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|  | **Hotel GM**6 months PTO | **Restaurant GM** | **Chef** | **Bev. Director** |
| **What are the primary responsibilities of the Job?** | * Leader, Trainer, Motivator of staff; must be able to perform all duties in hotel
* Is highly collaborative with Food and Beverage for cohesive sales and operations
* Carries the vision, mission and values of ownership and implements all property SOPs
* Drives revenues and monitors hotel performance through maintenance of guest satisfaction and of the budget, tracking revenue and expense goals.
* Sales and marketing lead – will spend a portion of their time pursuing sales leads and implementing sales and marketing plan
* Community ambassador – represents The Avery well in the community
 | * Similar to Hotel GM –
* Leader, Trainer, Motivator;
* Carries out vision of owner
* Is highly collaborative with Hotel for cohesive sales and operations
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| **Unique to this property vs. general*** **Are some competencies more central to success and are certain weaknesses more volatile?**
 | **For all four management positions:** * Need to have humility and a collaborative orientation. We will need a great deal of collaboration within teams and between departmental teams from top to bottom. The managers will need to be highly invested in regular meetings among the departments and they will need to be comfortable knowing and working with the other departments.
* All four will need to be comfortable without a strict corporate structure and view the non-corporate, “scrappy”, “all hands on deck” set-up as an opportunity.
* All four need to be excited about getting to be maximally creative and innovative rather than following a prescribed path.
* All managers, but especially hotel and restaurant GM need to value cross-training among their staff and prioritize nurturing talent and growth of talent from within.
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| * Needs to understand that the restaurant is the key driving force behind the experience and prioritize collaboration with the restaurant
* Ability to work well with the food and bev. team.
* Needs to be collaborative – know the restaurant operations well and buy into cross-training among management.
* Need to be competent in hands-on operations tasks.
* Can’t be dependent on layers of staff but must be able to perform duties and enjoy that.
* Just change the toilet paper roll rather than assigning it
 | * Needs to understand the mutual reliance between the restaurant and hotel to achieve property-level goals, therefore prioritizing collaboration and a good relationship with the hotel team. Must not take a “siloed” approach.
* Willing and excited about some cross-training/knowledge of hotel operations.
* Must be a strong trainer and promote growth among employees
* Must hold and tend to customer service goals, nurturing talent, keeping the big picture in mind.
 | * Collaboration – working well with everyone in the building –big picture as opposed to myopic
* Really looking for high level of organization. Personal creativity is less important, the person in this role needs to adopt Cal’s vision but needs to be accountable for the business side of the kitchen.
* Must have a “kitchen manager” or “office chef” skill set and be a good purchaser, scheduler, and manager, rather than just culinary.
* Must be collaborative and invested in delivering the best experience to customers.
* Must be highly reliable, “No Divas allowed”, ego needs to be checked and must be excited to join the team and to learn from Executive Chef.
 | * Bev. Director can’t be in a silo. The beverage menu needs to match and keep up with the food program, so the manager will need to have frequent communication with Cal, understanding and matching the direction of food.
* Need to have wide knowledge of beer, craft cocktails, and wine. Not focused on one over the others.
* Creativity is important, but must also have competence in budget, reviewing P and L’s/monthly statements, reviewing POS reports, inventory, etc.
* Must have purchasing experience
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| **Education/Experience Requirement** | * At least 3 years Hotel Front Desk Management Experience.
* Restaurant experience is a big plus
* Boutique hotel experience is a plus, but not a requirement
* Weighting experience over education
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| **What traits and abilities will make them successful? What traits and abilities should be avoided?****(prioritize the needed analytic capabilities, creative abilities, decision making styles, interpersonal skills, and motivation)** | Most important traits:* Highly motivated
* Hands-on manager, willing to do the work
* Highly collaborative and a good communicator
* Strong team leader/problem solver
* Strong sales orientation

Should be avoided:* Used to/likes working with lots of layers/limited or narrow focus
* Big ego/lacks humility
* Avoid managers overly focused on process or how things are usually done at hotels, while it is a plus to have that foundational knowledge, this GM needs to be willing to try new things and think outside the box.
 |  | * Has run a kitchen before, has and has managed people.
* Is a clear, confident communicator to staff
* Able to establish high standards and hold staff accountable
* Highly organized and follows through
* Creativity is less important.
* Good judgement/decision making capabilities
 | * Needs to come in with at least some Som training
* Has run a wine program before
* Some cocktail experience, some management and training experience
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| **What personality is needed for this position, this team culture (both matching norms, but also filling gaps)** | * Highly reliable
* High performer and highly motivated
* Must have flexibility with growing business, scrappy, comfortable with improvisation
* Must be willing to accept and embrace owner’s vision
* Confident communicator with staff and customers
* Maturity, including self-awareness – strong intra and inter personal abilities
* Good judgement/decision making capabilities
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| **Salary, benefits, notes** | * Recommend salary range:
* Health Insurance/benefits package
* Possible relocation allowance depending
* Offering some opportunity for training/growth
* Property stays (employee discount, etc.)
* Incentive structure
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