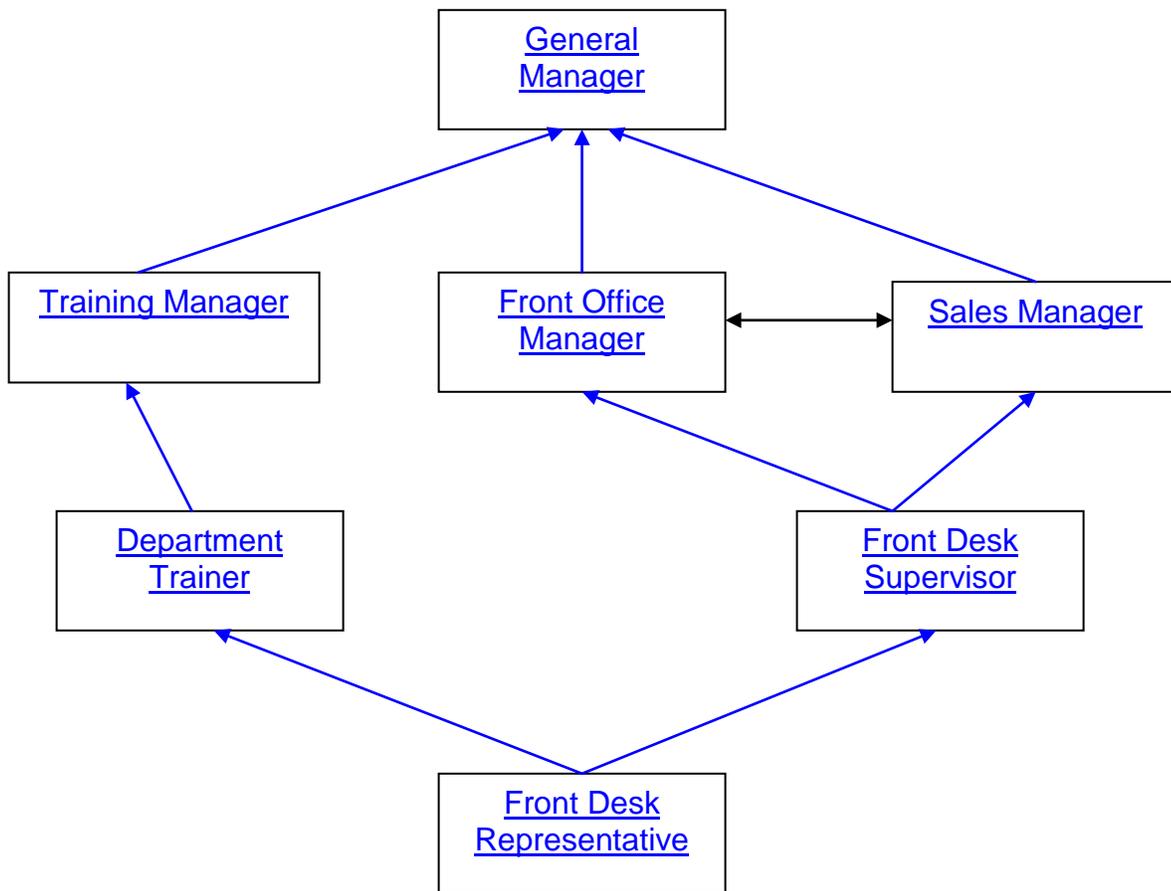


Sample Career Ladder/Lattice for Hospitality

Click on a job title to see examples of descriptive information about the job.

Click on a link between job titles to see the critical development experiences needed to move to that job on the pathway.



This is a SAMPLE.

It is intended only as an illustration of a possible career ladder/lattice in the hospitality industry.

Sample Career Ladder/Lattice for Hospitality

General Manager
Job Title
General Manager
Job Level
Executive-level (Supervisory)
Job Description
<p>Plan, direct, or coordinate the operations of hotel/motel. Duties and responsibilities include formulating policies, managing daily operations, and planning the use of materials and human resources within a hotel/motel, but are too diverse and general in nature to be classified in any one functional area of management or administration, such as personnel, purchasing, or administrative services.</p> <p>Tasks:</p> <ol style="list-style-type: none"> 1. Direct and coordinate activities of hotel/motel. 2. Manage staff, preparing work schedules and assigning specific duties. 3. Review financial statements, sales and activity reports, and other performance data to measure productivity and goal achievement and to determine areas needing cost reduction and program improvement. 4. Establish and implement departmental policies, goals, objectives, and procedures, conferring with board members, organization officials, and staff members as necessary. 5. Determine staffing requirements, and interview, hire and train new employees, or oversee those personnel processes. 6. Monitor hotel/motel-related businesses and agencies to ensure that they efficiently and effectively provide needed services while staying within budgetary limits. 7. Oversee activities directly related to providing hotel/motel-related goods or services. 8. Direct and coordinate organization's financial and budget activities to fund operations, maximize investments, and increase efficiency. 9. Determine goods and services to be sold, and set prices and credit terms, based on forecasts of customer demand. 10. Manage the movement of goods into and out of production facilities.
Education
This occupation normally requires a Bachelor's degree.
Workforce Preparation
Employees in this occupation usually need several years of on-the-job training, and/or vocational training.
Work Experience
Employees in this occupation usually need several years of work-related experience.
Licensure/Certification
None required
Salary
\$81,000
Employment Outlook
10-20% over the next 10 years, representing average growth.

[Return to Career Ladder/Lattice Graphic](#)

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Sample Career Ladder/Lattice for Hospitality

Training Manager
Job Title
Training Manager
Job Level
Management-level (Supervisory)
Job Description
Plan, direct, or coordinate the training and development activities of staff.
Tasks:
<ol style="list-style-type: none"> 1. Conduct orientation sessions and arrange on-the-job training for new hires. 2. Evaluate instructor performance and the effectiveness of training programs, providing recommendations for improvement. 3. Develop testing and evaluation procedures. 4. Conduct or arrange for ongoing technical training and personal development classes for staff members. 5. Confer with management and conduct surveys to identify training needs based on projected production processes, changes, and other factors. 6. Develop and organize training manuals, multimedia visual aids, and other educational materials. 7. Plan, develop, and provide training and staff development programs, using knowledge of the effectiveness of methods such as classroom training, demonstrations, on-the-job training, meetings, conferences, and workshops. 8. Analyze training needs to develop new training programs or modify and improve existing programs. 9. Review and evaluate training and apprenticeship programs for compliance with government standards. 10. Train instructors and supervisors in techniques and skills for training and dealing with employees.
Education
This occupation normally requires a Bachelor's degree.
Workforce Preparation
Employees in this occupation usually need several years of on-the-job training, and/or vocational training.
Work Experience
Employees in this occupation usually need several years of work-related experience.
Licensure/Certification
None required
Salary
\$74,000
Employment Outlook
21-35% over the next 10 years, representing faster-than-average growth.

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Sample Career Ladder/Lattice for Hospitality

Critical Development Experiences: From Training Manager to General Manager

The position of General Manager normally requires a Bachelor's degree. Employees in this occupation usually need several years of on-the-job training, and/or vocational training. Employees in this occupation usually need several years of work-related experience.

1. Review financial statements, sales and activity reports, and other performance data to measure productivity and goal achievement and to determine areas needing cost reduction and program improvement.
2. Establish and implement departmental policies, goals, objectives, and procedures, conferring with board members, organization officials, and staff members as necessary.
3. Determine staffing requirements, and interview new employees, or oversee those personnel processes.
4. Monitor hotel/motel-related businesses and agencies to ensure that they efficiently and effectively provide needed services while staying within budgetary limits.
5. Direct and coordinate organization's financial and budget activities to fund operations, maximize investments, and increase efficiency.
6. Determine services to be sold, and set prices and credit terms, based on forecasts of customer demand.

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Sample Career Ladder/Lattice for Hospitality

Front Office Manager
Job Title
Front Office Manager
Job Level
Management-level (Supervisory)
Job Description
Plan, direct, or coordinate activities of hotel/motel.
Tasks:
<ol style="list-style-type: none"> 1. Greet and register guests. 2. Answer inquiries pertaining to hotel policies and services, and resolve occupants' complaints. 3. Assign duties to workers, and schedule shifts. 4. Coordinate front-office activities of hotels or motels, and resolve problems. 5. Participate in financial activities such as the setting of room rates, the establishment of budgets, and the allocation of funds to departments. 6. Confer and cooperate with other managers to ensure coordination of hotel/motel activities. 7. Collect payments, and record data pertaining to funds and expenditures. 8. Manage and maintain temporary or permanent lodging facilities. 9. Observe and monitor staff performance to ensure efficient operations and adherence to facility's policies and procedures. 10. Train staff members.
Education
This occupation normally requires training in vocational schools or an Associate's degree.
Workforce Preparation
Employees in these occupations usually need one or two years of training involving both on-the-job experience and informal training with experienced workers.
Work Experience
Employees in these occupations usually need one or two years of training involving both on-the-job experience and informal training with experienced workers.
Licensure/Certification
None required
Salary
\$41,000
Employment Outlook
10-20% over the next 10 years, representing average growth.

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Sample Career Ladder/Lattice for Hospitality

Critical Development Experiences: From Office Manager to General Manager

The position of General Manager normally requires a Bachelor's degree. Employees in this occupation usually need several years of on-the-job training, and/or vocational training. Employees in this occupation usually need several years of work-related experience.

1. Review financial statements, sales and activity reports, and other performance data to measure productivity and goal achievement and to determine areas needing cost reduction and program improvement.
2. Establish and implement departmental policies, goals, objectives, and procedures, conferring with board members, organization officials, and staff members as necessary.
3. Determine staffing requirements, and interview, hire and train new employees, or oversee those personnel processes.
4. Monitor hotel/motel-related businesses and agencies to ensure that they efficiently and effectively provide needed services while staying within budgetary limits.
5. Direct and coordinate organization's financial and budget activities to fund operations, maximize investments, and increase efficiency.
6. Determine services to be sold, and set prices and credit terms, based on forecasts of customer demand.
7. Plan, develop, and provide training and staff development programs, using knowledge of the effectiveness of methods such as classroom training, demonstrations, on-the-job training, meetings, conferences, and workshops.
8. Analyze training needs to develop new training programs or modify and improve existing programs.
9. Review and evaluate training and apprenticeship programs for compliance with government standards.
10. Train instructors and supervisors in techniques and skills for training and dealing with employees.

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This is a SAMPLE.

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Sample Career Ladder/Lattice for Hospitality

Sales Manager
Job Title
Sales Manager
Job Level
Management-level (Supervisory)
Job Description
<p>Direct the distribution or movement of hotel/motel-related services to the customer. Coordinate sales distribution by establishing sales territories, quotas, and goals and establish training programs for sales representatives. Analyze sales statistics gathered by staff to determine sales potential and inventory requirements and monitor the preferences of customers.</p> <p>Tasks:</p> <ol style="list-style-type: none"> 1. Resolve customer complaints regarding sales and service. 2. Monitor customer preferences to determine focus of sales efforts. 3. Direct and coordinate activities involving sales of hotel/motel-related goods and services. 4. Determine price schedules and discount rates. 5. Review operational records and reports to project sales and determine profitability. 6. Direct, coordinate, and review activities in sales and service accounting and recordkeeping, and in receiving and shipping operations. 7. Confer or consult with department heads to plan advertising services and to secure information on equipment and customer specifications. 8. Advise dealers and distributors on policies and operating procedures to ensure functional effectiveness of business. 9. Prepare budgets and approve budget expenditures. 10. Represent company at trade association meetings to promote products.
Education
This occupation normally requires a Bachelor's degree.
Workforce Preparation
Employees in this occupation usually need several years of work-related experience, on-the-job training, and/or vocational training.
Work Experience
Employees in this occupation usually need several years of work-related experience.
Licensure/Certification
None required
Salary
\$88,000
Employment Outlook
10-20% over the next 10 years, representing average growth.

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Sample Career Ladder/Lattice for Hospitality

Critical Development Experiences: From Sales Manager to General Manager

The position of General Manager normally requires a Bachelor's degree. Employees in this occupation usually need several years of on-the-job training, and/or vocational training. Employees in this occupation usually need several years of work-related experience.

1. Review financial statements, sales and activity reports, and other performance data to measure productivity and goal achievement and to determine areas needing cost reduction and program improvement.
2. Establish and implement departmental policies, goals, objectives, and procedures, conferring with board members, organization officials, and staff members as necessary.
3. Determine staffing requirements, and interview, hire and train new employees, or oversee those personnel processes.
4. Monitor hotel/motel-related businesses and agencies to ensure that they efficiently and effectively provide needed services while staying within budgetary limits.
5. Direct and coordinate organization's financial and budget activities to fund operations, maximize investments, and increase efficiency.
6. Plan, develop, and provide training and staff development programs, using knowledge of the effectiveness of methods such as classroom training, demonstrations, on-the-job training, meetings, conferences, and workshops.
7. Analyze training needs to develop new training programs or modify and improve existing programs.
8. Review and evaluate training and apprenticeship programs for compliance with government standards.
9. Train instructors and supervisors in techniques and skills for training and dealing with employees.
10. Train staff members.

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This is a SAMPLE.

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Sample Career Ladder/Lattice for Hospitality

Front Desk Supervisor
Job Title
Front Desk Supervisor
Job Level
Mid-level (Supervisory)
Job Description
Supervise and coordinate the activities of front office employees.
Tasks:
<ol style="list-style-type: none"> 1. Resolve customer complaints, and answer customers' questions regarding policies and procedures. 2. Supervise the work of front office employees to ensure adherence to quality standards, deadlines, and proper procedures, correcting errors or problems. 3. Provide front office employees with guidance in handling difficult or complex problems, and in resolving escalated complaints or disputes. 4. Implement corporate and departmental policies, procedures, and service standards in conjunction with management. 5. Discuss job performance problems with front office employees in order to identify causes and issues, and to work on resolving problems. 6. Train and instruct front office employees in job duties and company policies, or arrange for training to be provided. 7. Evaluate front office employees' job performance and conformance to regulations, and recommend appropriate personnel action. 8. Review records and reports pertaining to activities such as production, payroll, and shipping in order to verify details, monitor work activities, and evaluate performance. 9. Recruit, interview, and select employees. 10. Interpret and communicate work procedures and company policies to staff.
Education
This occupation usually requires an Associate's degree. Some positions may require a Bachelor's degree.
Workforce Preparation
Employees in this occupation usually need one or two years of training involving both on-the-job experience and informal training with experienced workers.
Work Experience
Employees in this occupation usually need related on-the-job experience.
Licensure/Certification
None required
Salary
\$42,000
Employment Outlook
0-9% over the next 10 years, representing slower-than-average growth.

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Sample Career Ladder/Lattice for Hospitality

Critical Development Experiences: From Front Desk Supervisor to Front Office Manager

The position of Front Office Manager normally requires training in vocational schools or an Associate's degree. Employees in these occupations usually need one or two years of training involving both on-the-job experience and informal training with experienced workers.

1. Coordinate front-office activities of hotels or motels.
2. Participate in financial activities such as the setting of room rates, the establishment of budgets, and the allocation of funds to departments.
3. Confer and cooperate with other managers to ensure coordination of hotel activities.
4. Collect payments, and record data pertaining to funds and expenditures.

Critical Development Experiences: From Front Desk Supervisor to Sales Manager

The position of Sales Manager normally requires a Bachelor's degree. Employees in this occupation usually need several years of work-related experience, on-the-job training, and/or vocational training.

1. Monitor customer preferences to determine focus of sales efforts.
2. Coordinate activities involving sales of hotel or motel services.
3. Determine price schedules and discount rates.
4. Review operational records and reports to project sales and determine profitability.
5. Coordinate and review activities in sales and service accounting and recordkeeping, and in receiving and shipping operations.
6. Confer or consult with department heads to plan advertising services.
7. Prepare budgets and approve budget expenditures.

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This is a **SAMPLE**.

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Sample Career Ladder/Lattice for Hospitality

Department Trainer
Job Title
Department Trainer
Job Level
Mid-level (Supervisory)
Job Description
<p>Conduct training and development programs for employees.</p> <p>Tasks:</p> <ol style="list-style-type: none"> 1. Keep up with developments in area of expertise by reading current journals, books and magazine articles. 2. Present information, using a variety of instructional techniques and formats such as role playing, simulations, team exercises, group discussions, videos and lectures. 3. Schedule classes based on availability of classrooms, equipment, and instructors. 4. Organize and develop, or obtain, training procedure manuals and guides and course materials such as handouts and visual materials. 5. Offer specific training programs to help workers maintain or improve job skills. 6. Monitor, evaluate and record training activities and program effectiveness. 7. Attend meetings and seminars to obtain information for use in training programs, or to inform management of training program status. 8. Coordinate recruitment and placement of training program participants. 9. Evaluate training materials prepared by instructors, such as outlines, text, and handouts. 10. Develop alternative training methods if expected improvements are not seen.
Education
This occupation normally requires a Bachelor's degree.
Workforce Preparation
Employees in this occupation usually need several years of work-related experience, on-the-job training, and/or vocational training.
Work Experience
Employees in this occupation usually need several years of work-related experience.
Licensure/Certification
None required
Salary
\$46,000
Employment Outlook
21-35% over the next 10 years, representing faster-than-average growth.

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Sample Career Ladder/Lattice for Hospitality

Critical Development Experiences: From Department Trainer to Training Manager

The position of Training Manager normally requires a Bachelor's degree. Employees in this occupation usually need several years of on-the-job training, and/or vocational training.

1. Evaluate instructor performance and the effectiveness of training programs, providing recommendations for improvement.
2. Develop testing and evaluation procedures.
3. Confer with management and conduct surveys to identify training needs based on projected production processes, changes, and other factors.
4. Review and evaluate training and apprenticeship programs for compliance with government standards.
5. Train instructors and supervisors in techniques and skills for training and dealing with employees.

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Sample Career Ladder/Lattice for Hospitality

Front Desk Representative
Job Title
Front Desk Representative
Job Level
Entry-level (Non-supervisory)
Job Description
Accommodate hotel, motel, and resort patrons by registering and assigning rooms to guests, issuing room keys, transmitting and receiving messages, keeping records of occupied rooms and guests' accounts, making and confirming reservations, and presenting statements to and collecting payments from departing guests.
Tasks:
<ol style="list-style-type: none"> 1. Greet, register, and assign rooms to guests of hotels or motels. 2. Verify customers' credit, and establish how the customer will pay for the accommodation. 3. Keep records of room availability and guests' accounts, manually or using computers. 4. Compute bills, collect payments, and make change for guests. 5. Perform simple bookkeeping activities, such as balancing cash accounts. 6. Issue room keys and escort instructions to bellhops. 7. Review accounts and charges with guests during the check out process. 8. Post charges, such as those for rooms, food, liquor, or telephone calls, to ledgers manually or by using computers. 9. Transmit and receive messages, using telephones or telephone switchboards. 10. Contact housekeeping or maintenance staff when guests report problems.
Education
This occupation usually requires a high school diploma. In some cases, an Associate's or Bachelor's degree could be needed.
Workforce Preparation
Employees in this occupation may require some vocational training or job-related course work.
Work Experience
Employees in this occupation need anywhere from a few months to one year of working with experienced employees.
Licensure/Certification
None required
Salary
\$18,000
Employment Outlook
10-20% over the next 10 years, representing average growth.

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Sample Career Ladder/Lattice for Hospitality

Critical Development Experiences: From Front Desk Representative to Front Desk Supervisor

The position of Front Desk Supervisor usually requires an Associate's degree. Some positions may require a Bachelor's degree. Employees in this occupation usually need one or two years of training involving both on-the-job experience and informal training with experienced workers.

1. Supervise the work of other front office employees to ensure adherence to quality standards, deadlines, and proper procedures, correcting errors or problems.
2. Provide front office employees with guidance in handling difficult or complex problems, and in resolving escalated complaints or disputes.
3. Implement corporate and departmental policies, procedures, and service standards in conjunction with management.
4. Discuss job performance problems with front office employees in order to identify causes and issues, and to work on resolving problems.
5. Train and instruct front office employees in job duties and company policies, or arrange for training to be provided.
6. Evaluate front office employees' job performance and conformance to regulations, and recommend appropriate personnel action.
7. Interpret and communicate work procedures and company policies to front office staff.

Critical Development Experiences: From Front Desk Representative to Department Trainer

The position of Department Trainer normally requires a Bachelor's degree. Employees in this occupation usually need several years of work-related experience, on-the-job training, and/or vocational training.

1. Organize and develop, or obtain, training procedure manuals and guides and course materials such as handouts and visual materials.
2. Attend meetings and seminars to obtain information for use in training programs, or to inform management of training program status.
3. Coordinate recruitment and placement of training program participants.
4. Present information, using a variety of instructional techniques and formats such as role playing, simulations, team exercises, group discussions, videos and lectures.

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