*General Manager SOP and expectations:*

* WORK SCHEDULE: Generally, days Monday – Friday.
* INSPECTIONS: The GM should “walk” the hotel (inside and out) daily and inspect a minimum of 15 rooms per week to provide feedback to staff.
* DAILY REPORTS: Review daily shift reports and conduct daily performance report
* YIELD SYSTEMS: The GM should review the hotel’s rates and availability data as contained in (1) Yield Management Systems programs, (2) the hotel’s Property Management System (PMS) program, (3) the hotel’s Central Reservation System, and (4) those internet sites that require daily on-line maintenance by hotel management. .
* WEEKLY DEPARTMENT HEAD MEETINGS: The GM should hold a weekly department head meeting for the hotel and restaurant during which all attendees will review the actual week’s business, forecast and scheduling, upcoming events.
* INTERNAL FINANCIAL CONTROLS: General Managers are required to adhere to, and maintain, the Accounting procedures established by The Avery’s accountant.
* EXPERIENCE YOUR HOTEL ROOMS: All General Managers are required to stay overnight at their hotel a minimum of once per year (for two consecutive nights), utilizing different room types on a rotating basis in order to monitor guest room standards. The General Manager should eat at the restaurant regularly.
* M.O.D. PROGRAM: ensures that hotel has an established Manager on Duty program.
* COMMUNICATIONS WITH GUESTS: The GM and other managers should work together to create an environment where employees are empowered to help guests and make decisions without waiting for a manager. In the case that a guest requests a manager, or can’t be helped by a front desk agent, the front desk agent will offer to facilitate an email connecting the guest and the manager, rather than taking a message.
* LOBBY PRESENCE: GM’s should be present in the lobby, intermittently, to interact with guests and provide modeling and coaching to staff
* PUBLIC RELATIONS: Press Releases and communications with press should be done in concert with the Management Company.
* SALES CALLS: GMs should make at least 3 sales calls per week

Job Performance Evaluation Tools:

* Meeting or exceeding budgeted GOP
* Star Report: Is your RevPAR Index % Change positive? Is the % change in RevPAR in line with the competitive set and the Market Track?
* Accounts receivables should be up to date
* Guest Comment Scores: Monitor, respond to, and learn from every comment
* Sales: Establish and meet sales goals, including for leisure, corporate and groups.
* Employee Development & Performance Evaluations: Do you have action plans in place to help your employees grow and meet their career goals.