



HOD Development Mapping – 4 Star / 5 Star / Red Stars

(The delivery of responsibilities varies across each level).

Responsibilities

Manage all departmental and day-to-day operations within budgeted guidelines and to the highest standards.

Efficient rotas in terms of cost awareness, pinch points and business volumes.
Complete awareness around the customer journey/experience. Perpetual radar around your team and the guest journey.
Detailed daily planning around business needs. Meaningful morning meetings with intuitive communication across departments.
Deploy staff against skills and aptitude.
Target a strong, attended, delivered guest experience.
To be fully conversant with company Brand Standards

Action Notes:

Be aware of your cost and revenue impact on the P&L on a week by week basis.

Wages/Rotas/Costs/Sales.

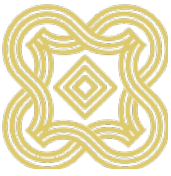
Work with your FC to understand your commercial performance.
Intuitively come to understand how sales are driven through staff training and development.
Work rigidly to be cost efficient around utility consumption and operational consumables.
Understand how your revenue/costs fit into the GM's overall P&L.

Action Notes:

Preserve excellent levels of internal and external customer service.

You and your team will develop actions and behaviours to consistently exceed the expectations of each individual guest.
This may involve developing role play coaching along with planned scripts, increased confidence within your team, looking for opportunities to go the extra mile, and knowing details about your guest that may enhance their experience and drive sales.
Ensure that staffing to support the guest experience is planned for.
Ensuring that your team are equipped with the skills and product knowledge to deliver against brand standards.

Action Notes:



Identify customers' needs and respond proactively to all of their concerns.

You and your team will demonstrate an awareness for understanding the timely progress around the guest journey.

Your team will be trained with a range of operational initiatives to constantly meet both the needs of the guest or continually provide upsell or additional spend opportunities.

Your team will frequently be named on Trip Advisor and for long serving staff positive relationships will develop with guests.

Action Notes:

Lead your team by assisting your GM in attracting, recruiting, training and appraising talented personnel.

HOD's to be competent, confident interviewers and approach interviews with a clear structure having fully researched candidates.

HOD's to plan and deliver training daily.

Staff to be constantly appraised against performance standards with skills and career development constantly assessed – Professional Development Plan.

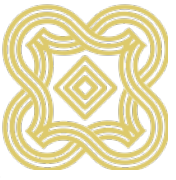
Action Notes:

Establish targets, KPI's, schedules, policies and procedures for yourself and your team.

Guided by your GM you will shape and deliver key performance indicators to ensure that services are delivered in a timely fashion, tasks are completed efficiently, and that SOP's task schedules, check lists and brand standards information is clearly carried out without compromise by your team.

In this area, as a HOD you will have a string oversight around revenue and costs within your department, including the contribution to cost saving measures as well as revenue generating skills that are clearly evident in your team.

Action Notes:



Provide a two-way communication and nurture an ownership environment with emphasis on motivation and teamwork.

HOD's to demonstrate that they can effectively motivate their team to deliver high standards of efficiency as well as a positive moral conducive to and supporting professional goodwill.

It's key that openness and honesty leads to an inclusive department in which you welcome the views of your team whilst ideas for improvement are always considered.

Positive two-way communications will lead and support your departmental vision, mission and values.

Action Notes:

Comply with all health and safety regulations.

Critical that all of your team are fully trained to undertake their tasks in a healthy and safe environment, that they are well rested and work within set scheduled times.

All staff to be aware of legislative obligations as outlined by the company in relation to all H&S features that relate to your department.

In addition to mandatory or brand requirements, the HOD will constantly be checking consistency within the team so that repetitive errors caused by a lack of knowledge are kept to a minimum.

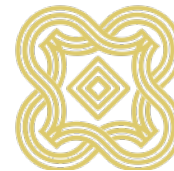
Action Notes:

Report to management regarding sales/cost results and productivity.

There will be proprietary or supported in-house systems/records that assist with monitoring revenue and costs around your department's operation along with the extent to which the guest experience is delivered.

Such reporting will be an aid to shaping resources, training schedules and sales activities.

Action Notes:



HOD's to demonstrate progressive leadership through the empowerment of a productive team.

Progressive leadership will be demonstrated by the HOD taking the successful responsibility for the department in all aspects. This to include the loyal following of a skilled team of professionals, effective and pro-active problem solving, above budget sales plans/activities, and the full support of the wider vision of the hotel as laid out by the General Manager.

A high turnover of staff can in some cases indicate the lack of training or investment in colleagues. However, issues with staff churn can also come about as a result of poor recruitment or difficulties recruiting in the first instance.

Action Notes:

Fulfil constant and productive training and development sessions.

The understanding and delivery of clear training and coaching processes to improve or consolidate operational standards throughout the hotel.

Training schedules to be recorded and used for appraisal purposes and could be used to support promotional or performance management situations.

There will be an element of training on a daily/weekly basis so that successional planning can work in partnership with career development.

Action Notes:

Contribute richly and professionally to the ongoing success of the hotel.

Key that HOD's bring considerable value to the business in the disciplined, dynamic and successful management of their department.

The strong HOD may well have wider influence around the hotel and not only be capable of delivering Duty Manager shifts but may also be a key decision maker in the absence of the General Manager.

Action Notes:



Proven experience in your department.

To undertake your role effectively you need to have extensive relevant experience. This experience may well be in a previous HOD role, or you may have been promoted into your current HOD position.

If the HOD has been recently promoted, it is key that the GM coach and mentor the HOD in a new role so that all aspects of this document can be nurtured and delivered.

What can sometimes happen is that a HOD is promoted before they have the experience. This tactic is used to retain an individual with good potential. Whilst this is common place the extent of progressive experience needs to be nurtured.

Action Notes:

Working knowledge of various computer software programs (MS Office, restaurant management software, POS)

It is important that you sense check your own ability to use relevant computer systems to support your role. The best-case scenario is that you develop proficiency to use computer systems to drive efficiency in your department. The worst-case scenario is that you use computer software as 'digital pieces of paper'. If the latter seek out training and development.

Action Notes:

Ability to spot and resolve problems efficiently and effectively.

A strong HOD will see the emergence of issues before they appear and will be supported by their team in actions and behaviours that avoid problems. Where problems inevitably appear they are likely to be unusual or one-off situations. Constant problems around basic issues would demonstrate a problem with leadership.

Action Notes:



Mastery in delegating multiple tasks.

To be an effective HOD you need to demonstrate high levels of effective leadership. The best example of effective leader is to have a team of clear followers who buy into your departmental vision and provide unswerving support. In terms of being able to delegate multiple tasks a strong HOD will not only have an overarching view of their department but will easily be able to deploy colleagues effectively.

Action Notes: Your Score out of 5? ____

Communication and leadership skills.

Leadership is key to the successful HOD role. Genuine leadership manifests itself when the HOD fully respects the team, motivates the team, activates the team and invests in the team whilst demonstrating high level subject knowledge and skills whilst being able to comfortably undertake any task within the department.

Action Notes: Your Score out of 5? ____

Up to date with national and international best industry practices and trends.

It is more than likely that a HOD will be a career professional and most likely that to achieved HOD status the HOD will be passionate about what they do. Successful HOD's will inevitably be very interested not just in their role but also their field of speciality on both a national and international basis. HOD's will therefore refer to internet sources, trade journals and may well seek external training or visit comparative establishments to understand the broader width of their role.

Action Notes: Your Score out of 5? ____



Ability to manage personnel and meet financial targets.

The HOD should have working knowledge of HR and Personnel legislation to ensure that all staff are treated fairly at all times.

Financial targets relate to staffing levels, individual sales yields per colleague, and driving cost efficient shifts based delivering a high-quality guest experience.

Action Notes: Your Score out of 5? ____

Totally guest-oriented and performance orientated.

Whilst the most important priority of any HOD is to invest and nurture their team to deliver a quality experience, a joint priority is to ensure that guests are well cared for at all times.

Action Notes: Your Score out of 5? ____

Industry qualifications within your chosen field. The interest to achieve more.

It's not unusual for HOD's to have risen within the ranks of an operation/group without any formal qualification. In this case, acquiring qualifications will serve to broaden the HOD's knowledge base whilst being recognised as a leader in their field. Membership in national associations is also a prerequisite for the industry interested HOD.

Action Notes: Your Score out of 5? ____

A structured track record of nurturing talent and developing professionals.

This will be demonstrated by a good track record around recruitment and retention, along with detailed Professional Development Plans outlining skills achievement and career advancement. This may also include 360 appraisals as well as 3/6/9/12 month training plans and goals. Investing in the journey for your team will provide a productive sense of worth.

Action Notes: Your Score out of 5? ____



Ability to be flexible and to lead your team by example.

To be an effective, progressive HOD you need to lead your team by example. In all cases this translates into you leading professionally and respectfully to create a positive work environment in which team members can flourish.

Action Notes: Your Score out of 5? ____

Strategic planners. Getting ahead of the game and taking your team with you.

Planning is key to the successful HOD. Whether it's planning staffing levels, sales activities to support sales targets, the guest experience, colleague training or self-development, strategic planning forms the landscape against which every effective HOD operates. Being drip fed instructions without seeing or understanding the bigger picture is reactive position for a HOD.

Action Notes: Your Score out of 5? ____