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<b><u>Title:</u></b> 职位名称:	<b>Resident Manager</b> 驻店经理
<b><u>Department:</u></b> 部门:	<b>Executive Office</b> 行政办公室
<b><u>Hierarchy:</u></b> 等级:	<b>Reporting to General Manager</b> 汇报给总经理
<b><u>Direct Subordinates:</u></b> 直接下属:	<b>Executive Committee Level 2 members and Department Heads</b> 2级行政委员会成员及各部门负责人
<b><u>Indirect Subordinates:</u></b> 间接下属:	<b>All Hotel Employees</b> 所有酒店员工
<b><u>Category:</u></b> 类别:	<b>Excom L1</b> 1级行政委员会成员

**Basic Function / 基本职能:**

The Resident Manager helps in ensuring that all aspects of the hotel are operated to the *Operational Standards* and financial guidelines in all departments over which he/she has responsibility and authority.  
驻店经理有责任 and 权限帮助确保各部门根据运营标准及财务指标进行运作。

He/she is deputising for the General Manager in his/her absence and is responsible for the day to day business. In this role he/she does not take strategic decisions (mid- and long term) with commitment for the operation without prior consulting the General Manager.

在总经理不在时，驻店经理将代替总经理负责酒店的日常运营。在此期间，驻店经理不可以未经咨询总经理而对运营战略决策（中期/长期）做出承诺。

In performing these duties he/she shall at all times maintain good relations with his/her supervisor, the Department Heads as well as with the local authorities and other key persons.

为了履行职责，驻店经理应时刻与他/她的上级、各部门负责人、地方当局及其它关键人员维持良好的人际关系。

The job description of the department over which he/she has the responsibility and authority (e.g. Rooms Division / Food & Beverage) is to be considered and therefore also an integral part.


驻店经理应考虑其有责任及权限管理的部门（如房务部/餐饮部）的岗位职责，并将其作为工作职责的组成部分。

**Scope / 职能范围:**

The EAM must be thoroughly familiar with all XYZ Hotels & Resorts *Operational Standards* relevant to his/her area of responsibility as well as the local/domestic policies and procedures and ensure they are followed in every respect. He/she assists the Department Heads under his/her control in the accomplishment of their objectives. He/she also must accomplish obligations and goals as outlined below.

驻店经理必须完全掌握并确保在各个方面遵从与其所负责区域相关的巴伐利亚国际酒店管理集团运营标准和当地/国内政策及程序。驻店经理协助其所管辖区域的部门负责人完成部门运营目标。同时，驻店经理必须完成下述义务及目标。

**Objectives / 目标:**

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- **Hotel Strategy Management** – To support the overall strategic management of the hotel by establishing effective working relationships with senior colleagues: in particular, Executive Committee members and hotel directors.

**酒店战略管理** – 通过与资深同事，特别是与行政委员会成员和酒店各部门总监建立有效的工作关系来支持酒店总体战略管理。

- Fully contributes to the design of the hotel's business strategy  
全身心的参与酒店商业战略的设计构思；
- Actively participates in the key management issues in the property (refurbishment, training, customer service)  
积极参与酒店重要事项管理（整修、培训、客户服务）；
- Actively supports the Revenue Manager by ensuring that Front Desk and F & B staff are fully trained and committed to upselling  
积极支持收益经理的工作，确保前台及餐饮员工接受全面的培训并致力于增加销售；
- Actively support the Revenue Manager in the generation of revenue by ensuring the highest possible level of collaboration in Conference & Banqueting organization to maximize yield and profit.  
在创造收入方面，通过确保会议&宴会组织的高度合作以最大化产量和利润来积极支持收益经理的工作。

- **Operational Profit Margins** - To achieve the planned operational profit margins in both Food & Beverage and Rooms

**运营利润空间** – 在餐饮及客房方面达到计划的运营利润空间。


- Ensures that costs are controlled in a detailed and structural manner  
确保以具体的，结构性的方式管控成本；
- Ensures that all labour costs are flexed according to levels of demand / activity / season and that opportunities for a better balance between quality and cost through clustering or outsourcing or both are explored fully  
根据需求级别/活动/季节，确保所有人工成本是灵活可变的。并通过聚合或外包或同时采用这两种办法来充分发掘可以使质量和成本之间得到更好的平衡的机会；
- Jointly develops and maintains the closest possible understanding of revenue (in rate, volume or Banqueting) from the Revenue Manager to ensure the greatest level of alignment between revenue and cost.  
与收益经理共同开发并维持对收益（价格、容量或宴会）的最佳理解，以确保收益与成本之间最大程度的一致性。

- **Management Team Development** - To manage all the direct reports (e.g. Chef, F & B Outlet Managers, Housekeeper, Front Desk Manager, Banqueting Manager, Chief Engineer, Chief Security, IT Manager etc.) in a professional and motivating fashion.

**管理团队的建设** – 以专业及激励的方式管理所有直接下属的报告（如总厨、餐饮各部门经理、行政管家、前台经理、宴会经理、工程总监、保安经理、信息技术经理等）。

- Sets objectives for each direct report  
为每一位直接下属设立目标；
- Reviews performance on a regular and consistent basis  
定期持续的回顾审查下属工作表现；
- Offers coaching and guidance when appropriate  
在合适的时候提供辅导和指导；
- Deals effectively with instances of poor performance  
有效处理表现不佳的实例；
- Identifies development needs and future career paths  
确定发展需求及未来的职业道路。

- **Employee Management, Training, Productivity & Allocation - To ensure the employees within Operations are well managed with clear objectives and well trained and that they are deployed in the most productive way.**  
**员工管理, 培训, 生产力 & 配置** – 确保通过为员工设立清晰的目标并让其接受良好的培训来很好的管理负责运营的员工们。同时, 以最富有成效的方式部署员工。
  - Sets clear tasks for each employees  
为每位员工确立清晰的工作任务;
  - Allocates employees to tasks in the most flexible and productive fashion (with HRD)  
以灵活且富有成效的方式配置员工 (与人力资源总监一起);
  - Investigates opportunities for outsourcing  
调研外包机会
  - Ensures a fully trained team of departmental trainers is in place (with HRD)  
确保建立部门培训师团队, 且该团队所有成员已接受全面的培训 (与人力资源总监一起);
  - Ensures all employees are fully trained in job skills and customer service (with HRD)  
确保所有员工在工作技能和客户服务方面接受全面的培训 (与人力资源总监一起);
  - Ensures effective standards of two-way communication exists for all employees  
确保在所有员工间存在有效的双向沟通标准。
- **Quality, Service Levels & Brand Standards - To ensure the highest standards of quality in all aspects of the hotel operation, guaranteeing that brand values and standards are never compromised**  
**质量, 服务水平 & 品牌标准** – 确保酒店运营各方面的高质量标准, 保证酒店品牌价值及标准不会受到损害。
  - Ensures highest possible levels of customer service across the operation  
确保运营过程中高标准的客户服务水平;
  - Actively follows up on Guest Service Tracking System (GSTS) and similar reports instituting corrective actions in a fast and effective manner  
积极跟踪客户服务追踪系统, 并针对相似的报告, 快速有效的制定整改行动;
  - Actively investigates what further reforms to the operation may be necessary to raise standards  
在运营方面, 对于哪些更深入的改革对于提升标准是必须的进行积极主动的调研;
  - Ensures that brand standards / use of logo are never compromised  
坚持品牌标准/标识的使用。
- **Food & Beverage Operations - To oversee the running of all Food & Beverage operations ensuring that all department service standards are met consistently**  
**餐饮运营** – 监督整个餐饮运营, 确保各部门的服务标准始终如一。
  - Guarantees all aspects of food & service quality in all the outlets  
保证餐饮各部门的服务及食品质量;
  - Oversees the management of all outlets, the kitchen(s) and Banqueting ensuring that standards, efficiencies and quality are actively promoted and delivered  
监管餐饮各分部门, 厨房和宴会的管理, 确保积极的促进并实现各方面的标准、效率和质量;
  - Ensures the most cost-effective F & B purchasing / menu engineering to meet cost/revenue priorities  
确保最优惠的餐饮采购/菜单管理符合成本/收益战略;
  - To investigate and implement new F& B concepts with the full involvement of the GM & Corporate Personnel  
在总经理及总部人员全面参与的情况下, 调研并实行新的餐饮理念;
  - To ensure the most cost-effective promotion of all aspects of the F & B operation in conjunction with the Cost Controller and Director of Finance  
与成本经理和财务总监合作, 确保餐饮运营各方面进行最具成本效益的推广。

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- **Rooms Division Operations** - To oversee the running of all Rooms Division operations ensuring that all departmental service standards are met consistently  
 房务部运营 – 监管整个房务部的运营，确保各部门的服务标准始终如一。

  - To ensure that the Front Desk operation, including telephone and all uniformed services, works to the highest standards for customer satisfaction and cost-effectiveness  
 确保高标准的前台的运营，包括电话及礼宾工作，以获得客人满意度及高成本效益；
  - To ensure that all Front Desk systems are fully and effectively utilised and that regular, ongoing training is organized.  
 确保全面有效的使用前台系统，并定期组织在岗培训；
  - To ensure that the housekeeping function (whether outsourced or not) is run to the highest professional quality standards at the lowest level of cost  
 确保客房部（不管是否为外包）以最低的成本，最高的专业质量标准履行其职能。
  
- **Engineering Operations** - To oversee the running of an Engineering operation ensuring that all departmental service/legal/safety standards are met consistently  
 工程运营 – 监管工程运营，确保所有部门服务/法律标准/安全标准始终如一。

  - To ensure that the Engineering team works within all legal and organisational standards and that technical efficiency is maintained at an optimum level  
 确保整个工程团队依照法律及组织标准履行职能，并将技术效能维持在最佳水平；
  - With the Chief Engineer and, most importantly, the General Manager, ensure that the highest possible attention is paid to the safety and security of all guests and staff through detailed reviews and checks on all procedures, equipment etc.  
 与工程总监，特别是总经理共同合作，通过认真详细的审核检查所有的程序、设备等确保客人和员工的安全和保障得到最高的关注；
  - Challenges existing levels of POMECE expenditure with the Chief Engineer ensuring that energy, payroll and other costs are at the lowest possible level consistent with safety and quality standards  
 与工程总监一起挑战（叫板）现有工程支出级别，在符合安全和质量标准的前提下，确保能源、工资和其它成本维持在一个最低水平；
  - Ensures effective planning of maintenance works to guarantee standard of product quality  
 确保有效计划维护保养工作，以保证产品质量标准；
  - Ensures preventive maintenance is being carried out in a timely manner  
 确保及时实施预防性维护保养工作。
  
- **Purchasing** - To ensure that all supplies are ordered and delivered against clearly defined specifications and within or better than agreed budget limits  
 采购 – 确保在预算限制内（低于预算将更好），严格按照确定的规格进行物资申购及交付。

  - Defines, and gains agreement for, product and price specifications for all supplies and operating equipment  
 定义并获得所有物资和运营设备的产品规格和价格的协议；
  - Manages, with the Finance Manager, effective commercial negotiations with suppliers ensuring that the right balance between cost, quality and reliability is maintained.  
 与财务经理共同和供应商进行有效的商务谈判，确保在成本、质量和可靠性之间维持最佳平衡；
  - To ensure (with the Director of Finance) that inventory levels are maintained at the lowest possible level  
 与财务总监共同确保库存维持在最低水平。

**Pre-requisites / 要求:**

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- Complies with all XYZ Hotels & Resorts company policies  
遵守所有巴伐利亚国际酒店管理集团政策；
- Complies with all the systems and procedures as laid down by the GM and XYZ  
遵守所有总经理和集团制定的体系和程序；
- The management reserves the right to change/extend this statement if necessary at any point of time during her/his employment  
在雇佣期间内，如果必要，管理层保留随时对此职责内容做出变更/扩充的权利；
- The holder of this statement can be asked to undertake other tasks in addition to the ones stated, in a reasonable framework.  
在合理框架内，该岗位职责持有人可以被要求承担其它未列举在本职责内容中的工作。

Date : \_\_\_\_\_  
日期

Reviewed By : \_\_\_\_\_  
审核人

Approved By : \_\_\_\_\_  
审批人

I \_\_\_\_\_ understand and agree to the above Job Description and that as a Policy of XYZ Hotels & Resorts, it is the responsibility of all Employees, to be both willing to teach, in order to help colleagues reach their full potential and willing and accepting to learn, in order to progress and improve personal abilities, resulting in maximum guest satisfaction.

本人\_\_\_\_\_已了解并认可以上岗位职责，并知晓此岗位职责将作为海拉尔百府悦酒店的政策方针。乐于教授及乐于并接受学习是所有员工的职责。教授将帮助我们的同事发挥他们自身最大的潜能；乐于并接受学习将发展并提升个人技能。两者的最终目标是谋求最大的客人满意度。

\_\_\_\_\_  
Employee Signature  
员工签字

\_\_\_\_\_  
Date  
日期