Please answer the following prior to the interview.

**Organization/Planning**

Please share with us an example of an annual budget or a sales and marketing plan that you have been involved in creating. You can either create one or use one from another property (but please changeout/blackout any identifiable content).

**Situation 1:**

A front desk agent brings an issue directly to you, they think their supervisor is not interpreting the employee handbook correctly in a minor, but consequential way. After checking it out you determine that the front desk agent is 100% correct.

Background:

* The supervisor is great with customers but is a green manager and sometime moves too fast and makes mistakes.
* The front desk agent is particularly attuned to consistency and following policies and she is frustrated with her supervisor for not being accurate.

What would you do in this situation?

**Situation 2:**

The hotel has been knocking it out of the park for several months, meeting and surpassing budget projections. But there has been a recent and notable decrease in reservations and an increase in cancellations due to another wave of covid cancellations and nearby weather issues that have reduced travel. Mid-month it is looking like you aren’t going to meet revenue goals and the next month is also trending behind. What steps would you take?

**Situation 3:**

It is early evening Friday, the hotel is sold out and the restaurant is getting really busy. You are in the lobby getting ready to leave, confident in your team as everything is running smoothly. Then the restaurant host lets you know that their POS is down and they aren’t able to process credit cards, she looks frazzled and the restaurant GM is uncharacteristically out sick and the bar manager (who is the MOD at the restaurant) appears to have her hands full at the moment. What do you do?

**Situation 4:**

Your primary night auditor has been employed with the hotel for about 9 months and has always been reliable. During her shifts, she consistently finishes all of her duties and takes on additional projects on her own initiative. However, a series of events have resulted in frequent call-ins for the last 3 weeks. She’s had a sick kid and issues with child care. Her supervisor has empathy for her, but other team members are starting to be irritated with the night auditor and her call-ins are putting stress on the team. Her supervisor has written her up once and saw initial improvement, but she has called out again and her supervisor has asked for advice from you on next steps.

**Situation 5:**

The night auditor empties the trash from the men’s and women’s bathrooms during his shift. For 4 nights in a row he has found two empty beer cans in the trash. It didn’t happen for two days and then it started up again. The night auditor has let you know about the issue. How would you handle this?