

Eagle Suites Management Training and Advancement Ladder

Level 1: Foundations

- **Phone Etiquette:**
 - a. Consistent, welcoming greeting *following the defined Eagle Suites script.*
 - b. Manager provides their name *and asks how they can assist the caller.*
 - c. Manager obtains caller's name and contact information and enters it into the lead sheet log *according to established procedures.*
 - d. Manager provides clear, concise information, avoiding jargon or ambiguity.
 - *Measurement: Call audits for adherence to script and clarity.*
- **Guest Check-In:**
 - a. Reviews Guest Registration for completeness and accuracy *before processing.*
 - b. Accurately completes the check-in process in Cloudbeds.
 - i. Enters manual room rates *only with proper authorization and documentation.*
 - *Measurement: Error rate in Cloudbeds entries.*
- **Payment Processing:**
 - a. Issues a receipt to the guest (white copy) and attaches the yellow copy to the payment, depositing it in the safe *immediately.*
 - b. Posts payments accurately in Cloudbeds, verifying the amount and payment type *before submission.*
 - *Measurement: Reconciliation of daily receipts with Cloudbeds records.*
- **Key Management:**
 - a. Weekly guest keys expire after 7 days.
 - b. Monthly guest keys expire after 30 days.
 - *Measurement: Number of guest lockouts due to expired keys.*
- **Daily Tasks:**
 - Completes all daily tasks outlined in the job description *by the end of each shift.*
 - *Measurement: Task completion checklist.*
- **Property Cleanliness:**
 - Maintains cleanliness of:
 - a. Front Desk/Lobby *according to the daily cleaning schedule.*
 - b. Guest Laundry *ensuring machines are clean and supplies are stocked.*
 - c. Greenspaces *free of trash and debris.*

- d. Common Walkways, Breezeways, and Hallways *swept and free of obstructions.*
 - e. Housekeeping Laundry *organized and stocked.*
 - *Measurement: Regular property inspections with a defined scoring rubric.*
- **Fire Panel Basics:**
 - a. Knows the procedure for a full fire panel activation and FD dispatch.
 - b. Knows how to clear a smoke trouble *after verifying there is no actual emergency.*
 - *Measurement: Successful completion of a fire safety quiz.*

Level 2: Operations

- **Room Trash-Out:**
 - a. Empties all contents from cabinets, dressers, fridges, stoves, microwaves, etc.
 - b. Removes bedbug cover and sends it to be washed.
 - c. Removes all contents from the room.
 - i. Stores valuable items (>\$100) and important documents (IDs, etc.) for 30 days, *logging each item with a description and date.*
 - ii. Discards all other trash and abandoned items in the dumpster.
 - d. Inspects the room for maintenance issues and enters them into AppFolio.
 - *Measurement: Accuracy in logging found items; completeness of trash-out according to checklist.*
- **Room Rent-Ready Preparation:**
 - a. Ensures the room is clean and free of dirt and grime on all surfaces, including walls.
 - b. Cleans PTAC filters and inspects drain pan, performing a deep clean if needed.
 - c. Ensures the bathroom is clean, with a clean shower curtain.
 - d. Places a clean, stain-free, and hole-free bedbug cover on the bed.
 - e. Verifies that all appliances and fixtures are in working order (toilet, hot water, PTAC, TV/Cable, Microwave, Stove/Cooktop, Fridge, drains, faucets).
 - f. Ensures blinds are intact and in good condition.
 - *Measurement: Room inspection score using a standardized checklist.*
- **AppFolio Operation:**
 - a. Logs in, creates work orders, and assigns them to the appropriate maintenance team member(s).
 - b. Runs and prints open work order reports.

- c. Marks work orders as complete after verification by the PM.
 - *Measurement: Accuracy and timeliness of work order creation and completion.*
- **Camera System Usage:**
 - a. Logs into the camera system.
 - b. Reviews cameras effectively.
 - *Measurement: Demonstrated ability to find and review specific footage upon request.*
- **Account Balance Reporting:**
 - a. Generates and prints Cloudbeds Account Balance reports for in-house guests.
 - *Measurement: Accuracy of reports.*
- **Facebook Management:**
 - a. Posts and promotes the property on Facebook Marketplace *at least X times per week.*
 - b. Responds promptly to Facebook Marketplace messages *within X hours.*
 - *Measurement: Number of postings; response time to inquiries.*
- **Guest Record Maintenance:**
 - a. Ensures New Guest forms are completed and copies of IDs are filed in the appropriate binder.
 - b. Files check-out documents and DNR notices accordingly.
 - *Measurement: Accuracy and completeness of filing system; ability to locate records quickly.*
- **Policy and Procedure Comprehension:**
 - a. Has read and understands all current policies and procedures.
 - *Measurement: Successful completion of a policy and procedure quiz.*
- **Guest Interaction:**
 - The Manager will review Eagle Suites Rules & with Agreement with each potential guest before signing. *UNDER NO CIRCUMSTANCES WILL WE RENT TO ANYONE UNDER 18 YEARS OLD. IF GUEST IS BETWEEN 18 – 21 YEARS OLD ONLY with the approval of the Director of Operations. NEVER RENT TO AN ADULT and a MINOR who are NOT RELATED.*
 - *Measurement: Adherence to rental policy. Record of any exceptions granted by Director of Operations.*

Level 3: Advanced Operations & Problem Solving

- **Advanced Reporting:**

- a. Runs, filters, and prints housekeeping reports for housekeeping staff.
 - i. Marks rooms as Clean/Dirty accurately.
 - ii. Enters and removes notes from housekeeping reports effectively.
 - b. Creates transaction reports for specified date ranges and verifies all payments have been posted based on pink receipts.
 - *Measurement: Accuracy and efficiency in generating and interpreting reports.*
- **Utility Knowledge:**
 - a. Locates electric meters, water meters, utilities, etc.
 - b. Demonstrates knowledge of breaker panels and water shut-off locations.
 - *Measurement: Successful completion of a utility location and operation exercise.*
- **Minor Lock Repairs:**
 - a. Changes door locks and various parts.
 - b. Reprograms locks effectively.
 - c. Uses the hard key correctly.
 - *Measurement: Successful completion of a lock repair/reprogramming task.*
- **Fire Panel Understanding:**
 - a. Reads the fire panel to identify troubles.
 - b. Follows up on troubles and troubleshoots issues effectively.
 - c. Resets the panel to clear troubles *when appropriate*.
 - d. Understands when *not* to touch the panel (full alarm activation).
 - e. Enters unresolved troubles into AppFolio for assistance.
 - *Measurement: Demonstrated ability to diagnose and resolve common fire panel issues.*
- **Customer Service Excellence:**
 - a. Communicates professionally with guests.
 - b. De-escalates situations quickly and professionally.
 - c. Is helpful and polite to guests at all times.
 - *Measurement: Guest satisfaction scores; documented instances of successful de-escalation.*
- **Policy and Procedure Mastery:**
 - a. Explains policies and procedures clearly to others.
 - *Measurement: Demonstrated ability to answer questions about policies and procedures accurately.*

- **Payment Arrangement Authority (Manager only):**
 - *The HOTEL MANAGER must approve payment of anything less than half of what is due, and anything beyond Monday night without Director of Operations' consent. Assistant Manager assists Hotel Manager with this task.*
 - *Measurement: Demonstrated understanding of payment arrangement parameters, and Director of Operations consent procedures.*
- **Timely Payment and Eviction Procedures:**
 - Under NO circumstances, has the authority to let a Guest stay beyond Monday night without the Expressed consent of Director of Operations. Manager shall provide the Director of Operations payment arrangement details on all guest that have an outstanding balance on Monday's Account Balance report.
 - *Measurement: Compliance with payment and eviction policies, and communication requirements to the Director of Operations.*
- **Maintenance Reporting:**
 - Manager is responsible for reporting any maintenance that beyond the expectations of onsite staff to the Maintenance Supervisor and to the Director of Operations in a timely manner. Manager is to provide as much detail as possible and provide pictures when possible.
 - *Measurement: Timeliness and completeness of maintenance reports, including detailed information and photographic evidence.*

Level 4: Leadership & Management

- **Policy Enforcement:**
 - Professionally enforces and follows Eagle Suites policies & procedures consistently.
 - *Measurement: Documented instances of policy enforcement; lack of policy violations.*
- **Delegation:**
 - Delegates tasks to co-workers with professionalism and *clear instructions*.
 - *Measurement: Feedback from team members on delegation effectiveness.*
- **Collections Management:**
 - a. Manages guest collections within given guidelines.
 - b. Prevents guests from falling more than 1 week behind (unless approved by supervisor).
 - c. Follows up regularly with guests on outstanding balances.
 - d. Provides accurate information on outstanding guest balances to the supervisor.

- *Measurement: Reduction in outstanding balances; adherence to collection guidelines.*
- **Resource Management:**
 - a. Manages property effectively with minimal need for additional resources.
 - b. Uses available resources efficiently and requires little outside support.
 - c. Makes sound decisions that benefit the property and overall operation.
 - *Measurement: Cost savings; efficient use of supplies; positive impact on property performance.*
- **Cloudbeds Proficiency:**
 - a. Extends guest stays correctly, avoiding overextensions.
 - b. Consistently charges pro-rates/manual room charges when applicable.
 - c. Performs reservation splits without assistance.
 - d. Posts payments correctly (amounts and payment types).
 - e. Charges fees when applicable (Credit Card Fees, Damages, Misc.).
 - f. Edits guest reservations to update information.
 - g. Switches guests from taxable to tax-exempt when appropriate.
 - h. Checks in guests using multiple methods.
 - i. Checks out guests efficiently.
 - j. Adds undesirable guests to the DNR list correctly.
 - k. Understands the functions of the Cloudbeds dashboard.
 - l. Adds/archives notes on guest reservations effectively.
 - m. Demonstrates knowledge of the reservations window.
 - n. Stays updated on new Cloudbeds updates.
 - *Measurement: Error rate in Cloudbeds transactions; efficient use of Cloudbeds features.*
- **Dispute Resolution:**
 - Manager to settle disputes & enforce Guest's Agreement, Guest's Rules and to protect Eagle Suites Property against theft, damage, & destruction.
 - *Measurement: Track of successfully resolved disputes without escalation, and adherence to Guest Agreements and Rules.*
- **Law Enforcement Interaction:**
 - Manager to maintain a good working relationship with the Local Police Department. The Local Police Department will be called Immediately, in the event Manager is unable to resolve domestic disputes & for any illegal activity.

- *Measurement: Documented instances of appropriate interaction with local law enforcement.*

For Regional Managers:

- **Needs a separate job description and a ladder that reflects responsibilities such as:**
 - Multi-property oversight
 - Performance management of property managers
 - Budgeting and financial reporting
 - Ensuring brand standards are met across all properties
 - Implementing regional marketing strategies
 - Analyzing market trends and identifying opportunities for growth

This revised ladder now incorporates roles beyond management, creating a clearer path for advancement from entry-level positions and aligning with the integrated job descriptions.