

**WORK PROCESS SCHEDULE
LODGING MANAGER
(Existing Title: Hotel Manager)
O*NET-SOC CODE: 11-9081.00 RAPIDS CODE: 2032CB**

This schedule is attached to and a part of these Standards for the above identified occupation.

1. TYPE OF OCCUPATION

☐ Time-based ☒ Competency-based ☐ Hybrid

2. TERM OF APPRENTICESHIP

This competency based apprenticeship approximates a competency task list of OJL which includes an RTI of a minimum of 126 hours. Employers may add an additional 20 hours (or more) of training per year to the required minimum outlined above.

3. RATIO OF APPRENTICES TO RESTAURANT MANAGER

The apprentice to Lodging Manager ratio is: 1 Apprentice(s) to 1 Lodging Manager(s) or Discipline Supervisor.

4. APPRENTICE WAGE SCHEDULE

Apprentices will be paid a progressively increasing schedule of wages during their apprenticeship based on the acquisition of increased skill and competence on-the-job and in related instruction.

The minimum annual wage schedule is stated below. The Sponsor recognizes that each employer will have a different internal hotel wage structure based on the size of the hotel property and the location. An Apprentice earning \$30,000 at a small property in a rural area may earn \$40,000 at a larger property in a major metropolitan market. A minimum annual wage has been listed with the understanding that each employer may and should offer a higher wage based on market needs. Any employer who wishes to offer a wage less than the minimum entry and closing salaries outlined below will need written approval from the Sponsor to do so.

In no case will the starting wages of apprentices be less than that required by any minimum wage law which may be applicable.

Note: According to the Bureau of Labor Statistics, the 2016 median wage for a Lodging Manager was \$51,840 or \$24.93 per hour.

Level	Recommended Minimum Annual Wage	Recommended Exemption Status
Entry	\$22,000	Non-Exempt
Completion of all OJL Competencies & RTI	\$31,000	Exempt

5. WORK PROCESS SCHEDULE



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The employer may modify the work processes to meet local needs with approval from AHLA.

1. During the Apprenticeship, the Apprentice shall receive work experience and job related education in all phases of the occupation, including safe work practices, necessary to develop the skill and proficiency of a skilled professional.
2. The employer must ensure Apprentices are rotated throughout the various work processes to ensure a well-rounded professional upon completion of the Apprenticeship, and submit quarterly competency reports to AHLA.
3. Employers may add an additional 20 hours (or more) of RTI to the required minimum number of 126 hours.
4. Such on-the-job training shall be carried on under the direction and guidance of a qualified professional.
5. Apprentices who have earned the AHLA Certified Hospitality Supervisor (CHS) designation prior to beginning their apprenticeship, are exempt from completing the Supervisory Skills & Leadership rotation. Apprentices must show a valid copy of their certification to the AHLA and their employer.

The following identifies the major work processes in which Apprentices will be trained. A detailed competency checklist to gauge on-the-job progress follows.

6. RELATED TRAINING INSTRUCTION

1. During the term of apprenticeship, each Apprentice is required to complete a minimum of 126 hours of job related education.
2. Each Apprentice's attendance and progress in job related education must be tracked and appropriate records maintained.
3. Curriculum may be taken during or outside the regular working hours, depending upon available facilities. All time spent in such classes after regular working hours shall not be considered as hours of work. If required to attend classes during the regular working hours, the Apprentices shall be compensated at their regular hourly rate. For job related education conducted outside normal working hours, required classroom, field lab time, and home study shall not be compensated.
4. Time devoted to the job related education shall not be considered as part of the OJT. The job related education will be performed outside the regular work schedule.
5. Failure on the part of the Apprentice to fulfill their obligation as to the job related education studies and/or attendance, or their failure to maintain passing grades therein, shall constitute adequate cause for cancellation of their Apprenticeship Agreement.
6. The course listings outline the job related education that supplements the on-the-job training. It is through the combination of both the on-the-job training and the job related education that the apprentice can reach the skilled level of the



occupation.

7. The Sponsor recognizes that each employer may offer and/or require similar classes as part of the training program specific to their brand or hotel company standards. These classes may be offered either online through the company Learning Management System or in person by a designated trainer. If this situation presents itself, the Sponsor will thoroughly review the learning objectives in the training program to ensure they match the objectives in the course curriculum below. The Sponsor reserves the right to approve other industry training curriculum if the learning objectives do in fact match. Supplemental education may be required of the Apprentice if a full match of learning objectives is not found.
8. Each Apprentice's attendance and progress in Related Training Instruction must be tracked and appropriate records maintained. The competency attainment report will be submitted to AHLA as part of the quarterly report.
9. Apprentice candidates who have an Associate's Degree or Bachelor's degree in Hospitality Management may be granted credit for all of the required RTI. This credit will be dependent on a crosswalk of the college courses passed and the required RTI as outlined below, as determined by the AHLA.

**WORK PROCESS SCHEDULE
LODGING MANAGER
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Lodging Manager – Competency Checklist

Competency	Mentor Sign Off	Completion Date
<i>Financial Management</i>	<i>Mentor Sign Off</i>	<i>Completion Date</i>
Identify the contents of an income statement as recommended by the Uniform System of Accounts for the Lodging Industry (USALI).		
Identify the purposes of budgeting for operations and the roles and responsibilities of those involved in the budgeting process.		
Complete the process of preparing an operations budget.		
Complete the budgeting control process and explain how significant variances are determined.		
Identify ways in which hospitality managers can analyze current information needs.		
Recognize the purpose of a request for proposal (RFP).		
Define various types of costs and explain how they change in response to changes in sales volume.		
Identify how fixed and variable cost factors influence purchasing decisions.		
Distinguish direct costs from indirect costs.		
Demonstrate the process of discounting room rates, and identify how they apply revenue management.		
Identify how changes in sales mix affect gross profit.		
Explain how supervisors determine productivity standards.		
Demonstrate how supervisors plan their staffing needs and develop a staffing guide.		
Forecast business volume using the base adjustment forecasting method and the moving average forecasting method.		
Demonstrate how supervisors use staffing guides as labor scheduling and control tools.		
Complete functions of software applications in relation to scheduling /labor control.		
Identify procedures supervisors can follow to increase productivity.		
Define par, par levels, and par number.		
Identify the challenges to inventory control for linens in a housekeeping operation.		
Demonstrate how to establish par levels and inventory control for cleaning supplies.		
<i>Marketing & Sales Management</i>	<i>Mentor Sign Off</i>	<i>Completion Date</i>
Identify the duties and responsibilities of positions typically found in a hotel marketing and sales office.		
Demonstrate how a sales office is organized		
Identify sources for prospecting individual and group business and explain how salespeople qualify prospects as potential clients.		



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Identify internal marketing and employee empowerment.		
Recognize the role of employees in internal sales and discuss relationship selling, employee training, how employees can apply sales skills, and employee incentive programs.		
Understand the reasons that hospitality firms advertise, and identify types of advertising.		
Explain the role of public relations and publicity in reaching prospective guests.		
Supervisory Skills and Leadership	Mentor Sign Off	Completion Date
Understand the importance and responsibilities of supervisors in the hospitality industry.		
Identify the functions of management and understand how they fit into your job.		
Understand how appearance, managers, ethics, and self-esteem affect your job performance and that of your staff.		
Create a work environment in which diversity is valued and rewarded.		
Identify and begin to develop leadership traits.		
Know the difference between personal and positional power.		
Understand the different styles of leadership and when each is best used.		
Know what assertive behavior is and how to act assertively.		
Demonstrate how to value and connect with all your employees and guests.		
Identify and eliminate "time robbers" that prevent you from working more efficiently.		
Prioritize your job tasks.		
Create daily "to do" lists, weekly planners, and related technologies.		
Use time management people skills effectively.		
Identify and manage obstacles to good time management and control interruptions.		
Understand how diverse groups of people manage time.		
Identify and avoid roadblocks to effective communication.		
Use your body and voice as positive tools of communication.		
Demonstrate how to speak clearly and simply so that your message is understood, whether you speak to one person or 100.		
Demonstrate active listening skills.		
Demonstrate proper office phone, email, cell phone, or instant messaging etiquette skills, whether initiating or receiving communication.		
Identify how to communicate with a diverse audience of employees and guests.		
Identify where workplace problems come from.		



Demonstrate how to solve problems with a team of employees.		
Perform preparation techniques to resolve conflicts.		
Resolve an employee conflict.		
Identify and demonstrate techniques to manage difficult people better.		
Identify the role diversity plays in problem-solving and conflict resolution.		
Use orientation to effectively welcome new employees to your property.		
Identify the knowledge and skills required for employees to efficiently perform their jobs.		
Demonstrate effective ways to train employees to perform specific job tasks.		
Conduct effective staff meetings.		
Train your staff to value and respect a diverse group of employees and guests.		
Understand the purpose and use of motivation as well as how it benefits you, your team, and your property.		
Incorporate appropriate motivational strategies.		
Understand how formal and informal work groups affect employee motivation.		
Demonstrate how to promote teamwork among your employees.		
Demonstrate how to empower employees to independently solve problems and participate in the team building process.		
Create a positive work environment that values a diverse workforce.		
Identify and follow the steps in the recruitment and selection process.		
Effectively plan, conduct, and follow up an interview.		
Communicate the value of forecasting in the scheduling process.		
Use a staffing guide effectively.		
Plan and evaluate an operational work schedule for employees.		
Identify the benefits of recruiting a diverse workforce.		
Demonstrate effective coaching, feedback, counseling, and discipline techniques.		
Review employee performance in order to increase individual and team productivity.		
Handle terminations effectively.		
Identify how to improve performance through a productive and diverse work environment.		
Demonstrate ways in which teams can solve specific guest-related problems.		
Identify the kind of organizational support that is necessary for teams to succeed.		
Identify the basic role of the team leader and list some factors to consider in assessing an individual's leadership potential.		



Identify positive and negative roles that individuals may play in groups.		
Summarize tips on how to plan, conduct, and evaluate meetings effectively.		
Define a consensus decision and describe techniques that teams can use to reach decisions by consensus.		
Communicate why diversity must be managed and how diversity management benefits hospitality organizations.		
Identify the ways in which the work force is changing and how it is becoming more diverse.		
Demonstrate knowledge of safety and security measures for responding appropriately to a variety of emergency situations, including bombs, fires, hurricanes, tornadoes, floods, earthquakes.		
Human Resources Management	Mentor Sign Off	Completion Date
Communicate how managers use application forms and pre-employment tests as selection tools.		
Identify the types of information that reference checks provide and explain the legal issues surrounding reference checks.		
Identify ways to prepare for interviews.		
Explain the purpose of an orientation program.		
Distinguish between a general property orientation and a specific job orientation.		
Communicate the different approaches to orientation.		
Identify and explain the stages of the training cycle.		
Complete a general performance appraisal and summarize the functions of performance appraisals.		
Identify and discuss potential problems with performance appraisals.		
Identify legal issues relating to performance appraisals.		
Demonstrate the proper use of discipline in a hospitality organization and describe approaches to employee discipline.		
Identify concerns associated with using discharge.		
Outline an effective exit interview system.		
Rooms Management	Mentor Sign Off	Completion Date
Communicate the concept of revenue management and identify how managers can maximize revenue by using forecast information in capacity management, discount allocation, and duration control.		
Identify how revenue management decisions are affected by: group room sales, transient room sales, food and beverage activity, local and area-wide activities, special events, and fair market share forecasting.		
Identify common formulas managers use to measure and manage revenue.		
Identify how revenue management decisions are affected by: group room sales, transient room sales, food and beverage activity, local and area-wide		



activities, special events, and fair market share forecasting.		
Communicate the different types of reservations and classify reservation inquiries in their distribution channels.		
Identify the tools managers use to track and control reservations availability, and discuss the reservation record.		
Communicate the policies and procedures surrounding the confirmation, modification, and cancellation of different types of reservations.		
Recognize the role that managers play in a property's security program.		
Identify the elements of security training that are critical to an effective security program.		
Explain the role of the housekeeping department in communicating room status.		
Communicate the relationship between the housekeeping and maintenance departments and identify typical cleaning responsibilities of the housekeeping department.		
Identify the primary important roles played by hospitality facilities.		
Identify equipment concerns that affect maintenance needs.		
Summarize the basic responsibilities of the facilities department and the facilities manager.		
Identify the primary types of maintenance.		
Explain the role played by maintenance schedules and detailed instructions in a preventive maintenance program.		
Identify several tactics that could help during maintenance emergencies.		
Recognize sustainability and its role in the overall business strategy of a hospitality operation.		
State some of the principal measures facilities managers can take to minimize and manage waste.		
Identify the dangers inherent in the commonly recognized hazardous substances.		
Food and Beverage		
Communicate how managers can merchandise food and beverages.		
Complete basic types of restaurant and lounge promotions.		
Identify how managers use standard purchase specifications as cost control tools.		
Identify how managers use standard recipes and portion control techniques as cost control tools.		
Distinguish common styles of dining room service.		
Summarize typical restaurant server duties.		
Summarize typical busperson duties.		
Identify the tasks that banquet servers perform.		
Identify room service attendant duties.		



Identify the causes of unsafe food, and communicate the basic types of foodborne illnesses.		
Demonstrate proper food handling and cleaning procedures.		
Communicate the Hazard Analysis Critical Control Point (HACCP) system and how it relates to a food safety risk management program.		
Identify the seven HACCP principles, and explain how they are used to establish a HACCP plan.		
Identify the purposes of food establishment inspections, define the types of inspections, and describe how a HACCP inspection should be conducted.		
Identify the duties of a beverage server.		
Explain the role that a bartender plays at a beverage establishment.		
Identify legal restrictions and liability issues affecting the service of alcoholic beverages.		
Demonstrate steps to take when checking identification of guests.		
Demonstrate steps to take when stopping alcohol service to intoxicated guests.		

**Note: Individual employers may be eligible for substitutions to the competency checklist, not to exceed 20% of the required competencies. This modification is to allow for operational variances at individual hotel properties. Example: Apprentices employed by a limited service property where no food & beverage components exist. Employers must receive written permission from the Sponsor to substitute competencies prior to enrolling an apprentice in the program.*



RELATED TECHNICAL INSTRUCTION
LODGING MANAGER
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Related Instruction Courses	Approx. Hours
Certified Hospitality Supervisor – Curriculum Modules	
Supervising Teams	5
Leadership	6
Time Management	6
Effective Communication	7
Handling Problems & Conflict	6
Conducting Orientation & Training	7
Motivation & Team Building	7
Staffing and Scheduling	7
Improving Employee Performance	6
Certified Hotel Administrator – Curriculum Modules	
Financial Management	22
Marketing & Sales Management	6
Human Resources Management	7
Rooms Division Management	17
Food & Beverage Management	17
	126