



# Hiring for Hotels



*Insights, interview questions,  
tips & tricks*



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## Introduction

# Hotel Industry Hiring Guide

The worldwide economic recovery has put people on the move again, which means they need a place to stay. The effect of the rebound has been felt strongly in the hotel industry which has come out of the doldrums to take its place among the fastest-growing sectors of the world economy.

With strong growth predicted in vacation and business travel as well as a resurgence in demand from group travellers in the United States and elsewhere, the outlook is for sustained growth. The sector currently offers variety and strong wages for job seekers at all levels of experience. Hotel pay in the US jumped by 3.4 percent from 2014 according the [US Department of Labor](#).

But important questions remain for those in charge of hiring for hotels: What can employers do to harness current trends and to create long-term possibilities for employees? As a professional involved in the hiring of hotel employees, what should you be aware of?

### Room Numbers

- A new job is added in the hospitality sector every **2.5 seconds**
- US hotel occupancy was **64%** in 2014
- **1996** the last time the American hotel industry hit this level
- The hospitality industry to grow at a rate **23%** faster than the rest of the global economy
- **8 percent** of all jobs in the United States are in hospitality

## Hiring headaches

Amid the hiring boom, what's often overlooked is the fact that turnover is higher in the hotel industry than in almost any other. As transient as hotel guests may seem, hotel employees can be more so. More than half of hotel staff have quit their job in the last 12 months to take up a better offer.

Hiring can be a challenge, even in an industry that appears solid from the surface statistics. In fact, a [Global CEO Survey](#) found that nearly one-third of industry leaders felt unable to pursue a market opportunity because of talent constraints. A similar proportion of those surveyed felt unable to innovate effectively, and one-in-five claimed they would be unable to achieve growth forecasts.

What gives? According to Angela Rose, from the leading industry job board, HCareers.com, the [top three hiring challenges](#) facing the hotel industry include:



## 1. Continuing Economic Uncertainty



The economy has rebounded, right?

Yes, there have been positive changes to the economy but we're still seeing caution from Americans as to how and where money is spent. Likewise, a focus on salaries and job security remain top concerns. At the same time, hiring managers are reluctant to spend more than necessary because of the uncertainties that still lie ahead.

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## 2. High Turnover Rates



While exact figures vary from one study to another, turnover in the hotel industry is known to be high.

Turnover rates fluctuate in other industries but hotels lose up to half their employees every year. The reason for this turnover cannot be pinpointed, but theories include: entry level jobs that

require little experience tend to experience higher turnover rates, a lack of commitment and loyalty to employers, the seasonal nature of the industry and other hypotheses.

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### **3. Talent Searches Prove More Difficult Than Ever Before**



Understanding where to find talent that will stay put requires extra effort, and often, extra funding. For employers looking to fill positions quickly based on need, finding solid talent that will contribute to the success of a chain – or an individual hotel – and are actively searching for new positions can be a challenge.



## Top 10 Jobs

Hiring managers must be able to fill a variety of roles within the hotel industry, ranging from positions in management down to first-time jobs. Here's the top 10 (with average US salary):

**1 Hotel General Manager** – \$149,456

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**2 Hotel Clerk** – \$19,710

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**3 Bellhop** – \$15,995

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**4 Meeting and Convention Planner** – \$60,245

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**5 Concierge** – \$16,262

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**6 Maitre d'** – \$45,000

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**7 Executive Chef** – \$46,206

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**8 Reservation Ticket Agent** – \$27,750

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**9 Maids and Housekeeping Cleaner** – \$20,124

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**10 Gaming Dealer** – \$14,340

While many of these positions are entry level, suited for individuals with little to no experience, others require extensive management experience and higher levels of education. This means that, across the board, clear job descriptions, detailed background checks and highly developed training programs are essential to the success of a [hotel's hiring process](#).

## Talent shortfall

Business as usual in the hotel sector, combined with the anticipated talent shortfall is set to cost millions of potential jobs in global travel and tourism over the next decade. In real terms this would mean 14m fewer jobs created at a cost of \$610bn to the world economy, according to [Oxford Economics](#).

*“There’s a chronic shortage of “the right people in the right place with the right skills to meet the growth of travel and tourism over the next 10 years.”*

The answer will have to come in the form of proactive hiring tactics from managers within the industry.

The study examined the industry in 46 different countries that

account for 80% of travel and tourism employment globally. What it found was a chronic shortage of “the right people in the right place with the right skills to meet the growth of travel and tourism over the next 10 years.”

Put simply, while the industry is predicted to grow if a focus on retaining and developing talent doesn't grow with it, the entire sector is at risk.



“When I speak to the leaders of the world's travel and tourism companies, it is clear that the biggest challenge to their growth plans is the supply and retention of talent across all levels of their businesses,” said David Scowsill, CEO of the World Travel and Tourism Council.

The findings illustrate the struggles facing hiring managers in the hotel industry on a daily basis. However, there is hope and potential. Those responsible for hiring to must start to adopt the methods that have already seen success in the industry.

## The Marriott way

While turnover is high across the hotel industry, one global leader has seen great success. Known around the world for reliable hotel accommodation, [Marriott](#) has also become known as a leading example of what's right about the hotel industry as a whole.

Though the sector sees an [average employment term of two to three years](#), the average [length of tenure](#) for Marriott managers is 25 years, and more than 10,600 employees have been there for over 20 years. Since its creation 18 years ago, the company has topped Fortune's "Best Companies to Work For" list each year.


*“Treat your employees as well as you want them to treat your guests”*

How has it accomplished this?

Much of it is down to the approach the group describes as “take care of the associates,

the associates will take care of the guests and the guests will come back again and again.”

Far too often the hotel industry focuses on the guests, rather than what drives the guests' experiences – the employees. This is why solid hiring and training practices are essential to success in the industry. The Marriott uses the following

- 
- **15-minute stand-up meetings** at the start of each shift to check in, share updates and prepare for the upcoming day.
  - **Annual Awards of Excellence** – Oscar-style – that recognizes employees around the world in four categories.
  - **Opportunities for growth.** Many of the company's top executives started as housekeepers and bellhops and were given chances to advance.

strategies to encourage employee satisfaction and success: To succeed like Marriott has, the work has to start at the ground level, with solid hiring practices, an honest review of current standings and a focus on the future. Hiring managers in the hotel industry looking to make a change and see tangible success should implement sound practices and tactics to get there.

## Chapter 1

# Job Descriptions

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[Download in Word format](#)



## Bartender job description

This bartender job description template is optimized for posting in online job boards or careers pages and is easy to customize for your company.

### Job brief

We are looking for an enthusiastic bartender to provide an excellent guest drinking experience. The successful candidate will be able to mix and match ingredients in order to create classic and innovative drinks in accordance with customers' needs and expectations.

### Responsibilities

- Prepare alcoholic or non-alcoholic beverages
- Interact with customers, take orders and serve snacks and drinks
- Assess customers' needs and preferences and make recommendations
- Mix ingredients to prepare cocktails
- Plan and present bar menu
- Check customers' identification and confirm it meets legal drinking age

- Restock and replenish of bar inventory and supplies
- Stay guest focused and nurture an excellent guest experience
- Comply with all food and beverage regulations

## Requirements

- X+ years of experience as a bartender
- Excellent knowledge of in mixing, garnishing and serving drinks
- Computer literacy
- Excellent English knowledge; second language will be considered a plus
- Positive attitude and excellent communication skills
- Ability to keep the bar organized, stocked and clean
- Relevant training certificate

## Event planner job description

This event planner job description template is optimized for posting in online job boards or careers pages and is easy to customize for your company.

### Job brief

We are looking for a successful and enthusiastic event planner to produce events from conception through to completion. You will provide outstanding customer service and organize memorable events that meet quality expectations.

### Responsibilities

- Plan, design and produce events while managing all project delivery elements within time limits
- Liaise with clients to identify their needs and to ensure customer satisfaction
- Conduct market research, gather information and negotiate contracts prior to closing any deals
- Provide feedback and periodic reports to stakeholders
- Propose ideas to improve provided services and event quality
- Organise facilities and manage all event's details such as

decor, catering, entertainment, transportation, location, invitee list, special guests, equipment, promotional material etc

- Ensure compliance with insurance, legal, health and safety obligations
- Specify staff requirements and coordinate their activities
- Cooperate with marketing and PR to promote and publicize event
- Proactively handle any arising issues and troubleshoot any emerging problems on the event day
- Conduct pre- and post - event evaluations and report on outcomes
- Research market, identify event opportunities and generate interest

## **Requirements**

- X+ years of event management experience
- Impressive portfolio of previously managed events
- Excellent time management and communication skills
- Sales skills and ability to build productive business relationships
- Ability to manage multiple projects independently

- MS Office proficiency
- Willing to submit references from previous clients
- BS in Event Management or related field
- Computer literacy
- Excellent English knowledge; second language will be considered a plus
- Positive attitude and excellent communication skills
- Ability to keep the bar organized, stocked and clean
- Relevant training certificate

## Executive chef job description

This executive chef job description template is optimized for posting in online job boards or careers pages and is easy to customize for your company.

### Job brief

We are looking for a creative and proficient in all aspects of food preparation, executive chef. You will be “the chief” and maintain complete control of the kitchen.

### Responsibilities

- Plan and direct food preparation and culinary activities
- Modify menus or create new ones that meet quality standards
- Estimate food requirements and food/labor costs
- Supervise kitchen staff's activities
- Arrange for equipment purchases and repairs
- Recruit and manage kitchen staff
- Rectify arising problems or complaints
- Give prepared plates the “final touch”
- Perform administrative duties

- Comply with nutrition and sanitation regulations and safety standards
- Keep time and payroll records
- Maintain a positive and professional approach with coworkers and customers

## Requirements

- X+ years of experience as a head chef
- Excellent record of kitchen management
- Ability to spot and resolve problems efficiently
- Capable of delegating multiple tasks
- Communication and leadership skills
- Keep up with cooking trends and best practices
- Working knowledge of various computer software programs (MS Office, restaurant management software, POS)
- BS degree in Culinary science or related certificate

## Food and beverage manager job description

This food and beverage manager job description template is optimized for posting in online job boards or careers pages and is easy to customize for your company.

### Job brief

We are looking for a professional food and beverage manager to be responsible for managing all F&B operations and for delivering an excellent guest experience. The successful candidate will be able to forecast, plan and manage all F&B orders, staff and finance. The goal is to maximize sales and revenue through customer satisfaction and employee engagement.

### Responsibilities

- Manage all F&B and day-to-day operations within budgeted guidelines and to the highest standards
- Preserve excellent levels of internal and external customer service
- Design exceptional menus, purchase goods and continuously make necessary improvements
- Identify customers needs and respond proactively to all clients concerns



- Lead F&B team by attracting, recruiting, training and appraising talented personnel
- Establish targets, KPI's, schedules, policies and procedures
- Provide a two way communication and nurture an ownership environment with emphasis in motivation and teamwork
- Comply with all health and safety regulations
- Report on management regarding sales results and productivity

## Requirements

- X+ years of food and beverage management experience
- Excellent record of kitchen management
- Working knowledge of various computer software programs (MS Office, restaurant management software, POS)
- Adequate knowledge of English language
- Ability to spot and resolve problems efficiently
- Mastery in delegating multiple tasks
- Communication and leadership skills
- Up to date with food and beverages trends and best practices

- Ability to manage personnel and meet financial targets
- Guest oriented and service minded
- Culinary school diploma or degree in Food service management, BA, or related field

## Guest relations manager job description

This guest relations manager job description template is optimized for posting in online job boards or careers pages and is easy to customize for your company.

### Job brief

We are looking for an outgoing Guest Relations Manager to make clients feel at home and to guarantee their contentment. You will furnish clients with above-and-beyond service to ensure a memorable and genuine experience. The goal is to sponsor a helpful image by honoring guests' requests and to achieve high levels of guest satisfaction and engagement.

### Responsibilities

- Ensure and provide flawless, upscale, professional and high class guest service experiences
- Analyse customer feedback and provide strategic direction to continuously improve overall rating
- Respond to guests needs and anticipate their unstated ones
- Expect and react promptly to guests' requirements and inquires
- Actively listen and resolve guests' complaints

- Oversee and coordinate all arrivals and departures of special guests (VIPs, SAs etc)
- Coordinate and manage communication between guests and staff and follow up to ensure complete service recovery
- Promote all amenities, conveniences and programs offered
- Direct, coach and manage guest relations team to ensure all standards and operating procedures are adhered to
- Appraise team's performance and produce reports
- Examine activities logbook, assign tasks appropriately and implement control schedule daily

## Requirements

- X+ years of experience as a guest relations manager
- X+ years of experience in hospitality
- Adequate knowledge of personalised services principles and processes
- Experience with needs assessment techniques, quality standards and satisfaction evaluation techniques
- Familiarity with industry's latest trends
- Hands on experience with guest relationship management software

- Proficiency in English, multilingualism will be considered an asset
- Guest service orientation and drive
- Excellent problem resolution skills along with outstanding communication and active listening skills
- Ability to work flexible hours
- Highly responsible and reliable with a professional presentation
- BS degree in hospitality management, business administration or related field

## Line cook job description

This line cook job description template is optimized for posting in online job boards or careers pages and is easy to customize for your company.

### Job brief

We are looking for a professional Line Cook to prepare food to the exact chef's specifications and to set up stations for menu. The successful candidate will play a key role in contributing to our customer satisfaction and acquisition goals.

### Responsibilities

- Set up and stock stations with all necessary supplies
- Prepare food for service (e.g. chopping vegetables, butchering meat, or preparing sauces)
- Cook menu items in cooperation with the rest of the kitchen staff
- Answer, report and follow executive or sous chef's instructions
- Clean up station and take care of leftover food
- Stock inventory appropriately

- Ensure that food comes out simultaneously, in high quality and in a timely fashion
- Comply with nutrition and sanitation regulations and safety standards
- Maintain a positive and professional approach with coworkers and customers

## Requirements

- X+ years of of cooking experience
- Excellent understanding of various cooking methods, ingredients, equipment and procedures
- Accuracy and speed in executing assigned tasks
- Familiar with industry's best practices
- Culinary school diploma

## Restaurant manager job description

This restaurant manager job description template is optimized for posting in online job boards or careers pages and is easy to customize for your company.

### Job brief

We are looking for a resourceful Restaurant Manager to be responsible for meeting all restaurant's revenue, profitability and quality goals. You will ensure efficient restaurant operation and maintain high production, productivity, quality, and customer-service standards.

### Responsibilities

- Coordinate the entire restaurant operation
- Deliver superior guest services and ensure absolute customer satisfaction
- Respond efficiently to customer complaints
- Enforce and offer the best quality of products possible
- Organise and supervise shifts
- Appraise personnel's performance and provide feedback to keep them upbeat and productive
- Estimate consumption, forecast requirements and maintain inventory



- Monitor compliance with sanitation and safety rules and regulations
- Control costs and minimize waste
- Successfully promote and publicise the brand
- Nurture a positive working environment and lead by example
- Monitor operations and initiate corrective actions

## Requirements

- X+ years of experience as restaurant manager
- Demonstrated experience in customer service management
- Extensive food and wide knowledge
- Proficiency in English
- Computer literacy and familiarity with restaurant management software
- Strong leadership, motivational and people skills
- Acute financial management skills
- Culinary school diploma or BS degree in Business Administration

## Travel agent job description

This travel agent job description template is optimized for posting in online job boards or careers pages and is easy to customize for your company.

### Job brief

We are looking for a passionate about travel, Travel Agent. You will manage travel requirements made for business or holiday and you will provide tourism related services and package tours on behalf of our suppliers. The goal is to keep our clients satisfied and loyal for future services.

### Responsibilities

- Plan and sell transportations, accommodations, insurance and other travel services
- Cooperate with clients to determine their needs and advise them appropriate destination, modes of transportations, travel dates, costs and accommodations
- Provide relevant information, brochures and publications (guides, local customs, maps, regulations, events etc) to travellers
- Book transportation, make hotel reservations and collect payment/fees
- Use promotional techniques and prepare promotional

materials to sell itinerary tour packages

- Deal with occurring travel problems, complaints or refunds
- Attend travel seminars to remain updated with tourism trends
- Enter data into our software and maintain client files
- Network with tour operators
- Maintain statistical and financial records
- Meet profit and sales targets

## Requirements

- X+ years of experience as a travel agent
- Excellent knowledge of computer reservations systems, GDS systems and e-travel
- Fluency in English; multilingualism is a plus
- Strong sales skills and commercial awareness
- Ability to interact, communicate and negotiate effectively
- Sound knowledge of domestic and international travel trends
- Degree in Hospitality, Travel, Tourism, Business or relevant field
- Personal travel experience will be considered an advantage

## Waiter/Waitress

This waiter/waitress job description template is optimized for posting in online job boards or careers pages and is easy to customize for your company.

### Job brief

We are looking for a skilled Waiter/Waitress to take orders and deliver food and beverages to our customers. The goal is to provide an excellent overall guest experience.

### Responsibilities

- Provide excellent customer services that promote satisfaction
- Greet customers and present menu
- Make recommendations or share additional information upon request
- Take and serve food/drinks orders and up-sell any additional products
- Arrange table settings and maintain tables clean and tidy
- Check products for quality and correct any problems that keep them from enjoying their meal/drink
- Deliver checks and collect payments

- Cooperate with all serving and kitchen staff
- Follow all relevant health department rules/regulations and all customer service guidelines

## Requirements

- X+ years of customer serving experience
- Ability to develop constructive working and interpersonal relationships with colleagues and customers
- Problem solving and decision making skills
- Service orientation and excellent organisational skills
- Hands on experience with cash register and any ordering information system
- Active listening and effective communication competencies
- Good physical condition
- High school diploma; food safety training will be considered an asset

## Chapter 2

# Hotels Interview Questions

## How to conduct an interview

Go beyond stock questions and get to the heart of the matter. Finding your five star hire is easy with purposeful conversations that reveal meaningful information. Your goal is to get a glimpse of how well your candidates know your industry, how eloquently they speak about their experience, and what they learned from it.

## Hotel and Hospitality questions

✔ Provide an example of a difficult guest complaint and ask candidates how they would handle it. Good candidates are likely to look into hotel policies and put themselves in their customers' shoes. Pay special attention to the reasoning behind their problem-solving.

- ✔ Ask candidates to describe the typical guest at their previous hotel. Which guests do they enjoy working with? Which guests do they struggle with? Here, you're trying to see how well they understand their customers and their needs.
  
- ✔ Ask candidates to talk about a task that is often poorly executed in hotels, and how they think hotels could improve upon that task. This question is an opportunity for them to demonstrate how well they know the industry and the tools of the trade.
  
- ✔ Ask candidates to talk about a clever or effective process at their previous hotel that they'd like to carry over to your hotel. Their answers will show you how much they care about their work and how much they think about the work that they do.

### **General but essential questions**

Time to get personal. Here, you're working towards a solid grasp of your candidates' ambitions and motivations for getting the job. In this light, the questions they ask will be far more important than the questions that you ask. This is a great opportunity to clarify any doubts or misunderstandings they have about the position.

✔ Ask candidates to describe their responsibilities at their previous job and to describe the team they worked with. Ideally, they're able to clearly and concisely articulate their work within the context of their team and organization.

✔ Ask candidates what their co-workers would say about them. Combined with information from their reference checks, this question will show you how well they work with others and how well they will integrate into your organization.

Here's a useful list of legal alternative questions:

[www.hrworld.com/features/30-interview-questions-111507](http://www.hrworld.com/features/30-interview-questions-111507)

## What not to ask in an interview

Don't be that guy. Don't ask questions that are offensive, discriminatory, potentially litigious, and downright illegal. Employers are prohibited from asking questions that request personal information that is protected by law. To keep it legal, avoid the following topics:



## Touchy Topics

⊗ Age

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⊗ Children

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⊗ Disability

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⊗ Marital Status

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⊗ Nationality

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⊗ Race

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⊗ Religion

---

⊗ Sexual Orientation

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More information on prohibited employment practices can be found here:

[www.eeoc.gov/laws/practices](http://www.eeoc.gov/laws/practices)

**If you're tempted to ask a question about these matters,** think twice. For logistical purposes, you need to know if your candidate is legally permitted to work in this country, not what country they're from. You need to know if your candidate is available to travel, not if they have children. Ask only what you need to know, not what you think contains the answer.



## Chapter 3

# Hotels Offer & Rejection letters

Tried and tested templates that you can quickly adapt for offer or rejection letters



[Download in Word format](#)

## Offer Letter Template

Dear [Applicant Name],

We're delighted to extend this offer of employment for the position of [Position] with [Company Name]. Please review this summary of terms and conditions for your anticipated employment with us. If you accept this offer, your start date will be [Start Date] or another mutually agreed upon date and you would report to [Supervisor Name]. We look forward to adding you to our team.

### Hours and Compensation

This is a [Full-time/Part-time/Seasonal] position requiring approximately [Hours per Week] hours per week. Your compensation package includes base pay and the following:

- Standard benefits package (list benefits here)
- Discounted hotel rooms
- Discounted food and beverages
- Discounted retail gift shop items

You may indicate your agreement with these terms and accept this offer by signing and dating this agreement by [Offer Expires On]. Upon your acceptance of this employment offer, [Company Name] will provide you with the necessary paperwork and instructions.

Sincerely,

[Sender Name]

**Signatures:**

.....

**Company Representative (Sign)**

.....

**Company Representative (Print)**

.....

**Date**

.....

**Applicant (Sign)**

.....

**Applicant (Print)**

.....

**Date**

.....

## Rejection letter template

Dear [first name],

We really appreciate your interest in [company name] and the time you've invested in applying for the [role title] opening. It was a highly competitive process and after reviewing your application, we regret to inform you that we have decided not to move forward.

We will be advertising more positions in the coming months. We hope you'll keep us in mind and we encourage you to apply for the ones you find interesting and consider yourself qualified for.

We wish you good luck with your job search and professional future endeavours.

Sincerely,

[Sender's name and job title]

## Chapter 4

# Hiring Resources

## Recruiting Resources

Ready to recruit? Prepare and promote your job descriptions with these resources.

Find salary information for positions across the hotel industry on Glassdoor ([www.glassdoor.com](http://www.glassdoor.com)). Then, use Workable ([www.workable.com](http://www.workable.com)) to manage your hiring process and post to several job boards at once. Here's some job boards you might want to look into.



## Free job boards

- CareerBuilder - [www.careerbuilder.com](http://www.careerbuilder.com)
- Indeed - [www.indeed.com](http://www.indeed.com)
- SimplyHired - [www.simplyhired.com](http://www.simplyhired.com)
- Glassdoor - [www.glassdoor.com](http://www.glassdoor.com)
- Trovit - [job.trovit.com](http://job.trovit.com)
- JobRapido - [us.jobrapido.com](http://us.jobrapido.com)
- Recruit.net - [usa.recruit.net](http://usa.recruit.net)
- JobIsJob - [www.jobisjob.com](http://www.jobisjob.com)
- US.Jobs - [us.jobs](http://us.jobs)
- JobInventory - [www.jobinventory.com](http://www.jobinventory.com)
- CareerJet - [www.careerjet.com](http://www.careerjet.com)
- ZipRecruiter - [www.ziprecruiter.com](http://www.ziprecruiter.com)

## **Premium job boards**

- Monster.com - [www.monster.com](http://www.monster.com)
- SimplyHired - [www.simplyhired.com](http://www.simplyhired.com)
- HCareers - [www.hcareers.com](http://www.hcareers.com)
- Hospitality-Online [www.hospitalityonline.com](http://www.hospitalityonline.com)
- Hotel Jobs - [www.hoteljobs.com](http://www.hoteljobs.com)
- JobRapido - [us.jobrapido.com](http://us.jobrapido.com)
- Jobs.net Hotel/Hospitality - [hotel-hospitality.jobs.net](http://hotel-hospitality.jobs.net)

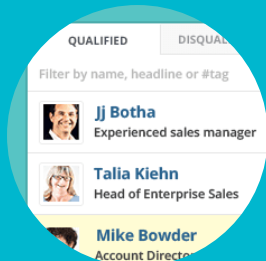


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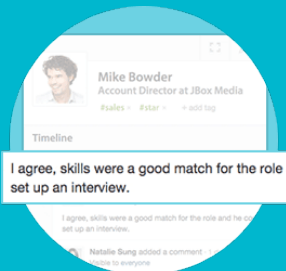
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