



General Manager Policies / Procedures

CardinalHospitality.com

- All forms and links needed for the hotel are located on this website.

Deposit / Audit Pack

- The cash deposit should be prepared each morning and taken to bank daily.
- Sign copy of Cash reconciliation report and place in the audit pack.
- Staple bank deposit receipt to our copy in deposit book.
- Notify Sanjeev of any overages or shortages.
- Verify credit card deposit matches PMS totals.
- Check Audit Pack reports daily: daily rates, notes, guest balance, reservations made, adjustments, refunds.

Adjustments / Refunds

- All adjustments and cash refunds should be verified by the GM. Explanations should be in the front desk red book for all adjustments and cash refunds.
- We do not want guests to leave unhappy, so do what it takes to reasonably satisfy them.

Front Desk - Red Book / Checklists

- The red book should be filled out and utilized by the staff religiously. This will help the front desk communicate with each other and the GM.
- The front desk, no matter how long they have worked at the hotel, must complete their shift checklist as the work through the day.
- Make sure front desk work are is neat and organized.
- Make sure front desk has access to all items they may need during the day: Forgot something items, towels, guest supplies, coffee, rollaways, cribs, irons, etc.

Petty Cash

- Each hotel has a designated amount of petty cash on site. We have Petty Cash forms to record each use (receipts can be attached to these with tape).
- Make sure the front desk has correct change in the drawer every day.
- To reimburse petty cash, the Petty Cash Reimbursement should be completely filled out along with the correct expense account numbers. A check for the full amount can then be cashed at the bank.

Inventory

- Inventory will be done weekly by Tuesday. All items should be counted, using order forms as a worksheet: Linen, Guest Room Supplies, Breakfast items, Coffee, Toner, Cleaning supplies.
- We should never run out unexpectedly of supplies needed for the operation of the hotel.

Purchasing

- We strive to reduce costs and thus shop everything we buy.
- Price lists and order forms will be provided for the major approved vendors. These will be updated periodically.
- Compare all invoices with price lists to make sure we are being charged correctly. Notify Sanjeev of any discrepancies.
- If we are making a one-time purchase (over \$100), the item should be shopped at least a 3 vendors before a purchase decision is made.
- Capital Items must be approved, as we are budgeting capital expenditures monthly.

Invoices

- All invoices are mailed to the property for the GM's approval.
- Make sure to check all prices against our Price Lists or with the quoted price before transmitting any bill.
- Submit all invoices daily--Statesboro (scan, stamp and place in Sanjeev's box) Augusta (place all bills-mail in Jas' box daily)

City Ledger

- The GM is responsible for billing and following up on city ledger accounts.
- All applicants must fill out the Credit Application and have the references checked before being approved. Large customers can be checked by getting a Dun & Bradstreet report.
- The Direct Bill accounts should be billed weekly, keeping an eye on the aging of accounts.
- Each account file should have a Direct Bill Follow Up form showing progress of all activity for that account.

Complaints / Chargebacks

- The GM is solely responsible for the handling of complaints. Hopefully, all complaints should be settled at the property, but if someone does register a complaint with the Franchisor, we need to respond in a timely matter according to the Franchise requirements.
- In the same manner, Chargeback inquiries need to be responded to ASAP.
- To aid the GM in researching these problems all complaints should be logged into the Front Desk Log.

Sales

- Outside sales calls are required for all GMs weekly. Target local construction, corporate, government, churches, funeral homes, etc.
- Use Group Inquiry worksheet for all groups and follow up to sell each one that calls us.
- Train front desk to sell rooms properly, using the Reservation call script.
- Make sure that we are capturing emails and company names for as many guests as possible.
- Attend local events to be involved with the community (CVB, Chamber, Rotary, etc.)
- Go through local news daily for possible leads.
- All sales activity should be submitted on cardinalhospitality.com by clicking "Sales Call Submittal".

Revenue Management

- Go through forecast for the month weekly and for the year monthly. Monitor reservations for special events and look for possible new event days.
- All rate/revenue strategies must be approved by Sanjeev.

Medallia / Online Reviews / Portal

- Medallia and online reviews should be monitored regularly. We must try to take care of guest issues at the front desk so they do not show up online.
- Front desk signage and buttons should be used to educate the guest on the scoring system.
- We should encourage our good, satisfied guests to respond to the emails and fill out tripadvisor reviews.
- The brands portal provides many reports and information. This should be monitored on a daily basis.

Housekeeping

- The head housekeeper uses the PMS system to assign rooms daily to the housekeepers. Every housekeeper should clean approximately 14-16 rooms per day, using the room chart. Sometimes, one housekeeper will get less rooms so that the others get at least 14. That housekeeper will then be expected to leave early when completed. Housekeepers are more efficient when they have more rooms, and it allows laundry to get linen ready.
- We use a 50-item Inspection Form to do detailed inspections of rooms. The inspection covers housekeeping as well as maintenance and should be used by the head housekeeper and the GM.
- The GM should be walking the property multiple times a day to monitor and inspect progress of housekeeping staff.
- The Labor Report can be used to determine the room time for individual housekeepers.
- Make sure housekeeping carts are stocked correctly each day.
- Make sure housekeeping work areas are clean and organized.

Maintenance

- Out of Order rooms should be a priority every day. The goal is to have every room always available to rent.
- Regular Preventative maintenance, such as cleaning a/c filters, should be done periodically and records of date completion made.
- Each maintenance person should be assigned a project with a punch list at all times.
- All work done by maintenance staff should be marked with a maintenance request card. Anytime we assign work to someone, it should be written on a maintenance request card. The yellow side is for standard issues while the red side is for high priority issues that needs to be taken care of ASAP. If the someone does work without a maintenance request card, they should fill one out themselves. The GM should be able to look at all of the maintenance request cards for a day along with punchlists and see everything that was completed that day.
- Walk the property to make sure the exterior is clean and free of trash and weeds.
- Keep track of all tools and maintenance supplies. A list of all tools (over \$10) should be kept with a number on the tool corresponding to the list. All tools should be locked when not in use.
- Make sure pool in cleaned correctly and up to code.

Scheduling of Staff

- The GM is responsible for scheduling of all departments. Make sure to monitor high and low demand days and schedule accordingly.

Payroll

- We pay payroll bi-weekly on Friday.
- Complete the Labor Report Excel File each week and email to sanjeev@cardinalhospitality.com. This aids you in determining room cleaning time and labor cost per room.
- Have the night audit use the Timecards.xls to calculate hours for each time card at the end of the week. You can then compare the total hours with the Labor Report to double check it for accuracy.
- You will receive a Pre-List to fill out employees hours. Copy over hours from labor report to this form. Keep in mind multiple jobs and overtime.
- For New Hires, submit Personnel Action Form, W4, State Tax, and Employee contact info with the prelist.
- GM's are responsible for maintaining employee files with the following: the Hire Packet (Standards of Conduct, W-4, State Tax, I-9), Application, Personnel Action Forms, Employee Contact Info, Employee Tardee/Late Record
- Respond to all unemployment claims and garnishments. Notify Sanjeev of all such items.
- Use Corrective Action Forms when needed to write-up employees. Make sure to put consequences of not following rule on the Corrective Action Form. We should not release an employee without proper documentation. Some items listed on the Standards of Conduct do allow for immediate dismissal, but make sure all employees have signed it.



GM Routines

DAILY

- Review Night Audit Pack:
 - Rates
 - Postings
 - Guest Ledger Balances
 - Adjustments
 - Comp Rooms
 - Companies
 - Reservations made Yesterday
 - Forecast
- Verify Credit Card deposit matches PMS totals
- Prepare Cash Deposit and take to Bank
- Provide proper change for the front desk.
- Review Front Desk Red Book from previous day
- Meet with Maintenance and Housekeeping to plan the day
- Assign & supervise Maintenance improvement projects with punchlists
- Review and Correct Out of Order rooms
- Respond to guest comments, complaints and chargebacks
- Review Franchise alerts and communications
- Make sure all front desk policies and procedures are being followed:
 - PMS Guest Fields
 - Company names
 - Emails
 - Rate types
 - Movie rentals
 - Reg cards
 - No shows
 - Tax exempt
 - Direct bills
 - Checklists
- Keep Office Area organized and neat
- Open mail and submit all invoices & mail daily
- Make Daily Sales calls-phone and outside calls
- Follow up on all Groups and Group leads
- Inspect Rooms Daily-minimum 4 with form and 10 Quick Checks
- Make sure all back of the house areas are organized and clean
- Walk entire property inside and out to make sure property is perfect

WEEKLY

- Complete inventory by Tuesday:
 - Linen
 - Guest Room Supplies
 - Breakfast items
 - Coffee
 - Toner
 - Cleaning Supplies
- Go through forecast for month and year (monthly)
- Prepare Petty Cash Reimbursement
- Prepare Labor Report and submit payroll-Analyze and act on data from report
- Purchase Supplies for Front Desk, Housekeeping & Maintenance as needed
- Direct Bills: Bill at minimum every week, follow up on any delinquent bills
- Post Schedule for all departments