits to the countless millions of persons who use hotel/motel accommodations, facilities, and services around the globe.

To encourage and further expand this use, whether it is business or pleasure-oriented, and to continually secure profitable levels of room, food, and beverage sales—are all primary functions of sales and marketing.

There is a certain glamor and allure associated with hotel/motel sales promotion, advertising, publicity, and public relations. These include opportunities to meet famous and fascinating people from all walks of life, to travel, to entertain, as well as status and prestige, excellent industry advancement, and high salary potentials. Perhaps more significant are the unique opportunities hotel/motel sales and marketing can offer you in the fulfillment of your own very personal career wants and needs.

For example, ask yourself these questions: Would I enjoy the challenge of motivating people to purchase useful ser-

vices or products, particularly by face-to-face selling? Would I particularly like the areas of business management and administration...of being in charge of an active, productive sales office? Do I especially seek out opportunities to use my creative abilities? Am I better suited to detail work—such as that involved with proper servicing after the sale is made?

If your answer to any, or a combination of, the above is “yes,” then there certainly is a most profitable place for you in hotel/motel sales and marketing. What type of place? What specific job or position? The following offers a brief description of just some of the wide variety of challenging career positions in hotel sales and marketing.

### **Job Titles**

- *Vice President—Marketing:* Establishes annual marketing program aimed at developing maximum business volume for rooms, food, beverages, and other sales; prepares sales goals and budgets; trains and develops sales personnel; and supervises and coordinates all related activities such as direct selling, advertising, publicity, and public relations.
- *Director of Sales:* Administers, coordinates, and supervises sales department executives who are responsible for soliciting and servicing conventions, sales meetings, tours, and other groups requiring public space and room accommodations. Also creates and implements programs aimed at stimulating individual room, food, and beverage business.
- *Director of Advertising:* Develops coordinated advertising campaigns and programs involving newspapers, magazines, radio and television, outdoor advertising, and direct mail. Works closely with advertising agencies in the creation and production of advertising and promotional literature.
- *Director of Public Relations:* Responsible for developing positive programs directed at maximizing the hotel’s image and

its relations with the community, its employees, its guests, and the general public.

- *International Sales Manager*: Coordinates activities specifically aimed at stimulating and developing both individual and group business from areas outside the country.
- *Tour and Agency Manager*: Responsible for developing both group and individual business through personal contacts with travel agents, tour operators, transportation companies, and carrier representatives.
- *Convention Service Manager*: Coordinates all hotel departments to ensure maximum service to conventions and other groups once they are in the hotel, and is responsible for supervising all in-house activities of the groups that involve hotel services.
- *Sales Representative*: Directly contacts both repeat and new business prospects on a regularly established basis—through personal visits, telephone calls, and direct mail—for the specific purpose of booking a continuing flow of profitable business.

The need for qualified sales personnel is an ever-present one. New hotel/motel/resort building, the resulting increase in competition, and the ever-expanding market potentials—both domestic and international—all help make the experienced, professional sales and marketing executive one of the most sought-after employees in the hospitality industry. Yet the qualifications for careers such as those described in the preceding pages are not as technically demanding as you might think. The most important traits for a sales and marketing executive are positive personality, attitude, work habits, and relationships with others. Technical skills can be readily learned.

But because of the unique nature of the hospitality industry, there are a number of special qualities that are essential for those desiring to be successful in selling and servicing of its products. They are:

1. Empathy—the ability to put yourself in the other person’s “shoes,” such as when motivating a customer to buy by appealing to his or her specific needs and wants.
2. Initiative—the capacity of being a self-starter, to seek out and explore new business sources and potentials.
3. Creativity—the capacity to develop new, special, or unique marketing programs, attractions, or selling techniques, so that the benefits of your particular property stand out among all others.

Although nothing can take the place of actual on-the-job experience, there are ample opportunities for those of you in high school and college, for example, to help build a proper foundation for your hotel career. Be sure to include in your curriculum courses sales promotion, advertising, marketing, merchandising, tourism, motivation, communications, and public speaking. Actively participate in sales seminars and marketing workshops, such as those conducted by the Hotel Sales and Marketing Association International (HSMIAI) for both industry and colleges. And, HSMIAI student membership is highly recommended as an extremely low-cost means of obtaining information on all facets of sales and marketing. HSMIAI is located at 1300 L Street NW, Suite 800, Washington, DC 20005, (202) 789-0089; website: <http://www.hsmiai.org>.

## **OPERATING MANAGEMENT**

The resident manager is operating head of the hotel; this person supervises and directs all activities of the various departments. Generally, he or she is also on the executive board and is responsible only to the president or managing director of the hotel. The overall responsibility of the resident manager is to see to it that the guests are satisfied and that the hotel is operated as cleanly and as profitably as possible.



The resident manager has authority to make appointments or discharge any employee or department head for inefficiency, misconduct, or other reasons. He or she carries out the policies originated by the executive board or managing director and plans their execution by the various departments. At regularly held meetings of the department heads, the resident manager announces policy, schedules, and the execution of plans and discusses interdepartmental problems and conflicts. The resident manager also issues regular bulletins or notices to department heads and all other employees, notifying them of new policies, changes in operating schedules, hotel activities, and functions of interest.

As operating head of the hotel, the resident manager also participates in final negotiations with labor unions or employee groups after initial discussions and agreements have been prepared by the personnel department of the hotel.

The resident manager and the executive management must also be well experienced in the engineering problems of the hotel. Building and operating equipment problems, while under the direct surveillance of the chief engineer, are important management problems as well. Managers must be familiar with the most efficient types of machinery; they should understand furnaces, laundry machinery, kitchen machinery, and other equipment necessary to hotel operation. Although they need not be expert on such matters, as engineering problems are handled by the engineering department, resident managers should nevertheless understand these problems well enough to prevent inefficiency in engineering practices. Many schools give special courses in hotel engineering to better acquaint management students with this important and expensive back-of-the-house problem.

Depending on the size of the hotel, there are any number of assistant and executive assistant managers to help with these duties. In general hotel practice, executive assistants are on duty each of the three shifts. Representing the manager, they are empowered to act officially in all situations coming to their attention.

In smaller hotels, the owner, who is usually the manager, may assume not only all the responsibilities of resident manager, but also those of the front office, credit, personnel, and other departments. Since the problems of small hotel operation are not considered the same as those of larger hotels, experience for resident manager openings in large hotels is best obtained in large hotel operations.

You generally attain the position of resident manager after many years of experience, and promotion to resident manager usually is made from the ranks of assistant managers, sales manager, credit director, controller, or other department heads. However, advancement to this top management position can be achieved by almost any employee in the hotel industry, including bellhops, accountants, chef-stewards, sales managers, and others, and one should constantly strive for self-improvement and progress. Either while employed in a hotel or before entering hotel work, one should complete courses in hotel management and operation given by many good schools and colleges. The position of resident manager is the aim of all interested in hotel careers and is available to all regardless of education and previous training. Remember, however, that the better your education and training, the better opportunity you will have to obtain your managership.

It is difficult to evaluate the earnings of hotel managers since they vary greatly, depending upon the size of the hotel, its operation, the policy of the executive branch, and other intangibles. According to 1996 Bureau of Labor Statistics, earnings of assistant and general hotel managers varied with the size of the hotel. Annual earnings for assistant managers averaged around \$40,000. General managers earned an average of \$54,000 a year, with salaries ranging from \$39,000 to \$81,000. In certain cases earnings are augmented by bonuses and commissions paid on the basis of the business volume for certain periods. Living quarters and meals are generally provided, also.

## TOP MANAGEMENT

In the largest hotels, where operations rest in the hands of a resident manager and her or his staff, executive policy and control is in the hands of a higher executive branch. This may consist of a board of directors, an executive committee, or a managing director. This executive, or group of executives, represents ownership.

The executive, or group, formulates policy and supervises the actions of the resident manager. Although mostly concerned with financial matters and the accounting of profits or losses, the executive branch will take part in operational functions when called upon by the resident manager, or when conditions arise to make intervention necessary.

The executive management also arranges for financing when needed, decides on important changes in operations, approves investments for improvement or other reasons, hires top personnel, and, in general, supervises all top-level operations. Resident managers may be appointed to an executive post. Quite commonly, members of the executive board are chosen from banks, insurance companies, or other business groups that have financial or other interests in the hotel. There is no one plan of action that can take you to this level.

Remuneration varies. Some executives represent the owners or investors and receive their incomes outside of the hotel. Others, such as the managing director or president, receive their incomes directly from the hotel. Their earnings may consist of straight salaries augmented by bonuses for profitable operation or a percentage of hotel profits.

A famous hotel consultant advises newcomers as follows:

In my experience in the hotel industry, I have become very sure that the industry offers a wide range of opportunities for an interesting and rewarding business career. To set aside, for the moment, the recognized fact that hotel employment offers the opportunity for a career generally with-

out the boring aspects of many other careers, it also is true that numerous positions within the industry return to the individual monetary rewards ranging from fair to extremely good. Many years ago the rewards to be realized were limited but, particularly since the end of World War II, [management], department heads, and section leaders have enjoyed an upgrading of their wage scales to a point never anticipated prior to 1940.

It is always a source of satisfaction to realize that so many of those in our industry who are in the better positions and enjoying the most worthwhile fruits of their efforts are those who started in the hotels in a fairly menial capacity and through effort and attention have accomplished a steady climb to the pivotal positions which they now hold.

I would not want to underrate in any way the fine education which is being given to young men and women in the hotel schools of the many colleges and universities throughout the country. We see these graduates coming along side by side with the career worker to occupy the managerial posts.

With the reality of the new aspect of luxury motels throughout this country, and now being felt by the industry abroad, a new facet of innkeeping is opening up to those who are willing to embrace innkeeping as a life's career. All of us find interest and excitement in constantly being exposed to new people and new schedules, and this, being the daily fare in hotel operation, offsets the fact that we who have followed hoteldom as a career have, because of the very nature of the business, set aside the importance of a scheduled workday and a scheduled workweek.

For a young person with initiative, intelligence, and the desire to get ahead—and a basic liking for humanity—the hotel industry offers the golden opportunity for an interesting and successful career.

Milton Kutsher, of the famed Kutsher's Country Club in Monticello, New York, has this to say about a hotel career:

The modern resort hotel...exists only because it is today as necessary as home. A strong statement? Perhaps. But if one thinks about home as a place to relax and enjoy oneself, and then thinks about the modern resort hotel as a place to relax and enjoy oneself, then we get a better idea of the place of the resort hotel in our mechanized culture. And from that, we get a better idea of the opportunities in today's modern resort industry.

The pace of the world of business and industry today makes vacations away from home a necessity. (Wasn't it a doctor who coined the phrase, "a change is as good as a vacation"?) Tensions can far more easily be released in an unfamiliar, sometimes exotic atmosphere than at home.

What's more, salaried people nowadays have both the income and the time to get away—unlike a few decades ago when resort hotels were neighborhoods for the employer and well-to-do management. Add to this the ever-increasing tendency of large companies to hold off-season conventions at resort hotels and one begins to see the rosy dawn of a new lease on life for the modern resort industry.

Of course, none of this would still amount to a hill of beans if it weren't all brought together with modern, high-speed transportation. What good the delights of the world if one has to spend all one's time getting there—not to mention getting back? So all of us in the modern resort industry owe a huge debt of gratitude to jets, super-trains, buses, super highways, and the people who are planning to speed up even further these super-speedy ways of getting anywhere and back.

And then, there's advertising. Which, for better or for worse, tells the world what we've got to offer. Together we have something for everyone. Something wonderful.

Something beautiful. Something exciting. Something relaxing. Together, the millions of dollars we in the resort industry spend on advertising have crystalized the vacationing habits of America so that today the resort world is healthy, flourishing, and still young.

Doesn't it follow, then, that opportunity for executive and management personnel has grown to an unprecedented degree? The person who wants—and trains himself or herself—to deal with the requirements of a demanding and sophisticated public will find that there is still gold in them thar hills,... for them who will dig for it.

## CHAPTER 5

# HOUSEKEEPING, FOOD, AND ENGINEERING: THE BACK OF THE HOUSE

Although most top management and executive positions lie in the front of the house, the best sources for experience and the most opportunities for advancement lie in the back of the house. The *back of the house* refers to those operations of the hotel that deal with housekeeping, food, and engineering, and which are seldom observed by guests. While restaurant operations involve direct contact with guests, they are so integral a part of food operations that they are described in this section.

### THE FOOD SERVICE INDUSTRY

Knowledge of food operation, control, and service is essential for the profitable operation of a hotel. Because of increased costs of labor and materials, the minimum percentage of room occupancy at which hotels can be operated profitably has been rising in recent years. Successful food operations can be a major factor in profitable hotel operation.

Most knowledge about food is not obtained from books but only from actual experience and training. Complete your studies, prepare for hotel work in special hospitality schools, but also learn

restaurant and food management and operation by actually working at it in the kitchen and the dining room. This experience will be a great advantage in furthering your hotel career.

One of the best ways to enter the hotel industry (and the restaurant field as well) is through the food and beverage areas, according to Brian Daly and Tony May, whose D-M Restaurant Corporation operates the internationally famous Rainbow Room and Rainbow Grill, both atop the sixty-fifth floor of Rockefeller Center, at 30 Rockefeller Plaza in New York City.

Writing for *Opportunities in the Hotel Industry*, Daly and May, whose company operates a full floor of private rooms that compete with New York's leading hotels for banquet business, said:

We know of no other business that offers as many opportunities to neophytes just starting out on their careers than the food and beverage field. Opportunities, we mean, that are available to almost everyone who chooses this as a lifetime career, regardless of background, education, or environment.

Many of today's top executives in food and beverage started at the very bottom of the ladder, some with more education and training than others, but all imbued with the same common element—a willingness to work hard and a desire to succeed.

There are, in addition, more chances for beginners to get into the field, and perhaps these opportunities are greater than in many other fields because many of the starting positions are seemingly low—as assistant waiters, dishwashers, kitchen assistants, and similar “laboring” areas. But from these have come some of today's chefs, stewards, sales executives, and, yes, even managers of hotels and restaurants.

This is not to belittle the importance of training and education. Not all chefs, stewards and other food and beverage executives started in lowly positions. European schools have long been turning out chefs of the highest order. To enter the business with a culinary degree or certificate from a European school, or hotel training course, is tantamount to entering the business world with an M.B.A. from Harvard....



In addition, most of the schools and colleges in this country that turn out finished chefs and kitchen experts have the same aura of attainment as their European counterparts. In many instances, the “connections” made at these American schools of cuisine become important links later on in those hotels and restaurants where previous graduates have important spots.

We heartily recommend the food and beverage area of the industry, because it is first of all extremely challenging and interesting; second, because the preparation and serving of food is self-rewarding; third, because the field is an important one in the hotel and restaurant industry, if not in the entire economy; and last, because success in food and beverage is financially very rewarding at the top.

The food service industry is still the pioneer’s frontier as a business venture and a profession. The last few decades have witnessed a constant expansion of food service in all of its segments—commercial restaurants, industrial and institutional food service, airline food service, and so on. Along with this constant expansion, new opportunities have been opened to thousands of men and women.

Looking into the future, it can be readily seen that the industry has not reached its limits. There are still many years ahead of us in physical and management development. The food service industry is still one of opportunity, perhaps more so than any other field. By the same token, the fact must be stressed that knowledge of the business details, of operations and management, is nowhere more required than in this industry.

In reality, a restaurant operator procures raw materials, manufactures the materials into a finished product, and finally places the product for sale on the market. Such a business process requires exacting knowledge because errors or ignorance can prove to be very costly. Perhaps that is why some of the most successful operators in the industry are those who have come up through the ranks. Regardless of formal education, knowledge and experience

gained while working your way up through the ranks is extremely valuable and desirable.

However, promotion, even from the ranks, never is easy or simple. Competition for advanced positions is keen. As the industry matures, such competition will become even more pronounced. The axiom that advancement must be earned holds true in this industry as much as in any other.

### **FOOD AND LIQUOR DEPARTMENT**

The activities of the food and liquor departments are generally supervised by one person. In smaller hotels, the manager or owner may personally supervise these operations. However, in larger institutions, the overseer of these departments is either an executive vice president or a catering director. It is this executive's duty to supervise the food and liquor operations, to see that all foods purchased meet the requirements of the hotel, the menu, and the food cost policy. This person will also supervise the general service in these departments and dovetail operations with other departments where required. This executive must also keep close daily control over these operations so that at all times the operation and food costs are maintained at maximum operating efficiency and to the best advantage of the hotel.

One rises to this position only after many years of training in this field. A beginner cannot hope to aspire to this post except after many years of hard work and experience. As one of the top posts in a hotel organization, the pay here is quite high and often augmented by bonuses.

There are assistantships and office positions available in this department. The assistantships require almost as much experience as the top post, and appointments to the top post are often made from the ranks of assistants. Directly under the catering director are the chef-steward and wine steward, and, in some hotels, the banquet

manager is partly responsible to the catering director for the food preparation and pricing of sales.

### **The Chef-Steward**

The chef-steward is in charge of the preparation of all food sold in the dining rooms and through room service and banquets. He or she plans menus; purchases, prepares, and serves the food dishes; and supervises the various assistant chefs and other personnel in the department. The chef-steward usually is directly responsible to the catering manager. In some hotels, the chef is independent of the catering manager, and is sometimes assisted by a steward who makes purchases and supervises the noncooking or baking employees of the food department.

The purchase of food at hotels is usually a daily function. It would be impossible to store all the fresh vegetables, fruits, bakery products, meats, and fish it takes to provide the thousands of meals served daily by some of the large hotels.

As the catering manager and chef are both interested in food costs and control, menus are generally planned according to availability, season, and daily market quotations. In large operations, the saving of a fraction of a cent per dish can mean a good-sized profit. For this reason, the chef and catering manager try to base their menus on the best-priced seasonal items where they can make cuts and save, without impairing the quality of the food. Working as closely as they do, it is generally difficult to make up menus more than a day or two in advance.

The specific duties of the chef are discussed in detail in a later section of this chapter titled "The Kitchen."

### **Liquor and Food Controls**

Since all three—the catering manager, the chef, and the wine steward—are responsible for operating their departments so that

they show a profit, rigid food and liquor controls are observed. The costs of preparing meals and drinks are figured down to the smallest fraction. When correlated with similar labor, overhead, and hidden costs analyses, profit or loss per portion can be shown.

Many restaurants and hotel food departments show a loss because of inefficient food controls. Hidden costs and wastes that do not show up on general cost figures can result in inefficient and unprofitable operation at the end of a fiscal period.

Some sort of checking system is employed in all hotel operations to control food and liquor orders. The systems vary with different hotels and types of employees. But some sort of control is necessary in order to prevent loss of revenue caused by inefficient billing or fraud. Checking is also important in compiling food statistics for use in analysis of food operations, costs, and profits. Checkers, responsible to the accounting department, perform this control function.

### **Room Service**

Managed well, room service can be a highly profitable food operation for a hotel. However, it must be constantly promoted and conducted efficiently. In smaller hotels, room service is provided by bell persons or regular dining room attendants. In medium-sized and large hotels, room service is set up as a separate department.

There are many opportunities for employment here, including positions as waiters, assistant waiters, telephone order takers, assistant managers, and room service manager. The manager of this department is responsible for the efficient operation of the department and for the interviewing, disciplining, instructing, and discharging of the employees in room service.

In hotels where room service is provided as a separate service, the department is usually set up on a two-shift system, with the night shift eliminated. Occasionally, some hotels will stagger the day shifts so that service is provided until 1:00 or 2:00 A.M.

Room service positions can lead to positions of management in one of the dining rooms or the banquet department. Further steps up the ladder are to positions as banquet head-waiter, catering manager, and eventually managerial work.

There are opportunities to enter the room service department as an apprentice waiter. Most hotels insist on experience for waiting in room service, but some will employ people who have had no previous experience and train them. Positions in this department may lead to that of head of the room service department and so on up the ladder.

### **The Wine Steward**

The sale of wines and beverages varies. In some areas, the sale of intoxicating beverages is forbidden. In others, local options are in existence whereby the laws may differ even from city to township. You will have to judge the setup according to local conditions.

In states where bottle clubs are common, hotel managements provide bar service, although the liquor is provided by the guests themselves. In certain states, such as New York, hotel managements provide complete bar service, including service bars for use by waiters selling wines and beverages to the table trade.

Usually, the wine and beverage departments in larger hotels are supervised by the wine steward. An expert in the field, this person generally supervises the placing of orders, the storage, and the issuance of wines and liquors for use by guests. He or she is required to know good from bad vintage years, the proper care of wines and liquors, and the history of the profession and its products. The wine steward also supervises the work of the employees of the department, interviewing, instructing, disciplining, and discharging employees as required. He or she is responsible for seeing that wines and liquors are on hand in sufficient quantity and quality to meet all guest demands, that they are ordered according to demand, and that the department shows a profit from sales.

The position of wine steward is a highly honored one in a hotel and was originally handed down from generation to generation or given to one only after many long years of apprenticeship and experience as a wine steward's assistant. Today, promotion to this position is made from the ranks of assistant wine stewards or head bartenders. A great deal of specific experience is needed here, gained only from long, hard years of work and training in this department.

Of course, there are opportunities for beginners to enter the food and liquor departments. Openings exist for apprentices in the kitchen; for assistants and student waiters in the dining rooms, the banquet service, and room service departments; and for assistant bartenders and assistants to the wine steward in the liquor department.

For persons with experience, there are openings as bartenders in many hotels. Bartenders mix and serve alcoholic beverages and are required to know many, if not all, of the concoctions common to liquor service. Hotels with special house mixtures will train their bartenders in the mixing and serving of these drinks. Assisting the bartenders are the assistant bartenders, who chop ice, remove empty glasses or trash, bring in supplies, and set up ingredients for use by the bartender. From assistant bartender, the next promotion is to bartender or assistant to the wine steward. From bartender, one usually advances to head bartender and then to wine steward.

Most bartenders are required to have previous experience, but assistant bartenders and cellarmen who have had no previous experience are given consideration. There are also numerous commercial bartenders' schools that offer courses of one to a few weeks at various tuition rates. If you consider a bartending school, it's wise to check its reputation with the institution where you want to work, and be sure the training you receive would be looked on favorably for employment. As with other hotel positions, a high school education at least is preferred, but beginners are trained in the duties and business of wines and liquors by the

wine steward or an assistant in most large hotels. Smaller hotels generally have no openings for assistant bartenders, cellarmen, or wine stewards because of the small staff size.

The average bartender had median weekly earnings (including tips) of about \$310 in 1996 (Bureau of Labor Statistics). The middle 50 percent earned between \$200 and \$350; the top 10 percent earned \$470 a week. Wages will depend largely on the size of the hotel and community and the responsibilities of the job, as well as on the amount of experience one has had in this field. Meals and uniforms are supplied by some hotels in addition to cash earnings.

The usual workweek is five or six days, eight hours a day.

### **The Kitchen**

The preparation and serving of food has always been, and always will be, one of the most important and most skilled functions in any hotel, large or small. Since profit so frequently depends upon efficient and skillful operation of the food departments, the success or failure of a hotel depends in no small part upon the ability and experience of the chef-steward.

The best opportunities for entrance into the hotel field exist in the food department. There is actually a shortage of skilled trained executive chefs in this country. For every top hotel executive with experience and know-how of food operation, there are probably ten other hotel executives who lack such knowledge. Many hotel executives strongly recommend that the beginner consider this field before all others. In their opinion, knowledge of food is more important than almost anything else in the hotel business.

Large staffs of cooks who specialize in the preparation of different kinds of food are common in most large hotels. The head of the cooking staff is the chef-steward who plans the menus, orders the food, supervises the other cooks, institutes the style of cooking, and originates the recipes. This person is responsible for the ordering of sufficient food to meet all guest needs, proper preparation

and serving of the food, and the operation of the department at a profit.

In some of the larger hotels, the chef-steward may be aided by a steward, who purchases the food and supervises the noncooking personnel. Other cooks in the kitchen may include a salad chef, cold meat chef, roast chef, sauce chef, dessert chef, and so on. There may also be butchers, bakers, and pastry chefs. The specialization will depend upon the size of the staff. In addition, there are helpers, assistants, and apprentices.

One of the most important jobs in the hotel field, the chef position is sought by most who enter the cooking field. It is reached generally only after many years of experience. Although most chefs or underchefs are employed on the basis of their previous experience, one can enter this field with little experience and gain on-the-job training.

At least two or three years of apprenticeship in a large-staffed hotel kitchen is necessary in order to become a cook. Many hotels require additional years of training and experience as an assistant chef in order to be considered for the job of chef. The years of training will vary somewhat, depending upon the size of the hotel and your own ability and talents for this profession. To help you in this career, numerous schools have instituted courses in this work, and for your convenience these classes are often given day and night. See Appendix C for a list of schools and colleges providing such training.

Many hotels today are increasing their apprentice-chef training programs, and many more opportunities are being made available for persons interested in this work as a career. Not only do you learn a trade here, but also you get a solid background in one of the most important subjects needed for top executive management.

Although most cooks are on a forty- to forty-eight-hour week, these hours vary, and some cooks will even work as many as seventy hours a week. The hours, schedules, and times will vary with the hotels and communities.



The average weekly wage for most cooks is between \$250–\$500 a week for staff cooks, while executive chefs earn about \$38,000–\$75,000 per year, and more, in average hotels (Bureau of Labor Statistics, 1996). In the large hotels, executive chefs make a great deal more, and it is difficult to estimate their earnings. They also receive bonuses for instituting savings on food costs. In addition to cash earnings, cooks, chefs, and other department members usually receive one or more meals daily.

### **Restaurant Operation**

While restaurant operations in large hotels are *supervised* by the catering manager, they are *carried out* by their managers. In charge of each restaurant in the hotel is the restaurant manager, whose duties include the interviewing, instructing, disciplining, and discharging of employees; keeping records; handling customers' complaints; sometimes preparing menus or making suggestions for menu items; and supervising all the various activities that are required to make the restaurant efficient and attractive.

In some smaller hotels, a restaurant manager may work very closely with the chef in preparing the menus and purchasing the food. A thorough knowledge of preparing, storing, and purchasing food, as well as food cost accounting, menu preparation, and checking, is helpful in this work. In addition, the manager must be familiar with sanitary practices and local regulations. He or she also supervises and assigns duties to employees, seeing that no favoritism is shown any particular member of the department.

Minimum experience required for restaurant management ranges from one to five years, depending on the size of the hotel. The larger hotels may not only require the longer experience, but also may assign prospective restaurant managers to other duties in the food and restaurant department in order to familiarize them with hotel operations before appointing them to the managership.

The minimum education requirement is high school, and your career will be furthered if you have college and/or food and restau-

rant-management training at an accredited school. Although most hotels and large restaurant chains start college-trained persons as assistant managers today, giving them courses of instruction before they promote them to managerships, there are still opportunities for waiters, cooks, assistant waiters, and others to work their way up to manager of a hotel restaurant.

The captain is an assistant to the manager and not only assists in managerial duties, but also assists people to tables, assigns waiters to stations, and sees that the guests are seated at waiting stations in rotation so that not all are seated in any one station to the disadvantage of other waiters.

In addition to the restaurant manager and captain, hotel restaurants have staffs consisting of waiters, assistant waiters, cashiers, and assistants. Besides taking guest orders and serving food and liquor to tables, waiters also set tables, sometimes collect payment, make out checks, arrange setups, help bus when busy, and perform other chores.

Though most hotels employ as waiters only men and women who have had experience in other hotels or restaurants or who have had experience waiting on tables, many hotels today are training their assistant waiters for promotion to jobs as waiters as openings occur. Some hotels are even engaging persons with no previous wait experience in order to train them in the hotel's own system.

In this field of hotel operation hours of work and earnings vary greatly. Hours depend upon local hours of service, working conditions, and many other factors. Earnings are based on tips as well as salaries, and meals are usually provided also.

## **HOUSEKEEPING DEPARTMENT**

Much of the reputation of a hotel lies in the hands of its housekeeper and the housekeeping staff. The most important thing

sought by the average hotel guest is a clean, neat, attractive, cheerful, comfortable room. He or she also wants to see clean, neat halls and public rooms. An inefficient housekeeper can ruin a hotel's reputation almost overnight. If a hotel is to succeed, its standards must be kept high.

Heading the housekeeping department is the executive or head housekeeper. It is this person's responsibility to see that halls, rooms, and furnishings are clean and attractive. In larger hotels where housekeeping staffs are also large, the executive housekeeper also has these duties: assisting in or making purchases of supplies for the department; interviewing, disciplining, instructing, and discharging employees in the department; keeping employee and housekeeping records; making regular reports to the manager of conditions, repairs, improvements, employee problems, expenditures, and suggestions; keeping inventories; and making out the department payroll. Frequently a housekeeper, if skilled, will create, or supervise the creation of, new schemes of interior decoration.

In large hotels, the housekeeping staff may include linen room attendants, assistant housekeepers, floor supervisors, housekeepers, furniture polishers, wall and window washers, seamsters and seamstresses, upholsterers, painters, cabinetmakers, and others skilled in housekeeping repair and maintenance.

Promotion to executive housekeeper is usually made from the housekeeping staff or by employing persons with experience in other hotels. Frequently, inexperienced persons are employed as assistants to floor supervisors and given training in their work. While previous training and experience are usually preferred for executive work in the housekeeping department, many have risen to top positions here from lesser jobs. Excellent training courses for housekeeping jobs are given by many high schools and vocational training programs throughout the country. These courses should be of great help in entering this field.

Openings as maid, housekeeper, supervisor, and other jobs in the housekeeping department are available to persons with little or no experience, and application should be made to the executive housekeeper.

Although lesser jobs in the housekeeping field often do not pay well, they are advantageous in that they are available to persons with little or no previous experience. To persons with the ambition and ability to succeed, these jobs offer opportunity to advance, since the rate of turnover in the housekeeping field is rather high.

Earnings of executive housekeepers average \$24,086 a year in small hotels (less than 150 rooms) to \$63,596 a year in large hotels (more than 800 rooms). In some hotels, executive housekeepers earn much more. Meals and lodging are quite often given in addition to cash earnings.\*

### **ADDITIONAL POSITIONS**

There are many other hotel jobs in addition to those specialized trades we have described. These other jobs, though important to the hotel's operation, are not hotel trades as such and do not require specific hotel experience. Among these other departments are engineering, telephone, laundry, valet, medical, and dental.

The hotel's water, heat, and other physical facilities are operated by the engineering department. Its size will correspond with the size of the hotel. In a large hotel, the engineering department will include boiler-room attendants, carpenters, electricians, engine-room attendants, maintenance engineers, plumbers, painters, compression workers, and others. Required experience for these positions depends upon the job to be filled. Hotel experience is not a

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\*Source: *Hotel and Motel Management*, 11/1/99, Vol. 214, Issue 19, p. 108.

prime factor in employment here. A background in a trade is more important than previous hotel work.

If you have a skill or trade that equips you for work in the engineering department of a hotel, talk to the chief engineer or to the personnel director for information about openings in your classification. Hours and remuneration will vary with the nature of your work and the size of the hotel organization.

There are also openings for telephone operators, laundry help, and valets (pressing and tailoring) in those hotels where these services are provided. Inquiry concerning openings, hours, and remuneration should be made to the personnel director.

In some large hotels, medical and dental services are available on the premises for the convenience of guests and for emergencies among the employees. These openings are filled from regular medical and dental channels. Medical or dental clinics can use nurses, receptionists, and secretaries. Make inquiry directly at the clinic or office.

In addition, there are numerous secretarial, typing, computer operating, reception, and other jobs in hotels. Inquiries for these should be made at the personnel office.

### **SOME FINAL WORDS**

Remember, career decisions are often difficult. Talk to others working in the field. Get all of the facts before making your choice. Choosing your career should be a positive and exciting experience! Paul Grossinger, of Grossinger's, the famous New York state resort hotel, once said of a career in the hospitality field:

The hotel industry today is certainly one to challenge the ability of any young person. Certainly no other business gives a person the opportunity of meeting so many various kinds of people, and no other business displays the human element as graphically.

A hotel is a world unto its own. We house and we feed people and also, in many instances, entertain them. We provide stopping areas, some as modest as a candy store, others as lavish as a series of shops operated by the best known names in the retail world. Certainly, an industry such as this is one to excite the imagination of the young. Most hotel people find that their business and social lives are greatly integrated. Most of us think that this is a benefit.

Financial gains in this industry are to the capable. Certainly, the basic concept of salary and wages in a hotel have gone up tremendously. Opportunity lies within the grasp of those who truly seek it.

Personally, I would not think of making my living in any other manner.

## **APPENDIX A**

# **PROFESSIONAL ASSOCIATIONS**

The following is a list of national associations to contact for further information on opportunities in the hotel/motel and hospitality industries.

Other sources of information include industry trade periodicals in Appendix B and two- and four-year degree school programs listed in Appendix C.

American Bed and Breakfast Association  
P.O. Box 1387  
Midlothian, VA 23113  
(800) 769-2468

American Hotel and Motel Association  
1201 New York Avenue N.W., Suite 600  
Washington, DC 20005  
(202) 289-3100

Council of Hotel and Restaurant Trainers  
P.O. Box 211  
Avon by the Sea, NJ 07717  
(800) 463-5918

The Hospitality and Information Service  
Meridian House  
1630 Crescent Place N.W.  
Washington, DC 20009  
(202) 232-3002

Hospitality Information Technology Association  
Box 5683  
Flagstaff, AZ 86011  
(520) 523-7333

Hospitality Sales and Marketing Association International  
1300 L Street NW, Suite 1020  
Washington, DC 20005  
(202) 789-0089

National Association of Black Hospitality Professionals  
P.O. Box 8132  
Columbus, GA 31908  
(334) 298-4802

National Restaurant Association  
Educational Foundation  
1200 Seventeenth Street NW  
Washington, DC 20036  
(202) 331-5900

Professional Association of Innkeepers International  
Box 90710  
Santa Barbara, CA 93190  
(805) 569-1853

Tourist House Association of America  
RR1, Box 12A  
Greentown, PA 18426  
(717) 676-3222



**APPENDIX B**  
**PERIODICALS**

*Condé Nast Travel*  
P.O. Box 57108  
Boulder, CO 80322  
(212) 880-4410

*Cornell Hotel & Restaurant Administration Quarterly*  
185 Statler Hall  
Ithaca, NY 14853  
(212) 633-3730

*Hotel Business*  
45 Research Way, Suite 106  
East Setauket, NY 11733  
(516) 246-9300

*Hotel & Motel Management*  
7500 Old Oak Boulevard  
Cleveland, OH 44130  
(440) 243-8100

*Hotel Technology and Restaurant Update*  
13852 Crosstie Drive  
Germantown, MD 20874  
(301) 540-2713

*Hotels*  
1350 E. Touhy Avenue  
Des Plaines, IL 60018  
(847) 635-8800

*HSMIAI Marketing Review*  
Hotel & Sales Marketing Association International  
1300 L Street NW, Suite 800  
Washington, DC 20005  
(202) 789-0089

*Innkeeping World*

P.O. Box 84108  
Seattle, WA 98124  
(206) 362-7125

*Lodging Hospitality*

1100 Superior Avenue  
Cleveland, OH 44101  
(216) 696-7000

*Lodging Magazine*

American Hotel & Motel Association  
1201 New York Avenue NW, Suite 600  
Washington, DC 20005  
(202) 289-3164

*Meetings & Conventions*

500 Plaza Drive  
Secaucus, NJ 07094  
(201) 902-1700

*Nation's Restaurant News*

425 Park Avenue  
New York, NY 10022  
(212) 756-5000

*Restaurant Business*

355 Park Avenue S.  
New York, NY 10010  
(212) 592-6500

*Successful Meetings*

355 Park Avenue S.  
New York, NY 10010  
(212) 592-6438

*Travel & Leisure*

1120 Avenue of the Americas  
New York, NY 20036  
(212) 382-5696

## APPENDIX C

# EDUCATIONAL PROGRAMS IN HOTEL AND HOSPITALITY MANAGEMENT

The following is a list of colleges and universities that offer four-year (bachelor's degree) programs or two-year (associate's degree) programs in hotel, restaurant, and institutional management or food service administration. A number of schools offer either a master's in business administration or a master's degree in hotel, restaurant, and institutional management; these programs are marked with the letter *M* to the right of their listing.

Requests for additional information should be directed to the admissions office or the hotel and/or hospitality management program at each school.

### FOUR-YEAR PROGRAMS

#### Alabama

Auburn University  
Hotel, Restaurant Management Program  
202 Mary Martin Hall  
Auburn 36849

Tuskegee University  
Hospitality Management Program  
Tuskegee 36088

University of Alabama  
Restaurant and Hospitality Management Program  
P.O. Box 870158  
Tuscaloosa 35487

**Alaska**

University of Alaska, Anchorage  
Hospitality Management Program  
Anchorage 99508

**Arizona**

Northern Arizona University  
School of Hotel and Restaurant Management  
Box 4084  
Flagstaff 86011

**Arkansas**

Arkansas Tech University  
Hotel and Restaurant Management  
Corley Building  
Russellville 72801

**California**

California State Polytechnic University, Pomona  
Center for Hospitality Management  
3801 W. Temple Avenue  
Pomona 91768

Golden Gate University (*M*)  
Hotel, Restaurant and Tourism Management  
536 Mission Street  
San Francisco 94105

San Francisco State University  
Hospitality Management  
1600 Holloway Avenue  
San Francisco 94132

San Jose State University  
Foodservice Management  
One Washington Square  
San Jose 95192

United States International University  
School of Hospitality Management  
10455 Pomerado Road  
San Diego 92131

University of San Francisco  
Hospitality Management  
2130 Fulton Street  
San Francisco 94117

### **Colorado**

Colorado State University  
Restaurant Management Program  
Fort Collins 80523

Fort Lewis College  
Hospitality Management  
100 Rim Drive  
Durango 81301

Metropolitan State College of Denver  
Hospitality, Meeting, Travel Administration  
P.O. Box 173362–Campus Box 16  
Denver 80204

University of Denver (*M*)  
School of Hotel and Restaurant Management  
University Park  
Denver 80208

### **Connecticut**

University of New Haven (*M*)  
School of Hotel, Restaurant and Tourism Administration  
300 Orange Avenue  
West Haven 06516

### **Delaware**

Delaware State University  
Hotel and Restaurant Management  
1200 DuPont Highway  
Dover 19901

University of Delaware  
Hotel, Restaurant and Institutional Management  
Alison Hall  
Newark 19716

### **District of Columbia**

Howard University  
Hotel, Motel Management  
2400 6th Street NW  
Washington 20059

**Florida**

Bethune-Cookman College  
Hospitality Management Program  
640 Dr. Mary McLeod Bethune Boulevard  
Daytona Beach 32115

Florida International University (*M*)  
School of Hospitality Management  
University Park  
Miami 33181

Florida Metropolitan University–Fort Lauderdale College  
Hospitality Management  
1040 Bayview Drive  
Fort Lauderdale 33304

Florida Southern College  
Hotel and Restaurant Management  
111 Lake Hollingsworth Drive  
Lakeland 33801

Florida State University  
Hospitality Administration  
225 William Johnston Building  
Tallahassee 32306

Lynn University  
Hotel and Restaurant Management  
3601 N. Military Trail  
Boca Raton 33431

Saint Leo College  
Restaurant and Hotel Management  
P.O. Box 6665  
Saint Leo 33574

Schiller International University (*M*)  
Hospitality Management  
453 Edgewater Drive  
Dunedin 34698

St. Thomas University  
Tourism and Hospitality Management  
16400 N.W. 32nd Avenue  
Miami 33138

University of Central Florida  
Hospitality Management Department  
P.O. Box 160111  
Orlando 32816

Webber College  
Hotel and Restaurant Management  
P.O. Box 96  
Babson Park 33827

### **Georgia**

Clark Atlanta University  
Hotel and Restaurant Management  
223 James P. Brawley Drive, S.W.  
Atlanta 30314

Georgia Southern University  
Restaurant, Hotel, and Institutional Administration  
P.O. Box 8024  
Statesboro 30458

Georgia State University  
Hotel, Restaurant and Travel Administration  
University Plaza  
Atlanta 30303

Morris Brown College  
Hospitality Administration  
643 Martin Luther King Jr. Drive  
Atlanta 30314

### **Hawaii**

Brigham Young University–Hawaii  
Hospitality Management  
55–220 Kulanui Street  
Laie 96762

Hawaii Pacific University  
Travel Industry Management  
1164 Bishop Street  
Honolulu 96813

University of Hawaii at Manoa  
School of Travel Industry Management  
2600 Campus Road  
Honolulu 96822

**Illinois**

Eastern Illinois University  
Hospitality Services Program  
600 Lincoln Avenue  
Charleston 61920

Kendall College  
Hospitality Management  
2408 Orrington Avenue  
Evanston 60201

Northern Illinois University  
Food Science  
DeKalb 60115

Roosevelt University  
Hospitality Management  
430 S. Michigan Avenue  
Chicago 60605

Southern Illinois University  
Food and Lodging Systems Management  
Mail Code 6806  
Carbondale 62901

University of Illinois (*M*)  
Hospitality Management  
901 W. Illinois  
Urbana 61801

**Indiana**

Purdue University (*M*)  
Department of Restaurant, Hotel and Institutional Management  
Schleman Hall  
West Lafayette 47907

Purdue University Calumet  
Hotel and Restaurant Management  
173rd and Woodmar Avenue  
Hammond 46323

Purdue University North  
Hotel and Restaurant Management  
1401 S. U.S. Highway 421  
Westville 46391



**Iowa**

Iowa State University (*M*)  
Hotel, Restaurant, and Institution Management  
Ames 50011

**Kansas**

Kansas State University  
Hotel and Restaurant Management  
Justin Hall  
Manhattan 66506

**Kentucky**

Berea College  
Hotel and Restaurant Management  
CPO 2344  
Berea 40404

Morehead State University  
Hotel, Restaurant and Institutional Management  
University Boulevard  
Morehead 40351

Transylvania University  
Hotel, Restaurant, and Tourism Administration  
300 N. Broadway  
Lexington 40508

University of Kentucky  
Restaurant Management  
210 Erikson Hall  
Lexington 40506

Western Kentucky University  
Hotel, Motel, Restaurant Management  
Porter Hall  
Bowling Green 42101

**Louisiana**

University of New Orleans  
School of Hotel, Restaurant and Tourism Administration  
New Orleans 70148

University of Southwestern Louisiana  
Restaurant Administration  
P.O. Drawer 41210  
Lafayette 70504

**Maine**

Thomas College  
Hotel and Restaurant Management  
180 W. River Road  
Waterville 04901

University of Maine at Machias  
Hotel and Restaurant Management  
9 O'Brien Avenue  
Machias 04654

**Maryland**

Morgan State University  
Hotel and Restaurant Management  
1700 E. Cold Springs Lane  
Baltimore, 21251

University of Maryland  
Food Systems  
College Park 20742

University of Maryland–Eastern Shore  
Hotel and Restaurant Management  
Princess Anne 21853

**Massachusetts**

Boston University  
Hotel and Food Administration  
121 Bay State Road  
Boston 02215

Lasell College  
Hotel and Restaurant Management  
1844 Commonwealth Avenue  
Newton 02166

Mount Ida College  
Hotel and Restaurant Management  
777 Dedham Street  
Newton Centre 02159

Newbury College  
Hospitality Management  
129 Fisher Avenue  
Brookline 02146

University of Massachusetts (*M*)  
Department of Hotel, Restaurant and Travel Administration  
Amherst 01003

**Michigan**

Central Michigan University  
Marketing and Hospitality Services Administration  
100 Smith Hall  
Mt. Pleasant 48859

Davenport College of Business  
Restaurant and Lodging Management Program  
415 E. Fulton  
Grand Rapids 49507

Eastern Michigan University  
Hospitality Management  
202 Roosevelt Hall  
Ypsilanti 48197

Ferris State University  
Hospitality Management  
901 S. State Street  
Big Rapids 49307

Grand Valley State University  
Hospitality and Tourism Management  
1 Campus Drive  
Allendale 49401

Michigan State University (*M*)  
School of Hotel, Restaurant and Institutional Management  
425 Eppley Center  
East Lansing 48824

Northern Michigan University  
Restaurant and Foodservice Management  
1401 Presque Isle Avenue  
Marquette 49855

Northwood University  
Hotel and Restaurant Management  
3225 Cook Road  
Midland 48640

Siena Heights College  
Hotel, Restaurant and Institutional Management  
1247 E. Siena Heights Drive  
Adrian 49221

**Minnesota**

Southwest State University  
Hotel and Restaurant Administration Program  
1501 State Street  
Marshall 56258

University of Minnesota, Crookston  
Hotel and Restaurant Management  
2900 University Avenue  
Crookston 56716

**Mississippi**

University of Southern Mississippi  
Hotel, Restaurant and Tourism Management  
Box 5166  
Hattiesburg 39406

**Missouri**

Central Missouri State University  
Hotel and Restaurant Administration  
Warrensburg 64093

College of the Ozarks  
Hotel and Restaurant Management  
Point Lookout 65726

Southwest Missouri State University  
Hospitality and Restaurant Administration  
901 S. National  
Springfield 65804

University of Missouri–Columbia  
Hotel and Restaurant Management Program  
225 Jesse Hall  
Columbia 65211

**Nebraska**

University of Nebraska–Lincoln  
Foodservice Management  
1410 Q Street  
Lincoln 68583

University of Nebraska at Omaha  
Restaurant Management  
6001 Dodge Street  
Omaha 68182-0214

### **Nevada**

Sierra Nevada College–Lake Tahoe  
Hotel, Restaurant and Resort Management  
800 College Drive  
Incline Village 89450

University of Nevada–Las Vegas (*M*)  
College of Hotel Administration  
4505 Maryland Parkway  
Las Vegas 89154-6013

### **New Hampshire**

New Hampshire College  
Hotel, Restaurant Management and Culinary Arts  
2500 N. River Road  
Manchester 03104

University of New Hampshire  
Hotel Administration  
4 Garrison Avenue  
Durham 03824

### **New Jersey**

Fairleigh Dickinson University (*M*)  
School of Hotel, Restaurant, and Tourism Management  
Hesslein Building  
Rutherford 07070

Montclair State College  
Foodservice Management  
Valley Road and Normal Avenue  
Upper Montclair 07043

Thomas Edison State University  
Hotel and Restaurant Management  
101 W. State Street  
Trenton 08608

### **New Mexico**

New Mexico State University (*M*)  
Hospitality and Tourism Services Program  
Box 30001, Department 3A  
Las Cruces 88003

**New York**

Canisius College

Hotel and Restaurant Management  
2001 Main Street  
Buffalo 14208

Cornell University (*M*)

School of Hotel Administration  
410 Thurston Avenue  
Ithaca 14853

Daeman College

Hospitality Management  
4380 Main Street  
Amherst 14226

Keuka College

Hotel and Restaurant Management  
Keuka Park 14478

New York Institute of Technology

School of Hotel, Restaurant Administration  
P.O. Box 8000  
Old Westbury 11568

New York University (*M*)

Center for Food and Hotel Management  
22 Washington Square North  
New York 10003

Niagara University (*M*)

Institute of Travel, Hotel and Restaurant Administration  
Niagara University 14109

Rochester Institute of Technology (*M*)

School of Food, Hotel, Tourism Management  
60 Lomb Memorial Drive  
Rochester 14623

St. John's University

Hotel and Restaurant Management  
8000 Utopia Parkway  
Jamaica 11439

State University of New York at Oneonta

Food and Business  
Oneonta 13820

State University of New York at Plattsburgh  
Hotel and Restaurant Management  
Plattsburgh 12901

Syracuse University  
Food Systems Management  
201 Tolley Administration Building  
Syracuse 13244

**North Carolina**

Appalachian State University  
Hospitality Management Program  
Boone 28608

Barber-Scotia College  
Hotel, Restaurant Management  
145 Cabarrus Avenue West  
Concord 28025

East Carolina University  
Hospitality Management  
Greenville 27858

North Carolina Central University  
Institutional Management  
1801 Fayetteville Street  
Durham 27707

North Carolina Wesleyan College  
Foodservice and Hotel Management  
Wesleyan Station  
Rocky Mount 27803

**North Dakota**

North Dakota State University  
Hotel, Motel and Restaurant Management  
 Fargo 58105

**Ohio**

Ashland University  
Hotel, Restaurant Program  
401 College Avenue  
Ashland 44805

Bowling Green State University  
Restaurant and Institutional Foodservice Management  
Bowling Green 43403

Central State University  
Hotel and Restaurant Management  
1400 Brush Row Road  
Wilberforce 45384

Franklin College  
Hospitality Management  
201 S. Grant Avenue  
Columbus 43215

Kent State University  
Hospitality Foodservice Management  
161 Michael Schwartz Center  
Kent 44242

Ohio State University  
Hospitality Management  
Lincoln Tower  
Columbus 43210

Tiffin University  
Hotel and Restaurant Management  
155 Miami Street  
Tiffin 44883

Youngstown State University  
Hotel and Motel Management  
One University Plaza  
Youngstown 44555

**Oklahoma**

Northeastern State University  
Hospitality Management  
600 N. Grand  
Tahlequah 74464

Oklahoma State University  
School of Hotel and Restaurant Administration  
Stillwater 74078



University of Central Oklahoma  
Hotel and Restaurant Management  
100 N. University Drive  
Edmond 73034

**Oregon**

Oregon State University  
Hotel, Restaurant and Tourism Management  
Corvallis 97331

Southern Oregon University  
Hotel and Restaurant Management  
Siskiyou Boulevard  
Ashland 97520

**Pennsylvania**

Cheyney University  
Hotel, Restaurant and Institutional Management  
Cheyney 19319

Drexel University  
Hotel, Restaurant, and Institutional Management  
Room 220  
Philadelphia 19104

East Stroudsburg University  
Hospitality Management  
200 Prospect Street  
East Stroudsburg 18301

Indiana University of Pennsylvania  
Hotel, Restaurant, and Institutional Management  
216 Pratt Hall  
Indiana 15701

Lebanon Valley College  
Hotel and Restaurant Management  
P.O. Box R  
Annville 17003

Marywood University  
Hotel and Restaurant Management  
2300 Adams Avenue  
Scranton 18509

Mercyhurst College  
Hotel, Restaurant and Institutional Management  
501 E. 38th Street  
Erie 16546

Pennsylvania State University (*M*)  
School of Hotel, Restaurant and Institutional Management  
201 Old Main  
State College 16802

Robert Morris College  
Hospitality Management  
881 Narrow Road  
Moon Township 15108

Widener University  
School of Hotel and Restaurant Management  
One University Place  
Chester 19013

### **Rhode Island**

Johnson & Wales University (*M*)  
Hospitality Department  
8 Abbott Park Place  
Providence 02903

### **South Carolina**

Johnson & Wales University  
Hotel and Restaurant Management  
701 E. Bay Street  
Charleston 29403

University of South Carolina (*M*)  
Hotel, Restaurant and Tourism Administration  
Columbia 29208

### **South Dakota**

Black Hills State University  
Travel Industry Management  
Box 9502  
Spearfish 57783

South Dakota State University  
Restaurant Management  
P.O. Box 2201  
Brookings 57007

### **Tennessee**

Belmont College  
Hospitality Business  
1900 Belmont Boulevard  
Nashville 37212

Tennessee State University  
Foodservice Management  
3500 John A. Merritt Boulevard  
Nashville 37209

University of Tennessee (*M*)  
Hotel and Restaurant Administration  
Knoxville 37996

**Texas**

Huston-Tillotson College  
Hotel and Restaurant Management  
900 Chicon Street  
Austin 78702

Stephen F. Austin State University  
Hospitality Management  
1936 N. Street  
Nacogdoches 75962

Texas A & M—Kingsville  
Hotel and Restaurant Management  
Box 105  
Kingsville 78363

Texas Tech University (*M*)  
Restaurant, Hotel and Institutional Management  
Box 45005  
Lubbock 79409

University of Houston (*M*)  
College of Hotel and Restaurant Management  
Houston 77204

University of North Texas (*M*)  
Hotel and Restaurant Management  
Box 311277  
Denton 76203

University of Texas at San Antonio  
Hospitality Management  
6900 N. Loop, 1604 W.  
San Antonio 78249

**Vermont**

Champlain College  
Hotel and Restaurant Management  
163 S. Willard Street  
Burlington 05401

Johnson State College  
Hotel, Hospitality Management  
Box 75  
Johnson 05656

Southern Vermont College  
Hotel and Restaurant Management  
Monument Avenue  
Bennington 05201

**Virginia**

Hampton University  
Hotel and Restaurant Management  
Hampton 23668

James Madison University  
Hotel, Restaurant Management  
Harrisonburg 22807

Norfolk State University  
Hotel, Restaurant and Institutional Management  
2401 Corprew Avenue  
Norfolk 23504

Virginia Polytechnic Institute and State University (*M*)  
Hotel, Restaurant and Institutional Management  
104 Burruss Hall  
Blacksburg 24061

Virginia State University  
Hotel Restaurant Management  
P.O. Box 9018  
Petersburg 23803

**Washington**

Washington State University  
Hotel and Restaurant Administration Program  
P.O. Box 641067  
Pullman 99164

Washington State University  
Hotel and Restaurant Administration  
1108 E. Columbia  
Seattle 98122

**West Virginia**

Concord College  
Hotel and Restaurant Management  
P.O. Box 1000  
Athens 24712

Davis & Elkins College  
Hospitality Management  
100 Campus Drive  
Elkins 26241

Shepherd College  
Hotel, Motel, Restaurant Management  
Shepherdstown 25401

University of Charleston  
Hotel and Restaurant Management  
2300 MacCorkle Avenue, S.E.  
Charleston 25304

**Wisconsin**

Mount Mary College  
Hotel and Restaurant Management  
2900 N. Menomonee Parkway  
Milwaukee 53222

University of Wisconsin–Madison  
Foodservice Administration  
140 Peterson Office Building  
Madison 53706

University of Wisconsin–Stevens Point  
Food Systems Administration  
CPS Building  
Stevens Point 54481

University of Wisconsin–Stout (*M*)  
Hotel and Restaurant Management  
Home Economics Building  
Menomonie 54751

## **TWO-YEAR PROGRAMS**

### **Alabama**

Community College of the Air Force  
Foodservice and Lodging  
CCAF/AYS Building 836  
Maxwell AFB 36112

James H. Faulkner State Community College  
Hospitality Services Program  
1900 Highway 31 S.  
Bay Minette 36507

Jefferson State Community College  
Foodservice Management and Technology  
2601 Carson Road  
Birmingham 35215

### **Alaska**

University of Alaska  
Foodservice Technology  
3211 Providence Avenue  
Anchorage 99508

### **Arizona**

Central Arizona College  
Hospitality Management Program  
8410 N. Overfield Road  
Coolidge 85228

Chaparral College  
School of Hospitality Management  
4585 E. Speedway No. 204  
Tucson 85712

Pima County Community College District  
Hospitality Department  
P.O. Box 5027  
Tucson 85703-0027

Scottsdale Community College  
Hospitality Management/Culinary Arts  
9000 East Chaparral Road  
Scottsdale 85256

**Arkansas**

North Arkansas College  
Hotel Management Program  
1515 Pioneer Drive  
Harrison 72801

**California**

American River College  
Foodservice Management  
4700 College Oak Drive  
Sacramento 95841

Bakersfield College  
Foodservice Program  
1801 Panorama Drive  
Bakersfield 93305

California Culinary Academy  
Culinary Arts/Chef Training  
625 Polk Street  
San Francisco 94102

Chaffey College  
Hotel and Foodservice Management  
5885 Haven Avenue  
Rancho Cucamonga 91701

City College of San Francisco  
Hotel and Restaurant Department  
50 Phelan Avenue  
San Francisco 94112

College of the Canyons  
Hotel and Restaurant Management Program  
26455 Rockwell Canyon Road  
Santa Clarita 91355

Columbia College  
Hospitality Management  
P.O. Box 1849  
Columbia 95310

Cypress College  
Culinary Arts and Hospitality Management  
9200 Valley View Boulevard  
Cypress 90630

Glendale Community College  
Foodservice Management  
1500 N. Verdugo Road  
Glendale 91208

Heald College  
Hospitality Services Program  
350 Mission Street  
San Francisco 94105

Lake Tahoe Community College  
Innkeeping and Restaurant Operations  
P.O. Box 14445  
South Lake Tahoe 95702

Long Beach City College  
Hotel and Restaurant Management Program  
4901 E. Carson Street  
Long Beach 90808

Mira Costa College  
Hotel and Restaurant Management Program  
One Barnard Drive  
Oceanside 92056

Mission College  
Hospitality Management  
3000 Mission College Boulevard  
Santa Clara 95054

Monterey Peninsula College  
Hotel and Restaurant Management Program  
980 Fremont Street  
Monterey 93940

Mt. San Antonio College  
Hotel and Restaurant Management Program  
1100 N. Grand Avenue  
Walnut 91789

Orange Coast College  
Hotel Restaurant Management/Culinary Arts  
2701 Fairview Road  
Costa Mesa 92626



- Oxnard College  
Hotel and Restaurant Management  
4000 S. Rose Avenue  
Oxnard 93033
- San Diego City College  
Hospitality Services Program  
1313 Twelfth Avenue  
San Diego 92101
- San Diego Mesa College  
Foodservice Occupations/  
Hotel, Motel Management  
7250 Mesa College Drive  
San Diego 92111
- Santa Barbara City College  
Hotel, Restaurant Management/Culinary Arts  
721 Cliff Drive  
Santa Barbara 93109
- Santa Rosa Junior College  
Hotel and Restaurant Management Program  
1501 Mendocino Avenue  
Santa Rosa 95401
- Skyline College  
Hotel and Restaurant Operations  
3300 College Drive  
San Bruno 94066

**Colorado**

- Colorado Mountain College  
Alpine Campus  
Hotel and Restaurant Management Program  
P.O. Box 10001  
Glenwood Springs 81602
- Colorado Mountain College  
Resort Management  
Box 5288  
Steamboat Springs 80477
- Front Range Community College  
Hotel Management Program  
3645 W. 112th Avenue  
Westminster 80030

Parks College  
Hotel and Restaurant Management Program  
9065 Grant Street  
Denver 80229

**Connecticut**

Briarwood College  
Hotel, Restaurant Management  
2279 Mount Vernon Road  
Southington 06489

Gateway Community-Technical College  
Hotel and Restaurant Management Program  
60 Sargeant Drive  
New Haven 06511

Manchester Community College  
Hotel, Foodservice Management  
60 Bidwell Street  
Manchester 06040

Norwalk Community-Technical College  
Hotel and Restaurant Management Program  
188 Richards Avenue  
Norwalk 06854

Three Rivers Community-Technical College  
Hotel and Restaurant Management Program  
Mahan Drive  
Norwich 06360

University of New Haven  
Hotel, Restaurant, Tourism Administration  
300 Orange Avenue  
West Haven 06516

**Delaware**

Delaware Tech–Southern Campus  
Hospitality Management  
P.O. Box 610  
Georgetown 19947

**Florida**

Brevard Community College  
Hospitality Management  
1519 Clearlake Road  
Cocoa 32922

Broward Community College  
Restaurant Management  
3501 S.W. Davie Road  
Davie 33314

Daytona Beach Community College  
Hospitality Management  
1200 Volusia Avenue  
Daytona Beach 32115

Edison Community College  
Hospitality Services Program  
P.O. Box 60210  
Fort Myers 33906

Florida Community College at Jacksonville  
Culinary Arts/Hospitality Management  
3939 Roosevelt Boulevard  
Jacksonville 32205

Florida National College  
Hospitality Services Program  
4206 W. 12th Avenue  
Hialeah 33012

Hillsborough Community College  
Hotel and Resort Management/Chef Apprentice Training  
P.O. Box 30030  
Tampa 33630

Indian River Community College  
Restaurant Management  
3209 Virginia Avenue  
Fort Pierce 33454

Keiser College of Technology  
Hospitality Services Program  
1500 N.W. 49th Street  
Fort Lauderdale 33309

Keiser College of Technology  
Hospitality Services Program  
900 S. Babcock Street  
Melbourne 32901

Miami-Dade Community College  
Hospitality Management  
300 N.E. 2nd Avenue  
Miami 33132

Okaloosa-Walton Community College  
Commercial Foods  
100 College Boulevard  
Niceville 32578

Palm Beach Community College  
Hospitality Management  
4200 S. Congress Avenue  
Lake Worth 33461

Pensacola Junior College  
Hospitality Management  
1000 College Boulevard  
Pensacola 32504-8998

PETEC—Clearwater Campus  
Culinary Arts  
6100 154th Avenue North  
Clearwater 34620

South Florida Community College  
Hotel and Restaurant Management Program  
600 W. College Drive  
Avon Park 33825

Valencia Community College  
Hospitality Management  
P.O. Box 3028  
Orlando 32802

### **Georgia**

Floyd College  
Hotel and Restaurant Management Program  
P.O. Box 1864  
Rome 30162

Gainesville College  
Hotel, Restaurant and Travel  
P.O. Box 1358  
Gainesville 30503

Georgia Perimeter College  
Hotel and Restaurant Management Program  
555 N. Indian Creek Drive  
Clarkston 30021

Gwinnett Technical Institute  
Hotel, Restaurant, Travel Management  
P.O. Box 1505  
1250 Atkinson Road  
Lawrenceville 30246

South College  
Hotel and Restaurant Management Program  
700 Mall Boulevard  
Savannah 31406

### **Hawaii**

University of Hawaii-Kapiolani  
Foodservice and Hospitality Education  
4303 Diamond Head Road  
Honolulu 96816

University of Hawaii-Kauai  
Hospitality Services Program  
3-1901 Kaunaulii Highway  
Lihue 96766

University of Hawaii-Maui  
Hotel and Restaurant Management Program  
310 Kaahumanu Avenue  
Kahului 96732

### **Idaho**

College of Southern Idaho  
Hotel, Restaurant Management  
P.O. Box 1238  
Twin Falls 83303

North Idaho College  
Hospitality Services Program  
1000 W. Garden Avenue  
Coeur d'Alene 83814

**Illinois**

**Black Hawk College**

Hotel and Restaurant Management Program  
6800 34th Avenue  
Moline 61265

**City Colleges of Chicago**

Harold Washington College  
Hospitality Services Program  
30 E. Lake Street  
Chicago 60601

**College of DuPage**

Hospitality Administration  
22nd Street and Lambert Road  
Glen Ellyn 60137

**The Cooking and Hospitality Institute of Chicago**

361 W. Chestnut Street  
Chicago 60610

**Elgin Community College**

Culinary Arts/Hospitality Management  
1700 Spartan Drive  
Elgin 60123

**Joliet Junior College**

Culinary Arts/Hotel Restaurant Management  
1216 Houbolt  
Joliet 60436

**Kendall College**

Culinary Arts/Hospitality Management  
2408 Orrington Avenue  
Evanston 60201

**Lewis & Clark Community College**

Hospitality Industry Programs  
5800 Godfrey Road  
Godfrey 62035

**Lexington Institute**

Hospitality Careers  
10840 S. Western Avenue  
Chicago 60643

Lincoln Land Community College  
Foodservice Technology  
Route #3  
Robinson 62454

MacCormac College  
Hotel and Restaurant Management Program  
506 S. Wabash Avenue  
Chicago 60605

Midstate College  
Hospitality Services Program  
411 W. Northmoor Road  
Peoria 61614

Moraine Valley Community College  
Restaurant Management  
10900 S. 88th Avenue  
Palos Hills 60465

Northwestern Business College  
Hospitality Services Program  
4829 N. Lipps Avenue  
Chicago 60630

Oakton Community College  
Hotel Management  
1600 E. Golf Road  
Des Plaines 60016

Parkland College  
Hospitality Industries  
2400 W. Bradley  
Champaign 61821

Triton College  
Hospitality Institute  
2000 Fifth Avenue  
River Grove 60171

William Rainey Harper Community College  
Foodservice Management/Culinary Arts  
1200 W. Algonquin Road  
Palatine 60067

**Indiana**

Indiana University-Purdue University at Fort Wayne  
Hotel and Restaurant Management Program  
2101 Coliseum Boulevard E.  
Fort Wayne 46805

Indiana University-Purdue University at Indianapolis  
Restaurant, Hotel and Institutional Management  
799 W. Michigan Street  
Indianapolis 46202

Ivy Tech College-Central Indiana  
Hospitality Services Program  
1 W. 26th Street  
P.O. Box 1763  
Indianapolis 46206

Ivy Tech College-Northeast  
Hospitality Services Program  
3800 N. Anthony Boulevard  
Fort Wayne 46805

Ivy Tech College-Northwest  
Hospitality Services Program  
1440 E. 35th Avenue  
Gary 46409

Purdue University  
Restaurant, Hotel and Institutional Management  
106 Stone Hall  
West Lafayette 47907

Vincennes University  
Hospitality Management/  
Culinary Arts  
1002 N. 1st Street  
Vincennes 47591

**Iowa**

American Institute of Commerce  
Hotel and Restaurant Management Program  
1801 E. Kimberly Road  
Davenport 52807



Des Moines Area Community College  
Hospitality Careers  
2006 Ankeny Boulevard  
Ankeny 50021

Iowa Lakes Community College  
Hotel, Motel, and Restaurant Management  
3200 College Drive  
Emmetsburg 50536

Iowa Western Community College  
Culinary Arts  
2700 College Road, Box 4-C  
Council Bluffs 51502

Kirkwood Community College  
Restaurant Management/  
Culinary Arts  
6301 Kirkwood Boulevard SW  
Cedar Rapids 52406

### **Kansas**

Cloud County Community College  
Hospitality Management  
2221 Campus Drive  
Concordia 66901

Cowley County Community and Area Vocational-Tech School  
Hotel and Restaurant Management Program  
125 S. Second, P.O. Box 1147  
Arkansas City 67005

Johnson County Community College  
Hospitality Program  
12345 College  
Overland Park 66210

### **Kentucky**

Sullivan College  
Culinary Arts/Hotel, Restaurant Management  
3101 Bardstown Road  
Louisville 40205

### **Louisiana**

Delgado Community College  
Culinary Apprenticeship Program  
615 City Park Avenue  
New Orleans 70119

Nicholls State University  
Food Management  
P.O. Box 2014  
Thibodaux 70310

Southern University  
Hotel, Motel, Restaurant Management  
3050 Martin Luther King Drive  
Shreveport 71107

**Maine**

Mid-State College  
Hospitality Services Program  
88 E. Hard Scrabble Road  
Auburn 04210

Southern Maine Technical College  
Hotel, Motel, and Restaurant Management  
Fort Road  
South Portland 04106

University of Maine at Machias  
Hotel and Restaurant Management Program  
9 O'Brien Avenue  
Machias 04654

York County Technical College  
Hotel and Restaurant Management Program  
112 College Drive  
Wells 04090

**Maryland**

Allegany Community College  
Foodservice Management  
Willow Brook Road  
Cumberland 21502

Anne Arundel Community College  
Hotel, Restaurant Management  
101 College Parkway C-205  
Arnold 21012

Baltimore City Community College  
Hotel and Restaurant Management Program  
2901 Liberty Heights Avenue  
Baltimore 21215

Baltimore's International Culinary College  
Culinary Arts/Restaurant Management  
19–21 S. Gay Street  
Baltimore 21202

Garrett Community College  
Hotel and Restaurant Management Program  
687 Mosser Road  
P.O. Box 151  
McHenry 21541

Harford Community College  
Hospitality Services Program  
401 Thomas Run Road  
Bel Air 21015

Montgomery College  
Hospitality Management  
51 Mannakee Street  
Rockville 20850

Wor-Wic Tech Community College  
Hotel, Motel, Restaurant Management  
Route 3, Box 79  
Berlin 21811

### **Massachusetts**

Bay State College  
Hospitality Services Program  
122 Commonwealth Avenue  
Boston 02116

Berkshire Community College  
Hotel and Restaurant Management  
West Street  
Pittsfield 01201

Bunker Hill Community College  
Hotel, Restaurant, Travel Management  
New Rutherford Avenue  
Boston 02129

Cape Cod Community College  
Hotel, Restaurant Management  
Route 132  
West Barnstable 02668

Endicott College  
Hotel, Restaurant, and Travel Administration  
376 Hale Street  
Beverly 01915

Fisher College  
Hospitality Services Program  
118 Beacon Street  
Boston 02116

Holyoke Community College  
Hospitality Management  
303 Homestead Avenue  
Holyoke 01040

Katherine Gibbs School  
Hotel, Restaurant Management  
126 Newbury Street  
Boston 02116

Marian Court College  
Hospitality Services Program  
35 Little's Point Road  
Swampscott 01907

Massachusetts Bay Community College  
Hospitality Management  
Fay Road  
Framingham 01701

Massasoit Community College  
Culinary Arts  
1 Massasoit Boulevard  
Brockton 02402

Middlesex Community College  
Hotel and Restaurant Management Program  
33 Kearney Square  
Lowell 01852

Mount Ida College  
Hotel, Institution Management  
777 Dedham Street  
Newton Center 02159

Newbury College

Hospitality Management and Culinary Arts  
129 Fisher Avenue  
Brookline 02146

North Shore Community College

Hospitality Services Program  
P.O. Box 3340  
Danvers 01923

Northeastern University

Hotel and Restaurant Management/Culinary Arts  
270 Ryder Building  
Boston 02115

Northern Essex Community College

Hotel and Restaurant Management Program  
Elliott Way  
Haverhill 01830

Quincy Junior College

Hospitality Management  
34 Coddington Street  
Quincy 02169

Quinsigamond Community College

Hotel and Restaurant Management  
670 West Boylston Street  
Worcester 01606

### **Michigan**

Bay Mills Community College

Hotel and Motel Management Program  
12214 W. Lakeshore Drive  
Brumley 49715

Grand Rapids Community College

Culinary Arts, Food and Beverage Management  
143 Bostwick NE  
Grand Rapids 49503

Great Lakes College

Hotel and Restaurant Management Program  
3555 E. Patrick Road  
Midland 48642

Henry Ford Community College  
Hospitality Studies  
5101 Evergreen  
Dearborn 48128

Jackson Community College  
Hospitality Services Program  
2111 Emmons Road  
Jackson 49201

Lake Michigan College  
Food Management  
2755 East Napier  
Benton Harbor 49022

Macomb Community College  
Culinary Arts/Professional Foodservice  
44575 Garfield Road  
Mount Clemens 48044

Mid Michigan Community College  
Hospitality Services Program  
1375 S. Clare Avenue  
Harrison 48625

Muskegon Community College  
Foodservice, Lodging and Travel Management  
221 S. Quarterline Road  
Muskegon 49442

Northern Michigan University  
Restaurant Foods  
Jacobetti Center, Route 550  
Marquette 49855

Northwestern Michigan College  
Foodservice and Hospitality Management  
1701 E. Front Street  
Traverse City 49684

Oakland Community College  
Hospitality Management/  
Culinary Arts  
27055 Orchard Lake Road  
Farmington Hills 48018

Washtenaw Community College  
Culinary Arts/Hospitality Management  
4800 E. Huron River Drive  
Ann Arbor 48106

**Minnesota**

Alexandria Technical College  
Hotel, Restaurant Management  
1601 Jefferson  
Alexandria 56308

Minneapolis Community and Technical College  
Culinary Arts/Hospitality Management  
1415 Hennepin Avenue  
Minneapolis 55403

Normandale Community College  
Hospitality Management  
9700 France Avenue South  
Bloomington 55431

Rainy River Community College  
Hotel and Restaurant Management Program  
1501 Highway 71  
International Falls 56649

Rasmussen College, Mankato  
Hotel and Restaurant Management Program  
501 Holly Lane  
Mankato 56001

University of Minnesota, Crookston  
Hospitality Department  
Highways 2 and 75 North  
Crookston 56716

**Mississippi**

Copiah-Lincoln Community College-Natchez Campus  
Hotel and Restaurant Management Program  
11 Co-Lin Circle  
Natchez 39120

Hinds Community College  
Hotel, Restaurant Management Technology  
3925 Sunset Drive  
Jackson 39213

Meridian Community College  
Restaurant and Hotel Management  
5500 Highway 19 North  
Meridian 39307

Mississippi Gulf Coast Community College  
Motel, Restaurant Technology  
2226 Switzer Road  
Gulfport 39507

Northeast Mississippi Community College  
Hotel, Restaurant Management Technology  
Cunningham Boulevard  
Booneville 38829

Northwest Mississippi Community College  
Hotel and Restaurant Management Program  
510 N. Panola  
Senatobia 38668

**Missouri**

East Central College  
Hospitality Services Program  
P.O. Box 529  
Union 63084

Jefferson College  
Hotel, Restaurant Management  
P.O. Box 1000  
Hillsboro 63050

Ozarks Technology Community College  
Hospitality Services Program  
933 E. Central Street  
Springfield 15802

Penn Valley Community College  
Lodging and Foodservice Management/Culinary Arts  
3201 S.W. Trafficway  
Kansas City 64152

Springfield College  
Hospitality Services Program  
1010 W. Sunshine  
Springfield 65807



St. Louis Community College at Forest Park  
Hospitality Restaurant Management  
5600 Oakland Avenue  
St. Louis 63110

**Montana**

Flathead Valley Community College  
Hotel and Restaurant Management Program  
777 Grandview Avenue  
Kalispell 59901

**Nebraska**

Central Community College  
Hotel, Motel, Restaurant Management  
P.O. Box 1024  
Hastings 68901

Southeast Community College  
Foodservice Program  
8800 O Street  
Lincoln 68520

**Nevada**

Community College of Southern Nevada  
Hospitality Services Program  
3200 E. Cheyenne Avenue  
North Las Vegas 89030

Truckee Meadows Community College  
Foodservice Techniques  
7000 Dandini Boulevard  
Reno 89512

**New Hampshire**

Hesser College  
Hotel, Restaurant Management  
25 Fowell Street  
Manchester 03101

New Hampshire College  
Hotel, Restaurant Management and Culinary Arts  
2500 N. River Road  
Manchester 03104

New Hampshire Technical College  
Culinary Arts  
2020 Riverside Drive  
Berlin 03570

University of New Hampshire  
Foodservice Management  
Barton Hall, Room 105  
Durham 03824

**New Jersey**

Atlantic Community College  
Culinary Arts/Hospitality Management  
Black Horse Pike  
Mays Landing 08330

Bergen Community College  
Hotel, Restaurant Management  
400 Paramus Road  
Paramus 07652

Burlington County College  
Hospitality Management  
Route 530  
Pemberton 08068

County College of Morris  
Hotel, Restaurant Management  
Center Grove Road  
Randolph 07869

Katherine Gibbs School  
Hospitality Services Program  
33 Plymouth Street  
Montclair 07042

Mercer County Community College  
Hotel, Restaurant and Institution Management  
1200 Old Trenton Road  
Trenton 08690

Middlesex County College  
Hotel, Restaurant and Institution Management  
155 Mill Road, Box 3050  
Edison 08818

Raritan Valley Community College  
Hotel and Restaurant Management Program  
P.O. Box 3300  
Somerville 08876

Union County College  
Hotel and Restaurant Management Program  
1033 Springfield Avenue  
Cranford 07016

**New Mexico**

Doña Ana Branch Community College  
Hospitality Services Program  
MSC-3DA  
Box 30001  
Las Cruces 88003

Santa Fe Community College  
Hotel and Restaurant Management Program  
6401 Richards Avenue  
Santa Fe 87505

**New York**

Adirondack Community College  
Foodservice Program  
Bay Road  
Queensbury 12804

Berkeley College  
Hotel and Restaurant Management Program  
40 W. Red Oak Lane  
White Plains 10604

Broome Community College  
Hotel and Restaurant Management Program  
P.O. Box 1017  
Binghamton 13902

Bryant & Stratton Business Institute  
Hotel and Restaurant Management Program  
1214 Abbott Road  
Lackawanna 14218

Bryant & Stratton Business Institute  
Hotel and Restaurant Management Program  
82 St. Paul Street  
Rochester 14604

Bryant & Stratton Business Institute  
Hotel and Restaurant Management Program  
953 James Street  
Syracuse 13203

Erie Community College North  
Foodservice Administration/  
Restaurant Management  
Main and Youngs Road  
Buffalo 14221

Finger Lakes Community College  
Hotel and Resort Management  
Lincoln Hill  
Canandaigua 14424

Genesee Community College  
Hospitality Management  
One College Road  
Batavia 14020

Herkimer County Community College  
Hotel and Restaurant Management Program  
Reservoir Road  
Herkimer 13350

Jefferson Community College  
Hospitality and Tourism Management  
Outer Coffeen Street  
Watertown 13601

Katharine Gibbs School  
Hotel and Restaurant Management Program  
320 S. Service Road  
Melville 11747

Mohawk Valley Community College  
Foodservice Program  
Upper Floyd Avenue  
Rome 13440

Monroe College  
Hospitality Services Program  
434 Main Street  
New Rochelle 10801

- Monroe Community College  
Food, Hotel and Tourism Management  
1000 E. Henrietta Road  
Rochester 14623
- Nassau Community College  
Hotel and Restaurant Management  
Building K  
Garden City 11530
- New York City Technical College  
Hotel and Restaurant Management  
300 Jay Street  
Brooklyn 11201
- New York Institute of Technology  
Culinary Arts  
Carleton Avenue  
Central Islip 11722
- New York Restaurant School  
Culinary Arts/Restaurant Management  
27 W. 34th Street  
New York 10001
- Onondaga Community College  
Foodservice Administration/  
Hotel Technology  
Route 173  
Syracuse 13215
- Paul Smith's College  
Hotel Restaurant Management/Culinary Arts  
Paul Smith's 12970
- Rockland Community College  
Foodservice Management  
145 College Road  
Suffern 10901
- Schenectady County Community College  
Hotel, Culinary Arts and Tourism  
78 Washington Avenue  
Schenectady 12305
- State University of New York at Cobleskill  
Foodservice and Hospitality Administration  
Champlin Hall  
Cobleskill 12043

State University of New York at Delhi  
Hospitality Management  
Alumni Hall  
Delhi 13753

State University of New York at Morrisville  
Food Administration, Restaurant Management  
Bailey Annex  
Morrisville 13408

Suffolk County Community College  
Hotel, Restaurant Management  
Speonk-Riverhead Road  
Riverhead 11901

Sullivan County Community College  
Hospitality Program  
Leroy Road  
Loch Sheldrake 12759

Trocaire College  
Hotel and Restaurant Management Program  
360 Choate Avenue  
Buffalo 14220

Westchester Community College  
Restaurant Management  
75 Grasslands Road  
Valhalla 10595

**North Carolina**

Asheville-Buncombe Technical College  
Hospitality Management Administration/Culinary Arts  
340 Victoria Road  
Asheville 28804

Cape Fear Community College  
Hotel and Restaurant Management Program  
411 N. Front Street  
Wilmington 28401

Central Piedmont Community College  
Hotel, Restaurant Management  
P.O. Box 35009  
Charlotte 28235

Sandhills Community College  
Hotel and Restaurant Management Program  
2200 Airport Road  
Pinehurst 28734

Wake Technical Community College  
Hotel, Restaurant Management and Culinary Arts  
9101 Fayetteville Road  
Raleigh 27603

Wilkes Community College  
Hotel, Restaurant Management  
Drawer 120  
Wilkesboro 28697

### **North Dakota**

Bismarck State College  
Hotel, Restaurant Management  
1500 Edwards Avenue  
Bismarck 58501

North Dakota State College of Science  
Chef Training and Management Technology  
N. 6th Street  
Wahpeton 58076

### **Ohio**

Cincinnati State Technical and Community College  
Hotel, Restaurant Management/Chef Program  
3520 Central Parkway  
Cincinnati 45223

Columbus State Community College  
Hospitality Management  
550 E. Spring Street  
Columbus 43215

Cuyahoga Community College  
Hospitality Management  
2900 Community College Avenue  
Cleveland 44115

Hocking Technical College  
Hotel, Restaurant Management/Culinary Arts  
Hocking Parkway  
Nelsonville 45764

Lakeland Community College  
Hospitality Services Program  
7700 Clocktown Drive  
Kirtland 44094

North Central Technical College  
Hotel and Restaurant Management Program  
P.O. Box 698  
Mansfield 44901

Owens Community College  
Hospitality Management  
P.O. Box 10,000, Oregon Road  
Toledo 43699

Tiffin University  
Hotel and Restaurant Management  
155 Miami Street  
Tiffin 44883

University of Cincinnati, Clermont College  
Hospitality Services Program  
4200 Clermont College Drive  
Batavia 45103

Youngstown State University  
Hospitality Management  
410 Wick Avenue  
Youngstown 44555

**Oklahoma**

Carl Albert State College  
Hotel and Restaurant Management Program  
1507 S. McKenna  
Poteau 74953

Northeastern Oklahoma Agricultural and Mechanical College  
Hotel and Restaurant Management Program  
200 I Street NE  
Miami 74354

Oklahoma State University, Technical Branch  
Foodservice Management, Culinary Arts  
4th and Mission  
Okmulgee 74447



**Oregon**

Central Oregon Community College  
Hotel, Restaurant Management  
2600 N.W. College Way  
Bend 97701

Chemeketa Community College  
Hospitality Systems  
P.O. Box 14007, 4000 Lancaster Drive NE  
Salem 97309

ITT Technical Institute  
Hospitality Services Program  
6035 N.E. 78th Court  
Portland 97218

Lane Community College  
Hospitality/Culinary Arts  
4000 E. 30th Avenue  
Eugene 97405

Linn-Benton Community College  
Culinary Arts and Hospitality Services  
6500 S.W. Pacific Boulevard  
Albany 97321

Mt. Hood Community College  
Hospitality and Tourism  
26000 S.E. Stark  
Gresham 97030

**Pennsylvania**

Bucks County Community College  
Hotel Restaurant Management, Chef Apprenticeship  
Swamp Road  
Newton 18940

Butler County Community College  
Restaurant and Foodservice Management  
P.O. Box 1203, College Drive  
Butler 16003

Central Pennsylvania Business School  
Hotel, Motel Management  
College Hill Road  
Summerdale 17093

Community College of Allegheny County  
Hospitality Management  
595 Beatty Road  
Monroeville 15146

Community College of Philadelphia  
Hotel, Restaurant and Management  
1700 Spring Garden Street  
Philadelphia 19130

Delaware County Community College  
Hotel, Restaurant Management  
Route 252  
Media 19063

Harcum Junior College  
Hospitality, Tourism Program  
Morris and Montgomery Avenues  
Bryn Mawr 19010

Harrisburg Area Community College  
Hotel, Restaurant and Institutional Management  
3300 Cameron Street  
Harrisburg 17110

Indiana University of Pennsylvania  
Academy of Culinary Arts  
Indiana 15705

Keystone Junior College  
Hospitality Management  
Box 50  
La Plume 18440

Lehigh Carbon Community College  
Hotel, Restaurant Management  
2370 Main Street  
Schnecksville 18078

Luzerne County Community College  
Hotel, Restaurant Management  
Prospect Street and Middle Road  
Nanticoke 18634

Montgomery County Community College  
Hotel, Restaurant Management  
340 Dekalb Pike  
Bluebell 19422

Northampton Community College  
Restaurant Management  
3835 Green Pond Road  
Bethlehem 18017

Pennsylvania College of Technology  
Food and Hospitality and Culinary Arts  
One College Avenue  
Williamsport 17701

Pennsylvania Institute of Culinary Arts  
717 Liberty Avenue  
Pittsburgh 15222

Pennsylvania State University, Beaver Campus  
Hotel, Restaurant, and Institutional Management  
P.O. Box 7009  
Reading 19610

Pittsburgh Technical Institute  
Hotel and Restaurant Management Program  
635 Smithfield Street  
Pittsburgh 15222

The Restaurant School  
Restaurant Management/Chef Training  
2129 Walnut Street  
Philadelphia 19103

Westmoreland County Community College  
Foodservice, Hotel, Motel Management/Culinary Arts  
College Station Road  
Youngwood 15697

Widener University  
Hotel and Restaurant Management  
13th Street  
Chester 19103

### **Rhode Island**

Johnson & Wales University  
Hospitality Management/Culinary Arts  
8 Abbott Park Place  
Providence 02903

Rhode Island School of Design  
Culinary Arts Apprenticeship  
2 College Street  
Providence 02903

**South Carolina**

Anderson College  
Hotel, Restaurant and Tourism  
316 Boulevard  
Anderson 29621

Greenville Technical College  
Foodservice Management  
P.O. Box 5616, Station B  
Greenville 29606

Horry-Georgetown Technical College  
Hotel, Restaurant Management  
P.O. Box 1966, Route 501 East  
Conway 29526

Johnson & Wales University at Charleston  
Culinary Education, Hospitality Department  
701 E. Bay Street  
Charleston 29403

Trident Technical College  
Hospitality Department  
P.O. Box 10367, HT-P  
Charleston 29411

**South Dakota**

Black Hills State University  
Travel Industry Management  
1200 University  
Spearfish 57783

Mitchell Vocational Technical Institute  
Chef Training  
821 N. Capital  
Mitchell 57301

Sisseton-Wahpeton  
Community College  
Hospitality Services Program  
Old Agency Box 689  
Sisseton 57262

**Tennessee**

Chattanooga State Technical Community College  
Hotel and Restaurant Management Program  
4501 Amnicola Highway  
Chattanooga 37406

Knoxville Business College  
Foodservice Program  
1100 Liberty Street  
Knoxville 37919

State Technical Institute at Memphis  
Hotel, Restaurant Management  
5983 Macon Cove  
Memphis 38134

Volunteer State Community College  
Hotel and Restaurant Management Program  
1480 Nashville Pike  
Gallatin 37066

### **Texas**

Austin Community College  
Hotel and Restaurant Management Program  
5930 Middle Fiskville Road  
Austin 78752

Central Texas College  
Foodservice Management  
P.O. Box 1800  
Killeen 76540

Collin County Community College  
Hotel and Restaurant Management Program  
2200 W. University Drive  
McKinney 75070

Del Mar College  
Restaurant Management Department  
Baldwin at Ayers  
Corpus Christi 78404

El Centro College  
Food and Hospitality Services  
Main at Lamar  
Dallas 75202

Galveston College  
Foodservice Management/  
Culinary Arts  
4015 Avenue Q  
Galveston 77550

Houston Community College  
Hotel, Restaurant Management/Culinary Arts  
1300 Holman  
Houston 77004

Lamar University  
Restaurant and Institutional Food Management  
P.O. Box 10035  
Beaumont 77710

St. Phillip's College  
Hospitality Operations  
2111 Nevada  
San Antonio 78203

Texas Southmost College  
Hotel and Restaurant Management Program  
80 Fort Brown  
Brownsville 78520

### **Utah**

Dixie College  
Hotel and Restaurant Management Program  
225 S. 700 E.  
St. George 84770

Utah Valley State College  
Hotel, Motel, Restaurant Management  
800 W. 1200 S.  
Orem 84058

### **Vermont**

Champlain College  
Hotel, Restaurant Management  
P.O. Box 670  
Burlington 05402

New England Culinary Institute  
Culinary Arts  
250 Main Street  
Montpelier 05602

### **Virginia**

Bryant & Stratton College  
Hotel and Restaurant Management Program  
8141 Hull Street  
Richmond 23235

J. Sargeant Reynolds Community College  
Hospitality Services Program  
P.O. Box 85622  
Richmond 23285

National Business College  
Hospitality Services Program  
P.O. Box 6400  
Roanoke 24017

Northern Virginia Community College  
Hotel, Restaurant and Institutional Management  
8333 Little River Turnpike  
Annandale 22003

### **Washington**

Highline Community College  
Hospitality and Tourism Management  
P.O. Box 98000  
Des Moines 98198

Lake Washington Technical College  
Hotel and Restaurant Management Program  
11605 132nd Avenue NE  
Kirkland 98034

Northwest Indian College  
Hotel and Restaurant Management Program  
2522 Kwina Road  
Bellingham 98226

Olympic College  
Foodservice Program  
16th & Chester  
Bremerton 98310

Skagit Valley College  
Foodservice Hospitality  
2405 College Way  
Mount Vernon 98273

South Seattle Community College  
Culinary Arts  
6000 16th Avenue SW  
Seattle 98106

Spokane Community College  
Hotel, Motel, Restaurant Management  
N. 1810 Greene Street  
Spokane 99207

Yakima Valley Community College  
Hotel and Restaurant Management Program  
P.O. Box 22520  
Yakima 98907

**West Virginia**

Shepherd College  
Hotel, Motel and Restaurant Management  
King Street  
Shepherdstown 25401

West Virginia Northern Community College  
Hotel and Restaurant Management Program  
1704 Market Street  
Wheeling 26003

**Wisconsin**

Chippewa Valley Technical College  
Restaurant and Hotel Cookery/Hospitality Management  
620 W. Clairemont Avenue  
Eau Claire 54701

Fox Valley Technical College  
Restaurant and Hotel Management and Cookery  
1825 N. Bluemound Drive  
Appleton 54913

Gateway Technical College  
Hotel, Motel Management  
1001 S. Main Street  
Racine 54303

Madison Area Technical College  
Culinary Trades  
3550 Anderson Street  
Madison 53704

Mid-State Technical College  
Food and Hospitality Management  
500 32nd Street N.  
Wisconsin Rapids 54494



Milwaukee Area Technical College  
Restaurant and Hotel Cookery  
700 W. State Street  
Milwaukee 53233

Moraine Park Technical College  
Restaurant and Hotel Cookery  
235 N. National Avenue  
Fond du Lac 54935

Nicolet Area Technical College  
Hospitality Management/Food Preparation  
P.O. Box 518  
Rhineland 54501

Waukesha County Technical College  
Hospitality Management/  
Culinary Arts  
800 Main Street  
Pewaukee 53072

Wisconsin Indianhead Technical College  
Hospitality Management  
2100 Beaser Avenue  
Ashland 54806

Wisconsin Indianhead Technical College  
Hospitality Management  
600 N. 21st Street  
Superior 54880

### **Wyoming**

Laramie County Community College  
Hotel and Restaurant Management Program  
1400 E. College Drive  
Cheyenne 82007

Sheridan College  
Hospitality Services Program  
P.O. Box 1500  
Sheridan 82801