

The Sheraton/ Doubletree DFW MIT (Manager in Training) Program Outline

Background Information:

The Sheraton/ Doubletree DFW has developed MIT program for graduates who are interested in developing skills and knowledge in the Hospitality Industry. The program provides participants ongoing theoretical training while at the same time receiving practical training in the Hospitality Industry.

Training Objectives:

- Develop and demonstrate knowledge through a series of training activities providing necessary theoretical knowledge in customer service and business management as it relates to the hospitality industry.
- Demonstrate mastery and understanding of theoretical knowledge gained through training course work, on-site guidance and training from direct supervisors through increased responsibilities and positive supervisor evaluations.

MIT Eligibility:

- MIT must be at least 18 years old.
- MIT must have either an associates or bachelor's degree or equivalent work related experience.
- MIT must demonstrate a spirit to serve and a passion for leadership
- MIT must possess dynamic talent indicators for the hospitality industry.

About The Sheraton DFW:

Situated near Dallas-Fort Worth International Airport, Sheraton DFW Airport Hotel offers travelers to the area convenience, style and substance. It begins with a stress-free arrival via our complimentary airport shuttle, which runs 24 hours a day, seven days a week. Settle into our well-designed, modern accommodations and benefit from an array of excellent amenities. Hotel features include several all-day dining options, a Sheraton Fitness Center, a seasonal outdoor pool and a Link@Sheraton business and networking center. Well-placed near local points of interest, our Irving, Texas hotel also offers travelers proximity to Texas Motor Speedway, Six Flags over Texas, AT&T Stadium and much more.

About The Doubletree DFW:

DoubleTree by Hilton Hotel Dallas - DFW Airport North is located minutes from downtown and north Dallas, the mid-cities and between Highway 114 and I-635. Our hotel provides easy access to Dallas, Grapevine and Irving, TX attractions.

Enjoy a warm welcome with a fresh baked Chocolate Chip Cookie upon arrival. Unwind in spacious hotel rooms, complimentary WiFi, a mini-refrigerator and microwave.

Get coffee or tea from the on-site Starbucks. Savor southwestern cuisine at the Flatland Grill for breakfast, lunch or dinner, or enjoy the lounge for drinks and relaxation. Work out in the fitness

room, or take a swim in our outdoor pool. Spend the day at area attractions such as Texas Motor Speedway, Six Flags over Texas, Grapevine Mills Mall and AT&T Stadium.

Our Dallas hotel features 16,000 sq. ft. of meeting space.

Theoretical Training Assignments / Activities

Overview

The Sheraton/ Doubletree DFW has designed a training program that will benefit both the participant and the hotels. It is based upon the individual's career goal, previous work experience and academic performance. Fine tuning of the training opportunities to ensure a progressive and challenging training environment for the participant normally occurs once the trainee arrives and is introduced to the variety of operations and opportunities for professional development. The program and specific assignments will be undertaken with the needs of the hotel and trainee in mind. Seasonal needs and peak demands will affect the timing of when some training objectives are available which may affect the order of rotations and skill development; however, the Sheraton/ Doubletree DFW remains committed to fulfilling the training objectives and this represents a realistic environment in which to understand the context of what is being learned. The overall structure for gaining and improving related skills and knowledge, techniques, and management skills and know-how is to observe, develop, and demonstrate mastery of the given subject matter before moving to the next area of training. This is frequently concurrent with other training objectives, and most training objectives form a base upon which subsequent training occurs.

The main objectives that the MIT is to achieve include to fully understand the day to day operations of the various departments within a hospitality setting and to understand the way the departments and divisions are managed. The trainee should obtain an overall view of the hotel organization and have an insight in how departments relate to each other. In addition, the trainee should learn new skills and technologies, by exposing them to 4DX and FISH philosophy.

The trainee will spend the 24 months divided into 4 primary training phases. Within each of the phases, specific objectives are identified and the trainee will be able to establish the required skills and knowledge as they progress within the phase and eventually on to subsequent stages. The objectives, combined with the listed activities, are approached under the direct supervision and mentoring of qualified managers, supervisors and colleagues who will guide the trainee in an activity that will permit demonstration of successful achievement under each objective

The trainee will spend the 24 months divided into 4 primary phases.

Phase I Initial Orientation and 24 month Training Program Outline

The trainee will receive a cultural orientation to the hotel environment and to the parent company PM Hotel Group. The trainee will be oriented to the various areas and subject matter to be covered throughout the training program.

Phase II Rotations thorough Rooms Departments

After completing initial orientation of the property, learning the various managers and staff structure, the participant will be trained by qualified staff in the supervisory functions within the hotel in various divisions. This time period will provide an in-depth training in the different functions and during which the trainee will be guided to be able to first develop, and later demonstrate mastery of all of the procedures, responsibilities, and policies related to each role.

PBX -2 months

At the Sheraton/ Doubletree DFW this department handles all the calls from guests at a one stop shopping concept of service. This department takes all calls for PBX, room service and bell persons.

Objective # 1 Learn to the role of PBX attendants

- Learning the use of the GAR Tracking and GPS
- Learning in-house extensions/managers
- Learning hotel emergency procedures and responsibilities
- Learning the switchboard
- Learning phone etiquette
- Understanding function keys
- Learning how to leave and receive messages (voice/text) and how to explain to guests
- Understanding wake-up calling procedures
- Mastering skills in following through on guest requests
- How to seek and provide information to be able to answer questions regarding and/or making arrangements for dining, entertainment, sports events, recreation, tours, health and beauty services, child care, transportation, religious worship, cultural activities, shopping, floral services, and other services.
- How to seek and provide information to be able to answer questions concerning and/or giving directions to hotel facilities, meeting rooms, or events held therein.
- Understanding how to maintain current information and materials regarding hotel facilities and services, and local restaurants and attractions

Front Desk--4 months

The front desk is center of guest interaction at the hotel, providing clients with the first impression of the property. The trainee will be learning all hotel standards and supervising front desk agents.

Objective #2 Leadership and communication skills

Leadership and taking appropriate responsibility are two key skill sets for a manager. The Rooms management staff will teach the trainee these skills.

- Developing Effective Leadership Skills
- Learn how to ensure a smooth operation of registration and cashiering functions of the Front Office.
- Learn how to review daily arrivals, VIPs, special request, group needs, room assignments and coordination with the Housekeeping Department regarding the needs of guests.
- Learn to handle guest complaints effectively and keep management informed as necessary.
- Learning the Manager on Duty Responsibilities
- The ability to respond properly in any hotel emergency or safety situation.

Objective #3 Supervising staff at the front desk

The management staff will teach the trainee all the aspects involved with supervising staff. Skills learned include;

- Learn to supervise all front desk agents
- The ability to ensure new hires are correctly trained and take corrective action as required.
- The ability to keep all personnel informed of information, policies and procedures relative to their areas and the hotel in general.

Objective #4 Finances

Management staff will teach the trainee about the financial aspects of the Rooms department. Skills learned;

- Learning Business and Staff Forecasting
- Understanding how to manage labor costs
- Learning payroll procedures
- Understanding the importance of Loss Prevention
- The ability to perform other tasks or projects as assigned by hotel management and staff.

Night Audit – 2 months

The Night Auditor training is an excellent opportunity for trainees to learn more about the financial aspects of the Front Desk. Due to the nature of the position, the training is done during the 3rd shift. Through this rotation the trainee will coordinate with the Front Desk Manager and/ or the Controller. The exposure will further assist the trainee to understand the interdependence of the back of house administration with the front of house responsibilities of the rooms division.

The front desk is responsible for detailing and reporting front office functions from the previous day such as billing and credit card charges and conducting accounting procedures from the previous day.

Objective #5 Learn accounting practices

Front desk management will train the participant in all accounting procedures at the front desk.

- Gather and review internal accounting documents
- Prepare budgets
- Prepare accounts receivable and payable
- Learn payroll process including hiring, leaves of absence and termination procedures
- Learn the analysis and interpretation of the hotel's assets and liabilities in a financial statement
- Learn the computer operated budgeting, accounting and financial planning

Objective # 6 Learn Night audit responsibilities

Front desk management will train the participant in all night audit responsibilities at the front desk.

- Ensure wake-up calls are completed as requested following hotel standards
- Post all messages directly to in house voice mail or to incoming guests
- Assist with timely and accurate preparation of the daily report
- Balancing of daily posting and revenue, and resolution of inaccuracies
- Make an inventory of supplies as needed or used by Front Desk and communicate in writing all needs
- Nightly transmission of credit cards
- Prepare all key packets, registration cards and block rooms for instant check in
- Inspect public area for cleanliness and professional layout (lobby areas)
- Inspect back of the house areas for cleanliness and sanitation
- Preparation of daily reports and distribution as directed.

Accounting—2 months

The trainee will develop skills and responsibilities as an Accountant for a hotel. The trainee will assist with payroll and learn the taxation system by calculating withholdings etc. Through this rotation the trainee should acquire a comprehensive understanding of the analysis and interpretation of an organization's assets and liabilities as they are found on an organization's financial statements, accounting concepts, gathering and reviewing internal accounting documents, costs, preparation of statements and financial audit reports, and the technologies in computer-automated budgeting, accounting and financial planning.

Objective #7 Revenue Management

The trainee will learn the overall importance of ensuring that revenues are identified, posted, and collected and the multiple departments with which the position must coordinate. Overall the trainee will be exposed to the skills and knowledge needed for:

- Auditing process for all the revenue department including the adjustments
- Completion of income journals and statistics

- Compilation and maintenance of historical revenues and statistics
- Audit and review the processes and evaluate controls in place

Objective #8 Purchasing and Accounts Payable Management

The trainee will learn the proper disbursement of payments to authorized and approved vendors and payees. Prior to purchasing products and services a procedure must be followed to ensure proper handling of hotel expenditures. Approvals are required and must be obtained.

- Purchasing, Receiving, Storeroom, Issuance, & Inventory policies and procedures
- Cost Control and Analysis
- Accounts Payable approval and payment process
- Federal and State regulation compliance
- Expense management
- Audit and review processes and evaluate controls and compliance issues
- Dead Stock.
- Daily Food & Beverage and Month End Closing Report

Objective #9 Cash Management

In the Accounting Department in order to ensure the proper handling of all negotiable instruments (cash, credit cards, certificates) a system of checks and balances must be maintained on a daily basis. Cash management verifies all money on the premises. Accounting management staff will train the participant. The participant will be shown the skill then they will demonstrate it and practice it. The trainee will learn the following skills:

- General cashier policies and procedures
- Cash handling policies and procedures
- Cash flow maintenance and projections
- Audit and review processes and evaluate controls and compliance issues.
- Understanding how to prepare accurate daily cash deposits
- Learning how to accurately complete petty cash forms and understand the process
- Understanding how to accurately and thoroughly completes check requests
- Mastering how to accurately audit a safe
- Learning how to audit house banks
- Understanding how to process and track gift certificates
- Participate in monthly inventories
- Understanding Gratuity Spreadsheet
- Learning how to verify and post gratuities for payroll processing

Objective #10 Accounts Receivable

The trainee will learn about how the hotel goes about collecting the monies due. The trainee will learn more about how to bill customers and how to track all of the different accounts. Accounts Receivable also ensures that all credit and bills are collected in order to support the hotel's cash flow. The trainee will learn the following skills:

- Credit, billings, and collections policies and procedures
- Bad debt management

- Revenue adjustments and reconciliation
- Sales Tax Exemption
- Audit and review processes and evaluate controls and compliance issues.
- Learning how to accurately process credit approvals
- Understanding and able to perform group tracking
- Learning to accurately process group billing
- Understanding and able to accurately produce monthly statements
- Learning how to consistently and accurately post payments
- Understanding how to consistently and accurately post charges
- Understanding and able to produce timely and accurate monthly reports
- Learning how to process house accounts
- Understanding how to accurately, and in a timely manner, file all accounting documents
- Learning the operating procedures within Accounts Receivable
- Learning how to check available for both group and individual reservations
- Understanding and becoming familiar with current rates and rate procedures
- Gaining thorough knowledge of statistics and reservations policies
- Understanding how to assign a posting master
- Understanding billing and accounting procedure
- Learning about the routing procedure for billing process

Objective #11 Financial Statement and Month-end Closing Activities

The trainee will learn about the preparation of the financial statements, meeting the required deadlines and the reports required:

- Completion of Financial Statements
- Financial analysis
- General Ledger Management and Reconciliation
- Fixed Asset Scheduling and Reporting
- Sales & Use Tax Reporting

Phase III Rotations thorough F&B Departments

Trainees will rotate though front and back of house departments, learning to communicate with employees at all levels as well as establishes and enhances practical guest interaction. Trainee will familiarize themselves with service techniques assisted by the participation in various hotel meetings and training sessions. Trainee will learn computer skills, and become familiarized with forecasting and scheduling and observe large conventions. The trainee will rotate through most major areas in the F&B department in order to learn the responsibilities of the positions and the necessary hotel knowledge to manage an area successfully.

It is expected that the trainees will rotate through the following departments. Order and duration of rotations may vary based upon the individual trainee's skills and the hotel's current needs and availability.

Outlets—5 months

The trainee will be introduced to the various restaurant operations throughout the hotel. The restaurants are responsible for providing food and beverage service to the guests who are not taking part in a planned food function. While in this segment of training, the trainees will have an opportunity to rotate through the different restaurants so they understand the different types of services that are provided. The trainees will be exposed to all positions within the restaurants and food venues. After taking a basic service training course, the trainee will learn the expeditor, host/hostess, and cashier positions as well as the server and server assistant positions. During this segment of the training, the trainee will be in constant contact with the guest.

Objective #1 Learn all the service roles in different types of restaurant venues from casual to fine dining. The F&B staff will train the trainee in order to fully understand all the tasks and responsibilities of managing a restaurant. They will learn the roles of Server Assistant, Server, Expeditor, Host / Hostess. Skills mastered include:

- Learning the opening and closing responsibilities for staff
- Learn and implement all of the hotel's policies and procedures
- Understanding safety requirements
- Learning how to set up and break down buffets
- Preparing tables and side stations with food and supplies.
- Learn the set up of working areas in kitchen and service bar with the necessary supplies.
- Learn to serve food and beverage appropriately and promptly.
- Perform clean up and closing procedures for all areas used by dining room personnel.
- Learn general sanitation procedures using standard hotel cleaning products as assigned by supervisor to adhere to health standards.

Objective #2 Learn all the cash handling requirements

F&B management and other staff will train the trainee to be accurate and efficient in their use of the computer and cash handling procedures.

- *Learn all the computer operations for the computer/cash register and how to be quick and accurate for all food and beverage orders.*
- Understanding cash handling and cashiering procedures
- Learning the proper use of Point of Sale system

Objective #3 Learn to provide excellent guest service

Providing superior service, the F&B staff will train the trainee in all the aspects of doing this very important aspect of the hospitality industry.

- Developing skills with guest contact
- Learning proper table service
- Developing upselling techniques
- Learn how to communicate effectively with guests in a courteous and helpful manner.

Objective #4 Administrative Functions:

The trainee will also be exposed and trained in the following skills in the course of this rotation:

- Inventory control
- Ordering procedures

- Organization and coordination with other key departments including stewarding, culinary, and purchasing
- Customer service
- Logistical coordination with the kitchen and wait staff to expedite service.

Room Service

Room Service provides in-room-dining service for guests. Trainee will have high employee and guest contact both in person and on the phone.

Objective #5: Master all roles and responsibilities in room service

Management and other staff will train the participant in all the aspects of each position in the room service department.

- Understand the standards for room service
- Learn in depth knowledge of the property layout
- Learn all telephone answering procedures, taking orders, and call-backs according to standards
- Learn cart and tray set-ups
- Abide by all State, Federal and Corporate liquor regulations pertaining to serving alcoholic beverages to minors and intoxicated guests to ensure all laws are being followed.

Objective #6 Communication

Learn how to communicate effectively with other staff and with guests.

- Developing interdepartmental communication skills
- Understanding how to service hospitality suite operations
- Learning upselling techniques

Other skills to be learned while in this department:

- Learning cart and tray set-ups
- Learning the planning processes for all delivery and recovery procedures
- Understanding Mini-Bar function
- Learning how to complete Mini-Bar inventories
- Cross utilization of staffing
- Overview of the Rooms Service department including an understanding of the financial aspects of the department

Barista Rotation

This rotation includes Food Product sale and set up, Coffee sale and set up.

Objective #7 Learn all the different types of Coffee Shop operations such as Supply inventory, purchasing, product pricing and sales, product set up and display.

- Master Coffee Shop opening and closing responsibilities
- Learn to provide excellent guest service including, greeting guests and responding to requests in a friendly and courteous manner.
- Master a knowledge of the available coffee shop products, their prices, and the ability to

conduct sales

- Master skills relating to inventory control including: Maintaining Coffee Shop displays, coordinate food supply from kitchen to Coffee Shop, Vendor stocking and cashiering.
- Learn the health and safety standards required by US laws and hotel standards, learn to practice and enforce sanitation practices, as assigned to adhere to health standards.
- Master the ability to prepare available food and beverage items such as coffee, pastries, etc.

Banquets -3 months

The trainee will develop an appreciation of the different requirements and expectations for the various types of Banquet functions. Multi-tasking skills, stress management, teamwork are skills that will be heavily tested in the course of this rotation. The trainee will learn how to be a supervisor during this segment. Particular knowledge pertinent to the Banquet Department includes a familiarity of the skills needed to successfully provide excellent service in the variety of settings encountered. These include:

Objective #8 learn all the different types of banquet functions such as Banquets Meeting Rooms, buffets, receptions, plated service, beverage and in hospitality suites.

- Set up banquet room as instructed by Banquet Captain to include linen, service ware and glassware.
- Greet guests and respond to requests in a friendly and courteous manner.
- Perform all assigned side work to include replenishing condiments and restocking banquet shelves with supplies.
- Perform general cleaning tasks using standard hotel cleaning products, as assigned to adhere to health standards.
- Abide by all State, Federal and Corporate liquor regulations pertaining to serving alcoholic beverages to minors and intoxicated guests.
- Service of business functions.
- Coordination of coffee breaks and lunch breaks for business functions.
- Buffet style and station style service of social and business functions.
- Service of reception style functions (usually "passed" hors d'oeuvres)
- Service of formal sit down social and business functions.
- The service of banquet bar beverages to banquet guests.
- Attend state-required classes for alcoholic beverage service training.
- Pass a test covering the material from the class. No one may serve an alcoholic beverage in any area of the hotel until they attend this class and pass this test.
- Coordination of tickets, cashier function, sales sheets, etc. during social and business functions.
- Service of small, private, social events in the hotel's (hospitality) suites.

Objective #9 Learn how to accurately read and understand diagrams for banquets set up and break down

- Once banquet is complete, reset banquet room according to Captain's specifications to ensure the readiness of the room for the following function

- Learning how to use room diagrams and BEOs (Banquet Event Orders) / setting rooms accordingly.
- Understanding room breakdown.
- Understanding how to use air walls.
- Understanding set-ups for VIP meals and meetings.
- Learning how to set up buffets and special functions
- Understand the process for taking care of equipment maintenance and repair.

Phase III Management skills-6 months

At the conclusion of the first 12 months the trainee will be evaluated for management potential, and based on demonstrated skills and knowledge as well as position availability may be able to post as a permanent supervisor/ manager in one of the above areas for the training duration of their program.

Within this assignment, participants will take all required supervisory training courses. To successfully reach the supervisory level, the trainee must have demonstrated appropriate knowledge and skills to meet hotel standards, have an appropriate attitude and attendance record.

Objective #1:

The department manager and other supervisory staff will train the participant in the basic procedures for determining and managing staffing needs.

- Learn to schedule regular work assignments.
- Learning how to schedule extra staff
- Learning how to organize general operation of staff functions as related to Operations

Objective #2:

The trainee will learn effective leadership skills.

- Learning how to supervise a team to accomplish stated production levels.
- Learn effective ways of motivating staff to provide a high level of service.
- Understanding how to function as administrative link between departments
- Developing skills to promote Employee Accountability

Objective #3:

The trainee will learn the proper procedure to train and evaluate employees.

- Sit in on formal evaluation of staff.
- Developing training skills in order to train new hires and assist current staff in order to reach goals
- Understanding how to inspect employees to ensure they are in proper and clean uniforms at all times
- Learning interviewing and hiring procedures
- Understanding interviewing techniques - applicant evaluation

Objective #4:

The department manager and other supervisory staff will coach the trainee on appropriate and effective communication between staff. Also, trainee will learn guidelines for effective communication with guests.

- Develop employee relations skills.
- Understand appropriate communication within the department.
- Under supervision, mediate staff disputes.
- Understanding how to receive, investigate and act upon complaints from Guests and Staff
- How to establish teamwork to optimize performance and guest service.

In addition, the trainee will master the following skills:

- Master cost control with specific regard to equipment use and storage, purchase, and application. Develop skills in maintaining desired levels of manpower and labor costs without negatively impacting guest service.
- Learning Business and Staff Forecasting
- Understanding the importance of Loss Prevention
- Understanding the Progressive Discipline and Termination Procedures
- Learning the Equal Employment Opportunity Procedures and Enforcement.
- Understanding what is Sexual Harassment in the Work Place
- Learning about Workers' Compensation

Trainees will communicate with staff at all levels as well as establish and enhance practical guest interaction. Trainee will familiarize himself or herself with service techniques assisted by the participation in various hotel meetings and training sessions. Trainee will enhance computer skills, and establish quality of service and problem solving skills, which can only be properly demonstrated through training. Trainee will also be assigned projects by the Department Head to further enhance knowledge and improve analytical skills.

Phase IV Culmination of the Training Program

Culmination of the training program: Overall review of the training received and final evaluation of the trainee. The trainee's objectives will be to ensure he/she has an overall understanding of the Hotel and learn the operational policies procedures and management techniques.

Training Duration:

The program duration would be a maximum of 24 months.