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Hotel: 2000 Wage and Benefit Survey

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HOTTEL

2000 WAGE AND BENEFIT SURVEY

PREPARED BY:

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July 10, 2000
Hotel Human Resource
Association of Central Florida





Dick Pope Sr. Institute
for Tourism Studies

July 10, 2000

Dear General Manager and Human Resource Manager:

Thank you for participating in the Hotel Human Resources Association of Central Florida's 2000 Wage and Benefit Survey. It is our pleasure to provide you with your copy of the final report. This year, 353 survey questionnaires were sent to human resource managers in the Central Florida hospitality community. Personalized letters encouraging participation were also sent to the general managers of properties whose surveys we did not receive by the cut-off date.

We received 65 usable responses from hotels and companies that provided data on Central Florida hospitality industry employees. This is the seventh year that the School of Hospitality Management's Dick Pope Sr. Institute for Tourism Studies at the University of Central Florida has compiled these data. We are confident that the Total Central Florida data and most of the sub-group (e.g. location and size) data are representative of the wages and salaries earned by employees in the industry.

However, certain sub-groups (e.g. location and size) and particular job positions may not fully reflect accurately specific wages and salaries where there is a low number of properties responding within a specific sub-group for a particular position. Therefore, some of these data should be interpreted with caution.

The Dick Pope Sr. Institute for Tourism Studies at the University of Central Florida is available to prepare "custom" reports in summary form for a specific group of companies as defined by the participant, provided that the defined group consists of at least five companies. As with all other information, under no circumstances will individual property data be disclosed to anyone. No data will be reported on individual job titles for these "custom" reports if the number of respondents to the particular position is less than three.

It certainly was enjoyable to work with you again this year on this project, and should you have any questions, or wish to order a "custom" report, please feel free to call us at (407) 823-5641.

Sincerely,

Handwritten signature of Stephen M. LeBruto in black ink.

Stephen M. LeBruto, Ed.D., CPA, CHAE

Handwritten signature of Steven Thornburg in black ink.

Steven Thornburg, CPA MBA

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EXECUTIVE SUMMARY

INTRODUCTION

During the summer months of 1994 through 2000, the Dick Pope Sr. Institute for Tourism Studies at the University of Central Florida has conducted a survey of Central Florida hospitality industry properties regarding wage rates and employee benefits. This ongoing project has been sponsored by the Hotel Human Resource Association of Central Florida and has been supported by the Central Florida Hotel Motel Association. This comprehensive study solicits and reports data on wages and benefits from 353 hospitality organizations covering 120 occupational/hourly job titles and 46 management/supervisory positions. The first final report in 1994 summarized data from 32 companies. The 2000 report includes data from 65 reporting organizations. An attempt was made to collect data on vacation ownership positions, including the methods and bases for computing commissions, however due to insufficient response this information is not being reported.

METHODOLOGY

On May 10, 2000 questionnaires and instructions were sent to the Director of Human Resources at each of the 353 hotels and hospitality companies in the sample along with a personalized letter explaining the project. The database for this project includes all members of the Hotel Human Resource Association of Central Florida, all member properties of the Central Florida Hotel Motel Association, and all other Central Florida lodging properties identified in the November 1999 BellSouth Greater Orlando Yellow Pages.

To help stimulate participation, some hotels and hospitality companies received multiple packets of the survey addressed to employees other than the Director of Human Resources. A separate personalized letter, also dated June 7, 2000 was mailed to each property's General Manager, informing them of this important undertaking and requesting their support and participation. Both letters referenced the fact that the survey was sponsored by the Hotel Human Resource Association of Central Florida and supported by the Central Florida Hotel Motel Association.

Data were collected on 120 occupational/hourly job titles for: entry, average and maximum position rates as well as the percentage of total compensation that was incentive based or bonuses. A series of questions were also included on other forms of compensation for occupational/hourly employees such as: provision of meals, and payment of a shift differential.

For the questions on the provision of meals, respondents were asked to indicate "yes", "no", or "partial". These data were recoded by us combining the "yes" and "partial" responses. The responses to the Meal question are summarized only for the Total Central Florida Area. For questions on shift differentials and bonuses, respondents were asked to indicate "yes" or "no". These results are also reported in each size and location section.

Data were collected on 46 management/supervisory salary positions for annual: entry level rates; average rates; and maximum position rates. A series of questions were also included on other forms of compensation for management/supervisory employees.

For the question on bonuses, respondents were asked to estimate the percentage of total compensation that were paid in the form of bonuses or incentive compensation. Respondents were asked to identify other forms of compensation for management personnel as either having 1) an automobile provided; 2) having an automobile allowance; 3) having an expense allowance; 4) being provided free dry cleaning; 5) having a special separation agreement; or 6) some other form of compensation.

The benefit portion of the questionnaire divided employees into three categories: full-time hourly employees; part-time hourly employees; and management/supervisory employees. Data were

collected on paid holidays, vacation, sick, and personal time; health care coverage; the employer and employee share of health care costs; medical benefits offered; retirement options, and other benefits. Demographic information (e.g. size, type of hotel, market segment, location, and number of employees) on each hotel or hospitality company responding was also gathered.

In order to insure that these data remained confidential, the data were accessed by only one researcher of the Dick Pope Sr. Institute for Tourism Studies, who compiled the results. The individual responses will be destroyed one month after the issuance of this final report.

RESULTS

There were 65 properties responding to the survey for a usable response rate of 18.4%. Although this percentage is small, it is the result of an attempt on our part to be inclusive, giving an opportunity for every hospitality operation to participate. What is encouraging is that many full-time hourly employees, part-time hourly employees, and management/supervisory employees working in the hospitality industry are represented in this report. Data were reported for each job classification: full-time hourly employees, part-time hourly employees, and management/supervisory employees, provided there were at least three respondents to the particular employment position. Data not provided were treated as missing values. In addition to presenting average rates of pay and other wage information on the total Central Florida area, we have included tables on average rates of pay and other wage information by four categories of property size, and geographic areas. The questionnaire provided four choices for respondents to self determine their size. These choices are shown below.

Hotels With up to 300 Rooms;
Hotels With 301 to 500 Rooms;
Hotels With 501 to 750 Rooms; and
Hotels With Over 750 Rooms.

We found that we had 25 properties with less than 300 rooms; 14 properties sized between 301 and 500 rooms; 12 properties with between 500 and 750 rooms, and 14 properties with more than 750 rooms.

The questionnaire provided nine choices for respondents to self determine their geographic area. These choices are shown below.

Lake Buena Vista & Disney Area;
International Drive;
Airport Area;
Kissimmee;
Downtown Orlando;
South Orange Blossom Trail;
Maitland & Winter Park;
Seminole County;
Other.

We are reporting wages for the total Central Florida area, and three individual geographic areas. These are:

International Drive Area; 17 properties
Lake Buena Vista Area; 21 properties
Kissimmee Area; 16 properties

ORGANIZATION OF THE REPORT

There are three major sections of the report: Average Rates of Pay; Benefits, and Respondent Information. The Average Rates of Pay tables for each job title show the number of properties responding to the particular job category under the Valid column; an average of the reported entry rates of pay; the average of the "average" rates of pay; an average of the maximum reported rates of pay; and the average percentage of total compensation that is paid in bonuses or incentive. The average shift differential paid is also shown for hourly employees. These tables are presented for the total Central Florida area, and the four categories of property size and three different geographic areas. The section on the total Central Florida area also shows the percentage of properties that provide paid or partially paid meals to employees.

The Benefits section includes data for the total Central Florida area only. Each component of this section addresses benefits for full-time employees, part-time employees, and management and supervisory employees. The Respondent Information section provides demographic data on the participants, an analysis of employee turnover, and a complete list of all of the contributors to the study.

INTERPRETATIONS AND USE OF THESE DATA

The recipient of this report is cautioned in the interpretation of the tables where the job category was reported by a small number of hotels or hospitality companies. The reported average data may not be valid due to special wage situations where a person is not paid at a rate consistent with the position, and this may cause the reported average to be higher or lower than the population average. There are also situations where all the data for a specific question may not have been reported by all of the respondents to a particular job category. This can also affect the average for that rate.

The tables presented represent simple averages and are not affected by the number of persons employed by a particular hotel or hospitality company for the specific position. This eliminates the possibility of the data being distorted to give more weight to the larger properties.

IDENTIFICATION OF THE CONTRIBUTORS

A complete list of all participating properties is included in the Respondent Information section. In addition, for each property size and location subset, the names of the individual hotels that comprised the specific subset are listed.

Under no circumstance will any individual property information be disclosed to anyone. In order to further protect the anonymous nature of each property's response, no data were reported where less than three properties responded to a particular job position. Respondents to the survey were requested to mail under separate cover the last page of the questionnaire, which identified the property. These responses were kept separate which provided further security of the data.

Recognizing that the groupings for size and location may not satisfy the needs of each participant, the Dick Pope Sr. Institute for Tourism Studies will prepare on request "custom" reports for participants who would like specific summary data of a particular group of hotels or hospitality companies, provided that this subset includes at least five hotels or hospitality companies. In order to further protect the anonymous nature of each property's response, no data will be compiled where less than three properties responded to a particular job position. The cost of these "custom reports" will be individually agreed upon between the individual property and the Dick Pope Sr. Institute of Tourism Studies.

Identification of responding properties, availability of "custom reports", and other reporting issues were explained in the cover letter that invited Human Resource Directors to participate in the

study. These same parameters were also explained to the General Managers in the letter addressed to them.

The final report was completed on July 10, 2000, and it was mailed with an invoice only to those properties responding to the survey. One copy was also provided to the Central Florida Hotel Motel Association. All proceeds from the sale of this report, or the custom reports belong to the Dick Pope Sr. Institute for Tourism Studies.

Participating properties were:

Caribe Royal Resort Suites & Villas	Meristar Hotels & Resorts -Homewood Suites
Celebration Hotel	Meristar Hotels & Resorts -Sheraton Safari Hotel
Days Inn Eastgate	Meristar Hotels & Resorts - Courtyard by Marriott, LBV
Days Inn Hotel Lake Buena Vista	Orange Lake Resort & Country Club
Delta Orlando Resort	Orlando Airport Marriott
Doubletree Castle	Orlando World Center Marriott
Doubletree Club Hotel	Quality Inn Lake Cecile
Doubletree Guest Suites Resorts - Kissimmee	Radisson Barcelo Hotel
Doubletree Guest Suites Resorts Lake Buena Vista	Radisson Hotel Universal Orlando
Embassy Suites Hotel Orlando North	Radisson Plaza Hotel
Embassy Suites Lake Buena Vista	Radisson Resort Parkway
Four Points Hotel Lakeside	Ramada Resort & Conference Center
Four Points Sheraton	Renaissance Orlando Resort
Grand Cypress Resort	Residence Inn - Orlando Convention Center
Grand Lake Resort	Riande Continental Plaza
Grosvenor Resort	Shades of Green Resort
Hilton Daytona Beach	Sheraton Studio City Hotel
Hilton Garden Inn at Lake Mary	Summerfield Suites Hotel
Hilton in the WDW Resort	Tamar Inns, Inc. - Clarion Plaza
Holiday Inn Family Suites Resort	Tamar Inns, Inc. -Comfort Inn Lake Buena Vista
Holiday Inn Hotel & Suites at Maingate East	Tamar Inns, Inc. -Omni Rosen Hotel
Holiday Inn Select Orlando Airport	Tamar Inns, Inc. -Quality Inn International
Holiday Inn Select UCF	Tamar Inns, Inc. -Quality Inn Plaza
Hostelling International	Tamar Inns, Inc. -Rodeway Inn International
Hotel Royal Plaza	The Peabody Hotel
Howard Johnson Maingate Resort	Tollman-Hundley Hotels - Days Inn Disney East
Howard Johnson Plaza Resort	Tollman-Hundley Hotels -Days Inn Lakeside
Hyatt Regency Grand Cypress	Tollman-Hundley Hotels -Days Suites East
Island One Resorts	Tropical Palms Resort
Lake Buena Vista Resort Hotel	Walt Disney World Swan and Dolphin
Magic Tree Resort	Westgate Lakes
Marriott Vacation Club	Wynfield Inn Westwood
Meristar Hotels & Resorts - Comfort Suites Orlando	

Demographics

Number of respondents

Size:

300 or fewer rooms	25
301 to 500 rooms	14
501 to 750 rooms	12
751 or more rooms	14

Type:

Hotel properties	46
Suite hotels	11
Extended stay	2
Vacation ownership	6

Market segment::

Economy	10
Mid-price	26
Upscale	22
Luxury	6

Location:

Lake Buena Vista	17
International Drive	21
Airport	3
Kissimmee	16
Downtown Orlando	1
Seminole County	3
Other	4

Other Demographics

Guest profile:

Average percentage leisure guests	60%
Average percentage business guests	23%
Average percentage group or convention guests	31%

Hourly employees:

Average Number of Hourly Employees	283
Average number of new hires - Hourly employees	96
Average number of terminations - Hourly employees	72

Management employees:

Average Number of Management Employees	38
Average number of new hires - Managers	8
Average number of terminations - Managers	8

Average Rate of Pay

Average Rates of Pay Hourly Positions Total Central Florida Area

No.	Front Office	Valid	Paid Meals	Shift Differential	Entry Rate	Average Rate	Max Rate	Bonus
1	Front Desk Shift Supervisor	48	79%	0.40	8.40	9.12	10.99	8%
2	Lead Front Desk Clerk	16	81%	0.37	8.03	8.81	8.95	7%
3	Front Desk Clerk	62	85%	0.32	7.18	7.48	9.16	8%
4	Reservationist Supervisor	32	81%	0.43	8.65	9.35	10.94	4%
5	Lead Reservationist	13	85%	0.36	7.85	8.81	10.48	5%
6	Reservationist	53	81%	0.36	7.06	7.65	8.89	8%
7	Telephone Supervisor	15	93%	0.41	7.86	8.92	9.77	5%
8	Telephone Operator	44	89%	0.35	6.66	7.26	8.63	6%
9	Lead Concierge	5	100%	0.38	8.52	9.01	12.01	5%
10	Concierge	14	86%	0.35	7.09	7.91	9.72	5%
12	Day Care Attendant	7	71%		6.36	7.02	8.62	
14	Valet Parker	7	100%	0.76	3.98	4.28	5.80	
16	Door Person	7	86%	0.39	3.96	4.51	5.88	2%
17	Bell Captain	20	90%	0.38	6.32	7.38	8.84	4%
18	Bell Person	43	88%	0.70	4.40	4.74	5.64	5%
19	Van Driver	8	88%	0.35	6.12	7.18	8.58	5%

No.	Food & Beverage	Valid	Paid Meals	Shift Differential	Entry Rate	Average Rate	Max Rate	Bonus
20	Restaurant Supervisor	33	85%	0.48	8.23	8.91	10.47	8%
21	Restaurant Host Person	27	93%	0.40	6.65	7.09	8.50	14%
22	Restaurant Cashier	25	100%	0.40	6.46	7.13	8.23	14%
23	Restaurant Cashier/Host	27	93%	0.35	6.48	7.12	8.46	8%
24	Restaurant Server	45	93%	1.03	3.19	3.58	4.42	3%
25	Restaurant Bus Person	39	90%	0.39	5.35	6.00	7.38	3%
26	Buffet Attendant	17	82%	0.42	6.52	7.03	7.86	5%
27	Deli Prep/Cashier	9	67%	0.38	6.56	7.45	8.58	5%
28	Deli Cashier	16	94%	0.33	6.57	7.14	8.13	5%
29	Deli Attendant	13	85%	0.40	6.50	6.98	7.94	5%
30	Lead Bartender	17	71%	0.50	5.98	6.53	8.20	3%
31	Bartender	51	84%	0.46	4.94	5.41	6.77	4%
32	Cocktail Server	22	95%	0.46	3.40	3.61	4.44	3%
33	Barback	10	90%	0.43	4.96	5.15	7.85	4%
34	Service Bartender	10	80%	0.47	6.49	7.12	8.02	5%
35	Servi-Bar Attendant	11	91%	0.45	5.21	5.60	7.20	

Average Rates of Pay Hourly Positions Total Central Florida Area

No.	Food & Beverage	Valid	Paid Meals	Shift Differential	Entry Rate	Average Rate	Max Rate	Bonus
36	Setup Lead - Convention	17	94%	0.43	7.17	8.13	9.46	10%
37	Set-up Attendant	26	92%	0.38	6.46	7.12	8.52	5%
38	Banquet Captain	27	96%	0.46	6.02	6.57	7.52	5%
39	Banquet Server	32	94%	0.46	3.03	3.22	3.57	5%
40	Banquet Bartender	24	92%	0.46	3.82	4.05	4.50	2%
41	Lead Baker	5	100%	0.43	10.25	10.85	14.96	
42	Baker	9	89%	0.43	8.48	9.54	12.63	5%
43	Cook I (lowest)	41	93%	0.43	7.29	7.88	9.37	5%
44	Cook II (2nd lowest)	36	94%	0.47	8.12	8.70	10.21	5%
45	Cook III (next to highest)	35	94%	0.42	8.54	9.17	10.87	5%
46	Cook IV (highest)	32	100%	0.39	9.51	10.32	11.89	5%
47	Garde Manger	10	90%	0.45	9.94	10.29	13.32	5%
48	Cafeteria Attendant	20	100%	0.43	6.55	7.20	8.84	
49	Lead Storeroom Clerk	10	100%	0.45	7.90	8.92	11.07	
50	Storeroom Clerk	17	100%	0.45	7.07	7.87	10.04	5%
51	Receiver	14	100%	0.47	7.14	7.96	9.41	
52	Dishwasher	40	93%	0.37	6.21	6.88	8.19	5%
53	Pot Washer	9	100%	0.43	6.44	6.95	7.16	
54	Kitchen Utility	24	88%	0.45	6.38	6.99	8.09	
55	Captain, Room Service	9	89%	0.38	5.16	5.82	7.55	2%
56	Cashier, Room Service	15	93%	0.43	6.62	7.43	9.00	5%
57	Server, Room Service	26	92%	0.81	3.86	4.27	5.25	2%
58	Bus Person, Room Service	7	100%	0.45	5.21	6.09	6.90	

No.	Security	Valid	Paid Meals	Shift Differential	Entry Rate	Average Rate	Max Rate	Bonus
59	Security Supervisor	28	82%	0.36	8.55	9.30	10.96	5%
60	Security Officer	38	79%	0.81	7.41	8.14	9.53	8%

Average Rates of Pay Hourly Positions Total Central Florida Area

No.	Finance and Accounting	Valid	Paid Meals	Shift Differential	Entry Rate	Average Rate	Max Rate	Bonus
61	Accounting Clerk	29	76%	0.48	8.52	9.55	11.02	5%
62	Accounts Receivable Clerk	26	85%	0.50	8.76	9.97	11.62	1%
63	Accounts Payable Clerk	24	88%	0.50	8.64	9.75	11.61	1%
64	Payroll Supervisor	7	100%	0.50	9.54	11.61	11.95	
65	Payroll Clerk	22	77%	0.50	9.12	10.45	12.18	1%
66	General Cashier	22	86%	0.48	8.32	9.78	11.31	1%
67	Lead Night Auditor	18	78%		9.72	10.39	11.96	
68	Night Auditor	50	70%	0.51	8.47	9.16	10.42	6%
69	Mail Clerk	11	82%		7.32	8.53	9.86	5%

No.	Laundry and Housekeeping	Valid	Paid Meals	Shift Differential	Entry Rate	Average Rate	Max Rate	Bonus
70	Laundry Supervisor	28	89%	0.40	7.78	8.72	10.25	8%
71	Laundry Attendant	50	74%	0.43	6.38	7.09	8.17	7%
72	Washer/Sorter	13	85%	0.35	6.48	7.41	8.98	8%
73	Machine Operator	7	86%	0.25	6.72	7.90	10.75	8%
74	Housekeeping Supervisor	39	79%	0.44	8.03	8.83	10.10	7%
75	Housekeeping Inspector	21	76%	0.31	7.10	8.15	8.70	8%
76	Supervisor/Inspector	21	81%	0.48	7.34	8.11	9.84	7%
77	Room Attendant	60	77%	0.39	6.23	7.00	8.16	9%
78	Houseperson	57	81%	0.46	6.32	7.04	8.32	8%
79	Uniform Attendant	11	100%	0.50	6.53	7.63	8.83	8%
80	Seamer/Alterations	9	100%	0.45	7.21	8.56	10.20	
81	Lead Houseperson	7	86%	0.48	7.45	8.96	9.64	8%
82	Public Area Attendant	39	82%	0.41	6.34	7.08	8.35	5%
83	Turn Down Attendant	15	100%	0.50	10.13	7.15	8.67	7%
84	Supply Attendant	5	80%		7.30	8.82	10.40	

Average Rates of Pay Hourly Positions Total Central Florida Area

No.	Finance and Accounting	Valid	Paid Meals	Shift Differential	Entry Rate	Average Rate	Max Rate	Bonus
85	Administrative Asst. to GM	41	85%	0.48	10.57	12.17	13.51	4%
86	Highest Level Secretary	24	83%	0.48	10.40	11.73	13.32	5%
87	Entry Level Secretary	26	81%	0.48	8.61	9.49	11.90	5%
88	General Office Clerk	12	75%	0.48	7.50	8.66	10.11	
89	Receptionist	12	75%	0.50	8.19	8.86	11.01	5%

No.	Engineering and Maintenance	Valid	Paid Meals	Shift Differential	Entry Rate	Average Rate	Max Rate	Bonus
90	Skilled Trades	33	82%	0.46	10.26	11.39	13.81	6%
91	Semi Skilled Trades	31	81%	0.57	8.95	10.00	11.61	4%
92	General Maintenance	59	76%	0.51	7.69	8.54	9.94	5%
93	Grounds Person	34	88%	0.38	6.77	7.60	9.04	5%
94	Pool Maintenance Person	11	82%	0.50	7.75	8.63	9.87	5%
95	Grounds/Pool Person	9	67%	0.50	6.71	7.46	9.49	
96	Floor Care Person	12	83%	0.38	7.21	8.01	9.73	

No.	Recreational Activities	Valid	Paid Meals	Shift Differential	Entry Rate	Average Rate	Max Rate	Bonus
99	Irrigation Technician	4	100%		8.80	10.31	13.06	
100	Mechanic	3	67%		8.25	9.19	13.76	
102	Golf Professional	4	50%		7.13	7.87	11.31	
103	Starter/Ranger	4	50%		5.66	6.36	8.21	
111	Health Club Supervisor	4	100%		8.19	8.80	12.78	
112	Health Club Attendant	5	100%		6.75	7.39	11.00	

No.	Other Positions	Valid	Paid Meals	Shift Differential	Entry Rate	Average Rate	Max Rate	Bonus
116	Tour/Travel Coordinator	15	73%		9.31	10.64	12.34	
117	Catering Coordinator	11	91%		9.73	10.75	13.46	
118	HR Coordinator	20	80%	0.48	9.05	9.86	11.74	
120	Gift Shop Clerk	8	63%	0.50	6.53	7.23	9.46	

Average Rates of Pay Salaried Positions Total Central Florida Area

No.	Position	Valid	Meals	Entry	Average	Maximum	Bonus
121	General Manager	53	81%	66,748	77,662	91,773	20%
122	Assistant General Manager	30	80%	42,297	47,048	61,348	19%
123	Controller	36	94%	44,802	52,331	65,581	16%
124	Assistant Controller	23	91%	33,095	37,483	48,072	10%
125	Credit Manager	13	92%	30,195	34,730	41,106	10%
126	Food & Beverage Controller	6	80%	31,397	34,942	32,167	10%
128	Director of MIS	10	80%	36,860	48,353	49,959	10%
129	Purchasing Manager	15	87%	29,533	35,480	42,509	8%
130	Human Resource Director	35	91%	41,732	47,407	59,267	16%
131	Assistant Human Resource Director	14	93%	31,463	36,802	41,319	10%
132	Employment/Benefits Manager	9	78%	28,309	31,580	36,104	10%
133	Training & Development Manager	8	88%	31,483	40,564	40,777	10%
134	Director of Convention Services	15	93%	47,457	51,600	61,904	13%
135	Director of Rooms	15	73%	49,467	57,533	70,432	15%
136	Front Desk Manager	22	82%	29,297	29,926	39,637	12%
137	Front Office Manager	32	94%	32,403	36,933	40,993	11%
138	Assistant Front Office Manager	24	88%	25,261	26,836	34,612	8%
139	Reservations Manager	42	88%	29,539	32,689	38,533	11%
140	Guest Services Manager	10	100%	29,038	34,126	39,551	13%
141	Assistant Guest Services Manager	4	75%	25,347	26,475	29,600	10%
142	Food & Beverage Director	37	95%	47,830	54,440	60,753	18%
143	Assistant Food & Beverage Manager	14	86%	33,613	38,081	40,632	10%
144	Restaurant Manager	30	97%	28,776	31,947	39,718	10%
145	Assistant Restaurant Manager	15	100%	24,616	26,775	33,900	10%
146	Beverage Manager	6	100%	29,020	29,720	37,720	10%
147	Banquet & Catering Manager	19	95%	35,316	37,096	48,710	10%
148	Assistant Banquet Manager	13	92%	25,970	27,102	37,752	10%
149	Executive Chef	29	93%	46,612	51,952	60,535	14%
150	Sous Chef	21	90%	29,943	33,211	42,497	10%
151	Executive Steward	8	88%	28,135	32,279	42,175	10%
152	Head Steward	4	100%	21,933	22,867	31,767	10%
153	Director of Sales	19	83%	50,754	55,139	69,765	17%
154	Director of Marketing	8	100%	54,288	57,117	70,620	16%
155	Director of Sales and Marketing	29	93%	57,943	69,260	79,648	21%
156	Senior Sales Manager I	31	90%	37,232	42,033	47,797	13%
157	Sales Manager II	33	91%	30,506	34,984	40,133	13%
158	Conference Manager	7	100%	27,933	37,571	40,890	11%
159	Catering and Sales Manager	22	95%	29,389	33,640	39,420	12%
160	Executive Housekeeper	53	83%	33,151	37,020	42,261	14%
161	Assistant Housekeeper	37	89%	24,020	26,854	31,770	10%
162	Laundry Manager	14	85%	27,995	29,682	34,818	10%
163	Chief Engineer	54	87%	39,185	44,413	51,508	15%
164	Assistant Chief Engineer	29	86%	28,573	31,696	39,302	11%
165	Engineering Supervisor	15	80%	23,224	27,787	33,126	7%
166	Director of Security	25	88%	32,666	36,473	47,307	8%

Properties With Less Than 300 rooms

Celebration Hotel
Days Inn Eastgate
Days Inn Hotel Lake Buena Vista
Doubletree Castle
Doubletree Club Hotel
Doubletree Guest Suites Resorts - Kissimmee
Doubletree Guest Suites Resorts Lake Buena Vista
Embassy Suites Hotel Orlando North
Grand Cypress Resort
Grand Lake Resort
Hilton Daytona Beach
Hilton Garden Inn at Lake Mary
Holiday Inn Select Oriando Airport
Holiday Inn Select UCF
Hostelling International
Magic Tree Resort
Meristar Hotels & Resorts - Comfort Suites Orlando
Meristar Hotels & Resorts -Homewood Suites
Quality Inn Lake Cecile
Residence Inn - Orlando Convention Center
Riande Continental Plaza
Shades of Green Resort
Summerfield Suites Hotel
Tropical Palms Resort
Wynfield Inn Westwood

Average Rates of Pay Hourly Positions Hotels and Resorts With Up To 300 Rooms

No.	Front Office	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
1	Front Desk Shift Supervisor	16	0.50	7.98	8.91	10.72	12%
2	Lead Front Desk Clerk	4		7.45	7.66	9.61	8%
3	Front Desk Clerk	24	0.25	7.16	7.33	9.09	12%
4	Reservationist Supervisor	7		8.68	9.39	11.79	3%
6	Reservationist	18		7.23	7.75	8.71	15%
8	Telephone Operator	9		6.92	7.26	8.80	8%
17	Bell Captain	3		7.19	7.72	9.75	
18	Bell Person	13		5.38	5.71	6.45	8%
19	Van Driver	3	0.30	5.58	6.73	7.65	5%

No.	Food & Beverage	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
20	Restaurant Supervisor	9		8.36	8.87	11.00	15%
21	Restaurant Host Person	7		6.57	6.83	8.38	22%
22	Restaurant Cashier	5		6.35	6.96	7.42	19%
23	Restaurant Cashier/Host	4		6.65	7.15	8.23	15%
24	Restaurant Server	12		3.83	4.21	4.76	5%
25	Restaurant Bus Person	8		6.02	6.53	8.31	5%
26	Buffet Attendant	4		6.96	7.44	7.99	5%
30	Lead Bartender	5		6.90	7.55	9.16	5%
31	Bartender	15		5.77	6.24	7.34	9%
32	Cocktail Server	3		4.63	4.93	6.19	5%
37	Set-up Attendant	5		6.50	6.85	8.62	
38	Banquet Captain	5		6.70	7.51	8.67	
39	Banquet Server	8		3.48	3.59	3.51	
40	Banquet Bartender	5		4.21	4.54	4.95	
43	Cook I (lowest)	9		7.59	8.14	9.49	
44	Cook II (2nd lowest)	8		8.38	8.90	10.64	
45	Cook III (next to highest)	8		8.69	9.39	11.56	
46	Cook IV (highest)	6		9.09	10.08	10.99	
52	Dishwasher	11		6.13	6.70	8.30	
54	Kitchen Utility	4		6.71	7.31	8.18	
57	Server, Room Service	5		3.70	4.43	5.24	

Average Rates of Pay Hourly Positions Hotels and Resorts With Up To 300 Rooms

No.	Security	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
59	Security Supervisor	3	0.30	8.25	8.98	12.58	3%
60	Security Officer	10	0.30	7.50	8.17	9.76	17%

No.	Finance & Accounting	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
61	Accounting Clerk	8		8.51	9.35	10.81	5%
62	Accounts Receivable Clerk	4		8.38	9.69	12.41	
63	Accounts Payable Clerk	4		8.38	9.22	12.25	
65	Payroll Clerk	4		8.63	9.28	11.49	
67	Lead Night Auditor	5		9.00	9.55	11.42	
68	Night Auditor	21	0.30	8.49	9.14	10.67	7%

No.	Laundry and Housekeeping	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
70	Laundry Supervisor	3		7.23	7.33	8.53	
71	Laundry Attendant	18		6.58	7.07	7.79	5%
74	Housekeeping Supervisor	12		8.33	8.86	9.93	5%
75	Housekeeping Inspector	8		7.22	7.75	8.25	5%
76	Supervisor/Inspector	5		7.45	8.18	9.51	
77	Room Attendant	22		6.35	6.84	7.77	12%
78	Houseperson	19		6.51	7.05	8.16	12%
82	Public Area Attendant	10		6.46	7.02	8.11	4%
83	Turn Down Attendant	5		6.44	6.94	8.41	6%

No.	Office Staff	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
85	Administrative Asst. to GM	12		9.69	10.51	11.91	3%
86	Highest Level Secretary	3		8.92	9.50	10.08	
87	Entry Level Secretary	5		8.50	9.13	13.17	
88	General Office Clerk	4		6.81	8.22	9.05	

Average Rates of Pay Hourly Positions Hotels and Resorts With Up To 300 Rooms

No.	Engineering and Maintenance	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
90	Skilled Trades	6		9.28	10.31	14.41	7%
91	Semi Skilled Trades	6		8.33	9.51	11.36	3%
92	General Maintenance	20	1.00	7.73	8.48	10.09	5%
93	Grounds Person	5		7.25	7.77	10.83	
96	Floor Care Person	4	0.30	7.38	7.85	10.50	

No.	Other Positions	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
116	Tour/Travel Coordinator	3		9.08	11.63	13.72	
118	HR Coordinator	3		8.17	8.63	11.31	
120	Gift Shop Clerk	4		6.56	7.14	10.53	

Average Rates of Pay Salaried Positions Hotels and Resorts With Up To 300 Rooms

No.	Position	Valid	Entry	Average	Maximum	Bonus
121	General Manager	23	55,069	62,587	74,975	20%
122	Assistant General Manager	10	35,550	40,870	52,278	18%
123	Controller	12	37,442	40,617	49,514	16%
124	Assistant Controller	3	34,133	35,750	60,775	8%
130	Human Resource Director	10	37,280	39,828	52,943	16%
134	Director of Convention Services	3	30,917	41,000	56,075	8%
135	Director of Rooms	5	44,200	46,438	70,600	16%
136	Front Desk Manager	4	24,033	22,775	30,875	12%
137	Front Office Manager	9	28,144	30,250	36,207	8%
138	Assistant Front Office Manager	4	25,850	26,350	38,033	14%
139	Reservations Manager	8	24,980	26,543	34,476	18%
140	Guest Services Manager	3	27,167	30,250	35,667	15%
142	Food & Beverage Director	9	43,289	48,749	56,531	17%
144	Restaurant Manager	7	27,664	30,673	35,646	9%
147	Banquet & Catering Manager	4	34,750	36,500	35,000	13%
149	Executive Chef	8	38,992	41,886	52,718	16%
150	Sous Chef	3	27,283	28,693	42,538	9%
153	Director of Sales	6	41,191	45,674	62,537	14%
155	Director of Sales and Marketing	6	47,000	50,833	53,875	23%
156	Senior Sales Manager I	7	31,793	36,249	39,897	10%
157	Sales Manager II	10	31,140	33,614	36,750	11%
159	Catering and Sales Manager	6	28,333	31,167	35,400	20%
160	Executive Housekeeper	19	28,055	30,677	35,444	16%
161	Assistant Housekeeper	7	21,907	25,390	29,443	9%
163	Chief Engineer	18	32,269	36,204	43,202	15%
164	Assistant Chief Engineer	5	24,210	28,066	35,165	9%
165	Engineering Supervisor	3	20,240	21,320	26,500	5%

Properties With 301 To 500 rooms

Embassy Suites Lake Buena Vista

Four Points Sheraton

Hotel Royal Plaza

Howard Johnson Maingate Resort

Lake Buena Vista Resort Hotel

Meristar Hotels & Resorts -Sheraton Safari Hotel

Meristar Hotels & Resorts - Courtyard by Marriott, LBV

Orlando Airport Marriott

Radisson Plaza Hotel

Radisson Resort Parkway

Ramada Resort & Conference Center

Sheraton Studio City Hotel

Tamar Inns, Inc. -Rodeway Inn International

Tollman-Hundley Hotels - Days Inn Disney East

Average Rates of Pay Hourly Positions Hotels and Resorts With 301 To 500 Rooms

No.	Front Office	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
1	Front Desk Shift Supervisor	13	0.25	8.30	8.79	11.08	5%
3	Front Desk Clerk	13	0.25	6.94	7.39	9.01	
4	Reservationist Supervisor	10		8.40	9.04	11.23	5%
6	Reservationist	11	0.25	7.08	7.55	8.75	5%
8	Telephone Operator	13	0.25	6.56	7.10	8.46	5%
10	Concierge	3		7.50	8.57	10.62	
17	Bell Captain	4		6.38	7.38	9.27	
18	Bell Person	10	0.25	4.13	4.47	5.42	4%

No.	Food and Beverage	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
20	Restaurant Supervisor	8		7.64	8.18	9.57	
21	Restaurant Host Person	5		7.05	7.68	8.94	
22	Restaurant Cashier	6		6.38	6.86	8.38	
23	Restaurant Cashier/Host	8		6.43	7.05	8.83	
24	Restaurant Server	11		2.91	3.37	4.57	2%
25	Restaurant Bus Person	10		5.56	5.90	7.71	
26	Buffet Attendant	4		6.35	7.07	8.41	
28	Deli Cashier	3		6.42	7.21	8.33	
31	Bartender	13		4.87	5.36	6.61	2%
32	Cocktail Server	4		4.56	4.67	5.70	
35	Servi-Bar Attendant	3		5.83	6.21	7.10	
36	Setup Lead - Convention	3		6.98	8.24	9.47	
37	Set-up Attendant	6		6.49	7.14	8.24	
38	Banquet Captain	8		6.94	7.49	8.58	10%
39	Banquet Server	9		3.12	3.34	3.58	10%
40	Banquet Bartender	5		4.48	4.62	5.01	
43	Cook I (lowest)	10		7.70	8.18	10.14	
44	Cook II (2nd lowest)	10		8.33	8.82	10.40	
45	Cook III (next to highest)	8		9.03	9.48	10.99	
46	Cook IV (highest)	7		10.43	10.75	12.58	
48	Cafeteria Attendant	7		6.50	7.10	8.43	
50	Storeroom Clerk	4		7.19	7.84	9.77	
52	Dishwasher	10		6.35	6.98	8.67	
54	Kitchen Utility	8		6.28	6.78	8.57	
57	Server, Room Service	6		4.46	4.85	5.74	

Average Rates of Pay Hourly Positions Hotels and Resorts With 301 To 500 Rooms

No.	Security	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
59	Security Supervisor	4	0.25	8.63	9.31	10.50	
60	Security Officer	6	0.25	7.50	7.88	9.19	

No.	Finance and Accounting	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
61	Accounting Clerk	7		8.57	9.70	10.71	
62	Accounts Receivable Clerk	6		9.09	10.17	11.78	
63	Accounts Payable Clerk	5		9.11	10.11	12.80	
65	Payroll Clerk	3		8.58	10.29	13.55	
66	General Cashier	3		8.25	10.39	11.97	
67	Lead Night Auditor	6		10.29	10.75	11.05	
68	Night Auditor	10		9.00	9.48	10.25	5%

No.	Laundry and Housekeeping	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
70	Laundry Supervisor	8		7.66	8.37	10.77	
71	Laundry Attendant	13		6.27	6.95	8.46	5%
74	Housekeeping Supervisor	8		7.72	8.20	10.61	
75	Housekeeping Inspector	3		7.42	8.15	8.67	
76	Supervisor/Inspector	8		7.28	7.96	10.21	5%
77	Room Attendant	14		6.20	6.79	8.23	
78	Houseperson	14		6.22	6.80	8.08	5%
82	Public Area Attendant	12		6.27	7.08	8.29	5%
83	Turn Down Attendant	3		6.58	8.56	9.68	

Average Rates of Pay Hourly Positions Hotels and Resorts With 301 To 500 Rooms

No.	Office Staff	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
85	Administrative Asst. to GM	9		9.72	11.22	14.17	5%
86	Highest Level Secretary	4		9.63	11.53	12.86	
87	Entry Level Secretary	6		7.88	8.95	11.83	5%

No.	Engineering and Maintenance	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
90	Skilled Trades	10		10.66	11.80	13.74	5%
91	Semi Skilled Trades	9	0.50	8.92	9.57	11.01	5%
92	General Maintenance	14	0.50	7.63	8.23	9.62	5%
93	Grounds Person	11		6.91	7.85	9.23	5%

No.	Other Positions	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
116	Tour/Travel Coordinator	3		8.83	10.83	12.15	
117	Catering Coordinator	4		9.00	10.07	12.24	
118	HR Coordinator	3		8.67	10.42	12.90	

Average Rates of Pay Salaried Positions Hotels and Resorts With 301 To 500 Rooms

No.	Position	Valid	Entry	Average	Maximum	Bonus
121	General Manager	12	78,526	88,883	102,371	30%
122	Assistant General Manager	8	36,310	43,760	54,558	28%
123	Controller	11	45,432	54,101	77,859	21%
124	Assistant Controller	8	30,516	33,411	43,966	
129	Purchasing Manager	3	26,500	29,683	41,690	
130	Human Resource Director	10	39,910	45,424	61,724	22%
135	Director of Rooms	3	43,639	53,000	79,918	18%
136	Front Desk Manager	3	29,640	32,030	40,886	
137	Front Office Manager	8	31,401	35,359	39,489	20%
138	Assistant Front Office Manager	3	23,250	24,653	30,000	
139	Reservations Manager	12	30,137	33,666	40,378	15%
142	Food & Beverage Director	12	44,592	48,822	55,716	25%
144	Restaurant Manager	5	27,474	31,320	44,001	
147	Banquet & Catering Manager	5	34,172	38,912	53,221	
148	Assistant Banquet Manager	3	25,160	28,437	35,746	
149	Executive Chef	6	40,769	46,447	56,331	14%
150	Sous Chef	5	29,086	32,878	42,158	
153	Director of Sales	3	43,333	49,833	48,000	
155	Director of Sales and Marketing	11	59,891	68,993	80,846	24%
156	Senior Sales Manager I	8	36,614	41,293	47,829	16%
157	Sales Manager II	9	31,801	35,864	43,405	15%
159	Catering and Sales Manager	5	27,586	30,440	43,254	10%
160	Executive Housekeeper	13	30,906	34,128	41,717	15%
161	Assistant Housekeeper	10	22,537	24,983	31,777	15%
163	Chief Engineer	14	38,292	42,824	49,886	20%
164	Assistant Chief Engineer	4	26,988	29,065	37,950	15%
165	Engineering Supervisor	3	24,587	31,349	35,991	
166	Director of Security	4	29,790	32,260	43,210	

Properties With 501 to 750 Rooms

Four Points Hotel Lakeside
Grosvenor Resort
Holiday Inn Hotel & Suites at Maingate East
Hyatt Regency Grand Cypress
Island One Resorts
Radisson Barcelo Hotel

Radisson Hotel Universal Orlando
Radisson Resort Parkway
Tamar Inns, Inc. -Comfort Inn Lake Buena Vista
Tamar Inns, Inc. -Quality Inn International
Tollman-Hundley Hotels -Days Inn Lakeside
Tollman-Hundley Hotels -Days Suites East

Average Rates of Pay Hourly Positions Hotels and Resorts With 501 To 750 Rooms

No.	Front Office	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
1	Front Desk Shift Supervisor	8	0.50	8.53	9.25	10.99	4%
2	Lead Front Desk Clerk	4	0.45	8.11	8.69	9.05	10%
3	Front Desk Clerk	12	0.34	7.16	7.75	9.32	5%
4	Reservationist Supervisor	9	0.48	8.91	9.81	10.75	3%
5	Lead Reservationist	5	0.45	7.81	9.58	10.54	5%
6	Reservationist	12	0.40	6.92	7.41	8.91	5%
7	Telephone Supervisor	4	0.48	7.71	8.71	9.16	5%
8	Telephone Operator	10	0.37	6.43	7.22	8.48	5%
12	Day Care Attendant	3		6.33	6.62	7.72	
17	Bell Captain	4	0.50	5.00	5.84	6.82	5%
18	Bell Person	8	0.40	4.40	4.67	5.34	5%

No.	Food and Beverage	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
20	Restaurant Supervisor	6	0.48	7.66	8.58	9.60	
21	Restaurant Host Person	4	0.45	6.40	6.79	7.33	
22	Restaurant Cashier	5	0.45	6.40	6.93	8.00	
23	Restaurant Cashier/Host	6	0.50	6.21	6.92	8.18	5%
24	Restaurant Server	9	0.48	2.61	2.84	3.69	5%
25	Restaurant Bus Person	8	0.48	5.06	5.85	6.64	5%
28	Deli Cashier	5	0.40	6.53	6.95	8.28	5%
29	Deli Attendant	5	0.45	6.26	6.83	7.81	5%
30	Lead Bartender	5	0.50	5.10	5.52	7.83	2%
31	Bartender	10	0.48	4.62	5.01	6.76	2%
32	Cocktail Server	5	0.48	2.93	3.05	2.88	
36	Setup Lead - Convention	4	0.48	7.10	7.79	8.11	
37	Set-up Attendant	5	0.45	6.31	6.68	8.04	
38	Banquet Captain	5	0.48	5.27	5.64	6.15	
39	Banquet Server	6	0.48	3.04	3.10	3.13	
40	Banquet Bartender	5	0.48	4.36	4.53	4.83	
43	Cook I (lowest)	9	0.43	6.72	7.32	8.05	5%
44	Cook II (2nd lowest)	7	0.48	7.71	8.38	9.04	5%
45	Cook III (next to highest)	8	0.40	7.69	8.44	9.57	5%
46	Cook IV (highest)	7	0.40	8.69	9.92	10.86	5%
48	Cafeteria Attendant	4	0.48	7.01	7.31	8.33	

Average Rates of Pay Hourly Positions Hotels and Resorts With 501 To 750 Rooms

No.	Food and Beverage	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
49	Lead Storeroom Clerk	3	0.45	7.65	9.23	11.08	
50	Storeroom Clerk	4	0.45	6.73	7.50	8.94	
51	Receiver	4	0.50	6.75	7.33	8.39	
52	Dishwasher	8	0.36	5.84	6.66	7.67	5%
54	Kitchen Utility	4	0.50	5.94	6.65	7.49	
56	Cashier, Room Service	4	0.48	6.81	7.19	8.27	
57	Server, Room Service	5	0.48	3.75	4.08	4.90	

No.	Security	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
59	Security Supervisor	9	0.36	8.60	9.20	10.19	5%
60	Security Officer	10	0.53	7.19	8.00	9.29	5%

No.	Finance and Accounting	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
61	Accounting Clerk	5	0.48	8.30	9.18	10.19	
62	Accounts Receivable Clerk	7	0.50	8.64	10.05	10.93	1%
63	Accounts Payable Clerk	6	0.50	8.33	9.50	10.30	1%
65	Payroll Clerk	6	0.50	9.32	10.70	11.45	1%
66	General Cashier	7	0.48	8.14	9.53	10.47	1%
68	Night Auditor	9	0.65	8.34	9.08	9.67	5%

No.	Laundry and Housekeeping	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
70	Laundry Supervisor	8	0.42	7.60	8.43	9.17	8%
71	Laundry Attendant	9	0.48	6.23	7.28	8.25	7%
72	Washer/Sorter	3	0.45	6.58	6.93	7.33	
74	Housekeeping Supervisor	7	0.50	7.63	8.28	9.68	
75	Housekeeping Inspector	3	0.25	6.42	8.07	9.00	9%
76	Supervisor/Inspector	5	0.48	7.72	8.32	9.72	
77	Room Attendant	11	0.48	6.15	7.33	8.59	8%
78	Houseperson	11	0.75	6.20	7.24	8.75	7%
81	Lead Houseperson	3	0.48	7.37	7.69	9.08	
82	Public Area Attendant	6	0.45	6.50	7.29	8.55	

Average Rates of Pay Hourly Positions Hotels and Resorts With 501 To 750 Rooms

No.	Office Staff	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
85	Administrative Asst. to GM	9	0.45	11.08	12.51	13.87	4%
86	Highest Level Secretary	6	0.45	11.40	12.60	14.49	
87	Entry Level Secretary	5	0.45	8.50	9.08	10.81	
88	General Office Clerk	3	0.45	7.92	8.47	9.43	

No.	Engineering and Maintenance	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
90	Skilled Trades	8	0.48	9.45	10.83	12.83	
91	Semi Skilled Trades	7	0.45	8.51	9.66	11.42	5%
92	General Maintenance	12	0.43	7.59	8.85	9.88	5%
93	Grounds Person	8	0.25	6.49	7.57	8.18	5%
94	Pool Maintenance Person	3	0.50	8.00	8.78	9.60	

No.	Other Positions	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
116	Tour/Travel Coordinator	5		9.30	10.10	12.15	
118	HR Coordinator	8	0.48	9.37	9.82	11.68	

Average Rates of Pay Hourly Positions Hotels and Resorts With 501 To 750 Rooms

No.	Position	Valid	Entry	Average	Maximum	Bonus
121	General Manager	11	66,993	84,097	106,517	11%
122	Assistant General Manager	6	39,127	46,863	73,238	9%
123	Controller	7	50,343	56,911	64,479	10%
124	Assistant Controller	5	31,683	34,680	40,766	11%
125	Credit Manager	5	27,080	31,021	40,625	11%
128	Director of MIS	4	37,424	48,400	52,473	11%
129	Purchasing Manager	4	29,900	31,980	35,366	7%
130	Human Resource Director	9	45,834	52,775	61,468	10%
131	Assistant Human Resource Director	6	30,767	33,844	38,480	11%
132	Employment/Benefits Manager	3	28,200	31,467	37,500	
134	Director of Convention Services	4	48,650	54,744	69,625	11%
136	Front Desk Manager	7	26,673	30,229	35,830	8%
137	Front Office Manager	8	33,698	38,338	44,012	8%
138	Assistant Front Office Manager	10	23,700	26,292	32,137	3%
139	Reservations Manager	12	26,005	29,631	36,979	6%
142	Food & Beverage Director	7	50,782	56,757	64,538	10%
143	Assistant Food & Beverage Manager	4	37,754	42,004	49,287	11%
144	Restaurant Manager	8	28,390	31,768	37,894	11%
145	Assistant Restaurant Manager	4	23,843	25,968	32,301	11%
147	Banquet & Catering Manager	4	33,550	38,054	49,954	11%
148	Assistant Banquet Manager	3	23,387	25,720	35,094	11%
149	Executive Chef	6	49,200	53,515	63,936	10%
150	Sous Chef	4	28,604	30,850	40,454	11%
153	Director of Sales	3	55,233	56,355	52,500	
155	Director of Sales and Marketing	7	54,450	64,337	93,842	15%
156	Senior Sales Manager I	9	36,944	37,422	52,270	13%
157	Sales Manager II	8	27,618	31,818	39,726	15%
159	Catering and Sales Manager	4	29,300	32,550	36,667	8%
160	Executive Housekeeper	11	33,212	38,940	45,463	6%
161	Assistant Housekeeper	10	22,157	25,469	30,638	8%
162	Laundry Manager	4	25,300	27,970	34,600	11%
163	Chief Engineer	11	42,627	49,686	57,571	8%
164	Assistant Chief Engineer	9	27,242	30,197	36,918	11%
165	Engineering Supervisor	3	22,010	25,600	39,167	5%
166	Director of Security	9	28,840	32,640	45,160	6%

Properties With Over 750 Rooms

Caribe Royal Resort Suites & Villas
Delta Orlando Resort
Hilton in the WDW Resort
Holiday Inn Family Suites Resort
Marriott Vacation Club
Orange Lake Resort & Country Club
Orlando World Center Marriott

Renaissance Orlando Resort
Tamar Inns, Inc. - Clarion Plaza
Tamar Inns, Inc. -Omni Rosen Hotel
Tamar Inns, Inc. -Quality Inn Plaza
The Peabody Hotel
Walt Disney World Swan and Dolphin
Westgate Lakes

Average Rates of Pay Hourly Positions Hotels and Resorts With Over 750 Rooms

No.	Front Office	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
1	Front Desk Shift Supervisor	11	0.38	8.99	9.66	11.35	4%
2	Lead Front Desk Clerk	6	0.35	8.29	9.50	8.55	5%
3	Front Desk Clerk	13	0.33	7.47	7.60	9.30	5%
4	Reservationist Supervisor	6	0.38	8.64	9.12	9.54	5%
5	Lead Reservationist	4	0.33	7.99	8.36	11.07	5%
6	Reservationist	12	0.36	6.95	7.81	9.40	5%
7	Telephone Supervisor	11	0.38	7.91	9.00	9.97	5%
8	Telephone Operator	12	0.37	6.75	7.43	8.80	5%
9	Lead Concierge	4	0.38	8.51	9.06	12.01	5%
10	Concierge	8	0.35	7.10	7.93	9.00	5%
12	Day Care Attendant	4		6.38	7.33	9.21	
14	Valet Parker	3	0.45	3.70	4.09	5.08	
16	Door Person	6	0.39	4.04	4.64	5.88	2%
17	Bell Captain	9	0.35	6.59	7.95	8.77	4%
18	Bell Person	12	0.48	3.56	3.96	4.87	4%
19	Van Driver	3	0.50	6.88	7.91	9.31	

No.	Food and Beverage	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
20	Restaurant Supervisor	10	0.48	8.85	9.65	11.38	5%
21	Restaurant Host Person	11	0.38	6.61	7.11	8.85	5%
22	Restaurant Cashier	9	0.38	6.61	7.53	9.11	5%
23	Restaurant Cashier/Host	9	0.30	6.60	7.29	8.35	5%
24	Restaurant Server	13	0.35	3.24	3.68	4.39	2%
25	Restaurant Bus Person	13	0.35	5.00	5.84	7.09	2%
26	Buffet Attendant	7	0.38	6.45	6.93	7.43	5%
27	Deli Prep/Cashier	7	0.38	6.57	7.54	8.67	5%
28	Deli Cashier	7	0.25	6.59	7.22	7.91	5%
29	Deli Attendant	7	0.38	6.72	7.16	8.04	5%
30	Lead Bartender	6	0.50	5.76	6.44	7.68	2%
31	Bartender	13	0.45	4.35	4.81	6.14	2%
32	Cocktail Server	10	0.45	2.79	3.06	3.78	2%
33	Barback	6	0.40	5.19	5.37	7.80	4%
34	Service Bartender	5	0.45	6.85	7.41	8.50	
35	Servi-Bar Attendant	6	0.45	5.53	6.00	7.63	
36	Setup Lead - Convention	8	0.41	7.50	8.64	10.41	5%
37	Set-up Attendant	10	0.37	6.51	7.47	9.00	5%
38	Banquet Captain	9	0.45	5.33	5.84	6.43	2%

Average Rates of Pay Hourly Positions Hotels and Resorts With Over 750 Rooms

No.	Food and Beverage	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
39	Banquet Server	9	0.45	2.60	2.88	3.92	2%
40	Banquet Bartender	9	0.45	2.94	3.18	3.37	2%
41	Lead Baker	4	0.40	10.63	11.23	17.29	
42	Baker	6	0.40	8.38	9.56	12.73	5%
43	Cook I (lowest)	13	0.45	7.16	7.88	9.48	5%
44	Cook II (2nd lowest)	11	0.45	8.03	8.64	10.44	5%
45	Cook III (next to highest)	11	0.45	8.66	9.30	11.13	5%
46	Cook IV (highest)	12	0.38	9.65	10.43	12.39	5%
47	Garde Manger	8	0.45	8.89	10.30	13.62	5%
48	Cafeteria Attendant	7	0.40	6.43	7.28	9.19	
49	Lead Storeroom Clerk	5	0.45	8.00	8.70	11.23	
50	Storeroom Clerk	7	0.45	6.93	7.64	9.98	5%
51	Receiver	8	0.45	7.34	7.99	9.46	
52	Dishwasher	11	0.37	6.41	7.13	7.86	5%
53	Pot Washer	6	0.43	6.52	7.08	7.10	
54	Kitchen Utility	8	0.43	6.55	7.22	7.91	
55	Captain, Room Service	7	0.38	5.14	5.92	6.97	2%
56	Cashier, Room Service	9	0.41	6.58	7.58	9.07	5%
57	Server, Room Service	10	0.58	3.63	3.94	4.99	2%
58	Bus Person, Room Service	6	0.45	5.03	6.00	6.90	

No.	Security	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
59	Security Supervisor	12	0.38	8.57	9.44	11.08	5%
60	Security Officer	12	0.37	7.47	8.35	9.67	5%
61	Accounting Clerk	9	0.50	8.59	9.83	11.98	
62	Accounts Receivable Clerk	9	0.50	8.79	9.90	11.79	
63	Accounts Payable Clerk	9	0.50	8.71	9.96	11.75	
64	Payroll Supervisor	5	0.50	9.85	12.16	12.25	
65	Payroll Clerk	9	0.50	9.38	10.88	12.51	
66	General Cashier	10	0.50	8.39	9.80	11.19	
67	Lead Night Auditor	5		9.85	10.73	12.95	
68	Night Auditor	10	0.43	7.99	8.97	10.80	
69	Mail Clerk	8		7.25	8.81	10.49	5%

Average Rates of Pay Hourly Positions Hotels and Resorts With Over 750 Rooms

No.	Security	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
70	Laundry Supervisor	9	0.38	8.18	9.64	10.81	8%
71	Laundry Attendant	10	0.38	6.33	7.16	8.41	8%
72	Washer/Sorter	8	0.25	6.43	7.62	9.36	8%
73	Machine Operator	5	0.25	6.41	7.86	11.38	8%
74	Housekeeping Supervisor	12	0.42	8.17	9.49	10.20	8%
75	Housekeeping Inspector	7	0.38	7.12	8.64	9.52	8%
76	Supervisor/Inspector	3		6.70	8.09	9.25	8%
77	Room Attendant	13	0.31	6.15	7.19	8.42	8%
78	Houseperson	13	0.32	6.25	7.13	8.44	8%
79	Uniform Attendant	8	0.50	6.35	7.71	8.87	8%
80	Seamer/Alterations	5		7.34	8.79	10.34	
81	Lead Houseperson	4	0.50	7.50	9.92	10.19	8%
82	Public Area Attendant	11	0.40	6.21	7.04	8.55	8%
83	Turn Down Attendant	6	0.50	15.62	6.72	8.34	8%
84	Supply Attendant	3		7.33	9.47	11.17	

No.	Security	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
85	Administrative Asst. to GM	11	0.50	11.70	14.28	14.92	5%
86	Highest Level Secretary	11	0.50	10.54	11.95	14.04	5%
87	Entry Level Secretary	10	0.50	9.15	10.20	12.21	5%
88	General Office Clerk	4	0.50	7.87	9.16	10.82	
89	Receptionist	8	0.50	8.23	8.89	11.39	5%

No.	Engineering and Maintenance	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
90	Skilled Trades	9	0.45	11.10	12.09	14.50	
91	Semi Skilled Trades	9	0.47	9.65	10.92	12.58	
92	General Maintenance	13	0.45	7.79	8.66	10.01	5%
93	Grounds Person	10	0.50	6.62	7.28	8.87	5%
94	Pool Maintenance Person	7	0.50	7.61	8.52	9.98	5%
95	Grounds/Pool Person	5	0.50	6.63	7.63	9.06	
96	Floor Care Person	5		7.21	8.32	9.87	

Average Rates of Pay Hourly Positions Hotels and Resorts With Over 750 Rooms

No.	Recreational Activities	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
102	Golf Professional	3		7.08	7.70	10.62	
103	Starter/Ranger	3		5.80	6.17	7.71	
111	Health Club Supervisor	3		7.92	8.65	12.78	
112	Health Club Attendant	3		6.58	7.21	10.72	

No.	Recreational Activities	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
116	Tour/Travel Coordinator	4		9.85	10.43	11.77	
117	Catering Coordinator	6		10.17	11.31	14.30	
118	HR Coordinator	6		9.23	10.19	11.41	

Average Rates of Pay Salaried Positions Hotels and Resorts With Over 750 Rooms

No.	Position	Valid	Entry	Average	Maximum	Bonus
121	General Manager	7	86,227	97,293	104,595	15%
122	Assistant General Manager	6	63,697	64,226	101,300	16%
123	Controller	6	53,452	68,154	77,876	10%
124	Assistant Controller	7	37,191	45,827	51,446	10%
125	Credit Manager	6	33,880	37,330	40,675	10%
126	Food & Beverage Controller	4	29,662	30,928	33,250	10%
128	Director of MIS	4	37,453	46,273	45,873	10%
129	Purchasing Manager	6	37,192	41,474	48,880	10%
130	Human Resource Director	6	46,717	54,921	61,621	15%
131	Assistant Human Resource Director	4	34,373	43,278	44,567	10%
132	Employment/Benefits Manager	6	28,352	31,648	35,755	10%
133	Training & Development Manager	5	30,625	34,246	40,971	10%
134	Director of Convention Services	6	59,009	59,059	60,417	
135	Director of Rooms	5	52,988	66,062	59,917	13%
136	Front Desk Manager	8	33,437	32,449	46,888	17%
137	Front Office Manager	7	38,403	46,071	47,163	10%
138	Assistant Front Office Manager	7	28,475	29,158	39,300	10%
139	Reservations Manager	10	37,507	39,906	42,437	10%
140	Guest Services Manager	4	30,413	37,763	40,963	10%
141	Assistant Guest Services Manager	3	26,020	26,967	31,200	10%
142	Food & Beverage Director	9	54,030	64,562	71,026	16%
143	Assistant Food & Beverage Manager	6	38,260	44,937	47,044	10%
144	Restaurant Manager	10	30,516	33,169	44,224	10%
145	Assistant Restaurant Manager	7	24,866	27,252	34,915	10%
146	Beverage Manager	4	27,500	28,150	38,000	10%
147	Banquet & Catering Manager	6	37,825	35,341	56,667	9%
148	Assistant Banquet Manager	5	29,500	27,813	44,500	10%
149	Executive Chef	9	55,556	62,408	74,169	20%
150	Sous Chef	9	31,900	35,450	43,910	10%
151	Executive Steward	6	27,647	32,339	43,567	10%
153	Director of Sales	7	60,213	66,648	86,750	20%
154	Director of Marketing	4	57,125	57,300	82,033	16%
155	Director of Sales and Marketing	5	75,600	98,796	87,160	15%
156	Senior Sales Manager I	7	44,833	56,683	51,781	12%
157	Sales Manager II	6	31,528	41,208	42,675	12%
158	Conference Manager	5	27,325	40,025	38,967	12%
159	Catering and Sales Manager	7	32,007	39,507	42,675	12%
160	Executive Housekeeper	10	45,460	49,797	57,208	15%
161	Assistant Housekeeper	10	28,843	30,989	36,604	10%
162	Laundry Manager	8	30,933	31,346	38,900	10%
163	Chief Engineer	11	48,117	53,704	65,241	15%
164	Assistant Chief Engineer	11	32,587	35,913	45,585	10%
165	Engineering Supervisor	6	24,439	28,121	31,889	10%
166	Director of Security	10	36,481	41,105	49,973	11%

Properties In The Lake Buena Vista Area

Days Inn Hotel Lake Buena Vista
Doubletree Club Hotel
Doubletree Guest Suites Resorts Lake Buena Vista
Embassy Suites Lake Buena Vista
Grand Cypress Resort
Grosvenor Resort
Hilton in the WDW Resort
Holiday Inn Family Suites Resort

Hyatt Regency Grand Cypress
Lake Buena Vista Resort Hotel
Meristar Hotels & Resorts -Sheraton Safari Hotel
Meristar Hotels & Resorts - Courtyard by Marriott, LBV
Orlando World Center Marriott
Shades of Green Resort
Tamar Inns, Inc. -Comfort Inn Lake Buena Vista
Walt Disney World Swan and Dolphin

Average Rates of Pay Hourly Positions Lake Buena Vista Area

No.	Front Office	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
1	Front Desk Shift Supervisor	12	0.50	8.28	8.93	11.45	16%
2	Lead Front Desk Clerk	7	0.43	8.15	8.85	10.50	8%
3	Front Desk Clerk	16	0.36	7.10	7.20	9.56	14%
4	Reservationist Supervisor	8	0.45	8.51	9.11	11.04	5%
5	Lead Reservationist	3	0.45	7.62	8.16	10.37	
6	Reservationist	17	0.40	7.03	7.85	9.38	13%
7	Telephone Supervisor	6	0.43	8.56	9.69	9.40	
8	Telephone Operator	15	0.40	6.69	7.38	8.46	7%
10	Concierge	5	0.40	7.25	7.86	11.20	
12	Day Care Attendant	3		6.50	7.42	10.94	
14	Valet Parker	4	0.40	3.56	3.92	6.44	
16	Door Person	3	0.40	3.58	4.06		
17	Bell Captain	8	0.40	6.63	8.20	10.49	
18	Bell Person	14	0.52	3.97	4.38	5.57	8%

No.	Food and Beverage	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
20	Restaurant Supervisor	10	0.43	8.22	8.90	11.25	15%
21	Restaurant Host Person	11	0.43	6.57	7.06	8.99	22%
22	Restaurant Cashier	10	0.43	6.65	7.66	8.98	19%
23	Restaurant Cashier/Host	10	0.40	6.46	7.20	8.60	12%
24	Restaurant Server	15	0.43	3.02	3.79	4.59	5%
25	Restaurant Bus Person	14	0.43	5.32	5.99	7.25	5%
26	Buffet Attendant	7	0.43	6.27	7.04	7.29	5%
28	Deli Cashier	6	0.45	6.63	7.13	8.11	
29	Deli Attendant	3	0.45	6.43	6.82	7.61	
30	Lead Bartender	4		5.62	6.70	9.08	4%
31	Bartender	16	0.43	5.12	5.76	7.34	6%
32	Cocktail Server	9	0.43	3.57	3.88	5.18	5%
33	Barback	4	0.43	5.12	5.18	7.82	
34	Service Bartender	5	0.40	6.71	7.56	9.19	5%
35	Servi-Bar Attendant	6	0.40	3.81	4.22	5.12	
36	Setup Lead - Convention	9	0.42	7.09	7.96	9.43	15%
37	Set-up Attendant	10	0.39	6.43	7.19	8.99	

Average Rates of Pay Hourly Positions Lake Buena Vista Area

No.	Food and Beverage	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
38	Banquet Captain	9	0.43	5.18	5.84	7.04	
39	Banquet Server	11	0.43	2.84	3.01	3.60	
40	Banquet Bartender	11	0.43	4.45	4.71	5.49	
41	Lead Baker	4	0.43	9.81	10.50	13.25	
42	Baker	6	0.43	8.22	9.33	12.55	
43	Cook I (lowest)	15	0.37	7.21	8.19	9.92	5%
44	Cook II (2nd lowest)	12	0.43	8.23	8.99	11.24	
45	Cook III (next to highest)	13	0.37	8.51	9.29	11.26	5%
46	Cook IV (highest)	11	0.37	9.58	10.77	12.35	5%
47	Garde Manger	5	0.40	11.44	11.35	14.72	
48	Cafeteria Attendant	9	0.38	6.42	7.19	8.85	
49	Lead Storeroom Clerk	5	0.43	7.89	8.81	10.86	
50	Storeroom Clerk	9	0.43	7.29	8.07	10.38	
51	Receiver	6	0.40	7.29	8.23	10.27	
52	Dishwasher	15	0.36	6.33	7.16	8.86	5%
53	Pot Washer	3	0.40	6.30	6.83		
54	Kitchen Utility	6	0.40	6.70	7.54	9.70	
55	Captain, Room Service	5	0.40	4.93	5.63	7.82	
56	Cashier, Room Service	7	0.43	6.71	7.62	9.56	
57	Server, Room Service	11	0.45	3.58	3.91	5.04	
58	Bus Person, Room Service	4	0.40	5.59	6.51	9.63	

No.	Security	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
59	Security Supervisor	10	0.35	8.63	9.45	12.08	5%
60	Security Officer	12	0.35	7.41	8.28	10.27	18%

Average Rates of Pay Hourly Positions Lake Buena Vista Area

No.	Finance and Accounting	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
61	Accounting Clerk	11	0.45	8.24	9.31	11.07	
62	Accounts Receivable Clerk	9		8.57	10.08	12.13	
63	Accounts Payable Clerk	9		8.68	10.04	12.66	
64	Payroll Supervisor	6		9.71	12.05	12.64	
65	Payroll Clerk	7		8.88	10.07	12.35	
66	General Cashier	9	0.45	8.43	9.85	11.72	
67	Lead Night Auditor	5		10.20	11.37	12.94	
68	Night Auditor	16	0.51	8.59	9.48	11.18	5%
69	Mail Clerk	6		7.46	8.54	10.22	

No.	Laundry and Housekeeping	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
70	Laundry Supervisor	9	0.50	7.78	9.10	10.52	8%
71	Laundry Attendant	15	0.45	6.42	7.47	8.79	7%
72	Washer/Sorter	6	0.45	6.56	7.81	8.87	
73	Machine Operator	3		6.67	8.73	12.13	
74	Housekeeping Supervisor	7		8.16	9.48	11.98	
75	Housekeeping Inspector	5	0.25	7.22	8.60	9.08	8%
76	Supervisor/Inspector	8	0.45	7.59	8.73	10.43	5%
77	Room Attendant	17	0.45	6.44	7.52	8.68	13%
78	Houseperson	16	6.55	6.57	7.48	8.83	10%
79	Uniform Attendant	5		6.35	7.45	9.44	
80	Seamer/Alterations	8	0.45	7.07	8.57	10.46	
82	Public Area Attendant	14	0.45	6.48	7.38	8.86	4%
83	Turn Down Attendant	7		14.64	7.22	9.33	6%

No.	Office Staff	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
85	Administrative Asst. to GM	12	0.45	11.06	13.13	14.84	4%
86	Highest Level Secretary	7	0.45	10.16	11.47	12.41	
87	Entry Level Secretary	11	0.45	8.50	9.72	12.61	5%
88	General Office Clerk	4	0.45	7.25	9.53	10.77	
89	Receptionist	4		8.20	9.03	13.13	

Average Rates of Pay Hourly Positions Lake Buena Vista Area

No.	Office Staff	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
90	Skilled Trades	11	0.43	10.44	11.36	14.34	5%
91	Semi Skilled Trades	11	0.43	9.15	10.27	12.26	5%
92	General Maintenance	17	0.45	8.13	9.21	10.67	5%
93	Grounds Person	12	0.25	7.14	8.08	9.09	5%
94	Pool Maintenance Person	5	0.50	8.55	9.40	11.69	
95	Grounds/Pool Person	4		7.00	7.48	11.05	
96	Floor Care Person	5	0.38	7.37	8.24	10.52	

No.	Recreational Activities	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
99	Irrigation Technician	3		9.23	10.99	14.41	
111	Health Club Supervisor	3		8.33	9.07	13.56	
112	Health Club Attendant	3		6.67	7.27	10.94	

No.	Other positions	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
117	Catering Coordinator	4		9.69	10.71	12.77	
118	HR Coordinator	7	0.45	9.00	9.66	11.72	

Average Rates of Pay Salaried Positions Lake Buena Vista Area

No.	Position	Valid	Entry	Average	Maximum	Bonus
121	General Manager	12	66,410	82,761	99,887	23%
122	Assistant General Manager	7	44,014	48,125	70,978	23%
123	Controller	12	45,180	51,463	67,928	14%
124	Assistant Controller	10	35,764	41,535	53,121	10%
125	Credit Manager	4	29,450	31,467	43,067	11%
128	Director of MIS	6	36,368	45,230	49,554	10%
129	Purchasing Manager	8	29,433	37,237	45,437	10%
130	Human Resource Director	12	44,568	49,023	64,528	17%
131	Assistant Human Resource Director	5	36,204	41,472	48,188	10%
132	Employment/Benefits Manager	4	27,540	30,840	35,673	10%
133	Training & Development Manager	5	32,180	35,462	41,971	10%
134	Director of Convention Services	5	52,270	58,681	66,753	13%
135	Director of Rooms	5	49,344	59,538	79,867	9%
136	Front Desk Manager	6	30,490	29,861	44,708	14%
137	Front Office Manager	12	29,990	33,978	39,050	13%
138	Assistant Front Office Manager	5	28,280	28,075	40,450	9%
139	Reservations Manager	13	29,426	33,951	42,129	14%
140	Guest Services Manager	6	29,923	34,853	41,542	
142	Food & Beverage Director	12	48,948	52,402	63,808	18%
143	Assistant Food & Beverage Manager	4	39,315	43,307	47,407	11%
144	Restaurant Manager	11	30,641	34,502	43,063	10%
145	Assistant Restaurant Manager	8	25,568	27,923	33,374	11%
146	Beverage Manager	3	30,033	31,073	37,720	10%
147	Banquet & Catering Manager	5	37,112	38,315	63,620	13%
148	Assistant Banquet Manager	3	29,493	31,130	44,620	13%
149	Executive Chef	9	47,655	51,469	66,161	14%
150	Sous Chef	9	29,046	31,025	42,309	10%
151	Executive Steward	4	31,650	38,067	45,733	11%
153	Director of Sales	5	57,209	63,512	80,782	15%
154	Director of Marketing	4	58,575	65,400	83,100	17%
155	Director of Sales and Marketing	8	55,960	67,799	81,027	20%
156	Senior Sales Manager I	12	35,838	41,699	49,478	14%
157	Sales Manager II	13	27,489	31,567	37,998	13%
158	Conference Manager	4	28,400	33,442	41,863	12%
159	Catering and Sales Manager	9	28,818	31,050	41,674	11%
160	Executive Housekeeper	15	34,295	38,782	48,342	15%
161	Assistant Housekeeper	14	24,185	26,724	33,380	11%
162	Laundry Manager	7	26,577	28,597	34,548	11%
163	Chief Engineer	16	39,868	44,965	53,816	15%
164	Assistant Chief Engineer	10	30,778	33,047	44,855	11%
165	Engineering Supervisor	5	23,064	26,968	31,058	10%
166	Director of Security	10	32,582	36,710	49,673	11%

Properties In The International Drive Area

Caribe Royal Resort Suites & Villas
Delta Orlando Resort
Doubletree Castle
Howard Johnson Plaza Resort
Marriott Vacation Club
Radisson Barcelo Hotel
Radisson Hotel Universal Orlando
Ramada Resort & Conference Center
Renaissance Orlando Resort
Residence Inn - Orlando Convention Center
Riande Continental Plaza

Sheraton Studio City Hotel
Summerfield Suites Hotel
Tamar Inns, Inc. - Clarion Plaza
Tamar Inns, Inc. -Omni Rosen Hotel
Tamar Inns, Inc. -Quality Inn International
Tamar Inns, Inc. -Quality Inn Plaza
Tamar Inns, Inc. -Rodeway Inn International
The Peabody Hotel
Tollman-Hundley Hotels -Days Inn Lakeside
Wynfield Inn Westwood

Average Rates of Pay Hourly Positions International Drive Area

No.	Front Office	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
1	Front Desk Shift Supervisor	18	0.38	8.34	9.07	10.59	5%
2	Lead Front Desk Clerk	5	0.33	8.13	9.36	6.99	5%
3	Front Desk Clerk	20	0.28	7.14	7.46	8.76	5%
4	Reservationist Supervisor	9	0.38	8.52	9.24	9.85	5%
5	Lead Reservationist	5	0.33	7.63	8.82	9.58	5%
6	Reservationist	16	0.30	6.89	7.41	8.60	5%
7	Telephone Supervisor	8	0.38	7.24	8.28	10.04	5%
8	Telephone Operator	15	0.33	6.60	7.25	8.62	5%
9	Lead Concierge	3	0.38	8.60	9.00	12.01	5%
10	Concierge	5	0.33	7.11	8.20	9.10	5%
16	Door Person	4	0.38	4.25	4.85	5.88	2%
17	Bell Captain	9	0.33	6.17	6.92	7.97	4%
18	Bell Person	15	0.59	4.08	4.36	5.23	4%

No.	Food and Beverage	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
20	Restaurant Supervisor	11	0.50	8.15	9.03	10.14	5%
21	Restaurant Host Person	7	0.38	7.04	7.57	9.12	5%
22	Restaurant Cashier	10	0.38	6.43	6.90	7.86	5%
23	Restaurant Cashier/Host	8	0.25	6.56	7.34	9.00	5%
24	Restaurant Server	14	0.34	3.37	3.67	4.97	2%
25	Restaurant Bus Person	12	0.33	5.14	6.18	7.96	2%
26	Buffet Attendant	5	0.38	6.80	7.03	7.49	5%
27	Deli Prep/Cashier	5	0.38	6.70	7.95	8.96	5%
28	Deli Cashier	5	0.25	6.30	7.28	8.40	5%
29	Deli Attendant	6	0.38	6.54	7.25	8.40	5%
30	Lead Bartender	9	0.50	5.79	6.21	8.10	2%
31	Bartender	18	0.50	4.51	4.84	6.62	2%
32	Cocktail Server	9	0.50	3.35	3.59	4.34	2%
33	Barback	4		5.31	5.71	7.19	4%
35	Servi-Bar Attendant	4	0.50	6.86	7.23	8.43	
36	Setup Lead - Convention	6	0.42	7.50	8.53	9.80	5%
37	Set-up Attendant	9	0.38	6.61	7.37	8.51	5%

Average Rates of Pay Hourly Positions International Drive Area

No.	Food and Beverage	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
38	Banquet Captain	11	0.50	6.40	6.82	7.28	5%
39	Banquet Server	11	0.50	2.98	3.27	3.81	5%
40	Banquet Bartender	9	0.50	3.39	3.65	4.05	2%
42	Baker	3		9.25	10.35	14.02	5%
43	Cook I (lowest)	14	0.50	7.31	7.79	9.16	5%
44	Cook II (2nd lowest)	13	0.50	8.23	8.68	9.48	5%
45	Cook III (next to highest)	11	0.50	8.68	9.26	10.59	5%
46	Cook IV (highest)	13	0.42	9.94	10.63	12.15	5%
47	Garde Manger	5	0.50	8.45	9.44	12.38	5%
48	Cafeteria Attendant	4	0.50	6.50	7.29	8.93	
49	Lead Storeroom Clerk	4	0.50	8.19	9.46	11.06	
50	Storeroom Clerk	5	0.50	7.00	8.01	9.65	5%
51	Receiver	5	0.50	7.05	7.87	9.19	
52	Dishwasher	10	0.33	6.19	6.93	7.53	5%
53	Pot Washer	5	0.50	6.51	7.02	7.08	
54	Kitchen Utility	12	0.50	6.35	6.83	7.66	
55	Captain, Room Service	4	0.38	5.45	6.07	7.38	2%
56	Cashier, Room Service	6	0.42	6.46	7.31	8.75	5%
57	Server, Room Service	9	0.65	4.15	4.49	5.58	2%

No.	Security	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
59	Security Supervisor	12	0.36	8.31	9.24	10.64	5%
60	Security Officer	13	0.33	7.20	7.91	9.44	5%

No.	Finance and Accounting	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
61	Accounting Clerk	8	0.50	9.22	10.60	11.90	
62	Accounts Receivable Clerk	8	0.50	8.88	9.91	11.05	
63	Accounts Payable Clerk	7	0.50	8.61	9.83	11.09	
65	Payroll Clerk	6	0.50	9.28	10.88	12.01	
66	General Cashier	6	0.50	8.29	9.55	10.98	
67	Lead Night Auditor	7		10.14	10.65	12.00	
68	Night Auditor	15	0.50	8.52	9.16	10.37	
69	Mail Clerk	3		7.08	8.67	10.78	5%

Average Rates of Pay Hourly Positions International Drive Area

No.	Laundry and Housekeeping	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
70	Laundry Supervisor	10	0.33	7.71	8.44	9.37	8%
71	Laundry Attendant	16	0.38	6.08	6.67	7.61	8%
72	Washer/Sorter	4	0.25	6.28	6.98	9.25	8%
73	Machine Operator	3	0.25	6.35	7.03	10.50	8%
74	Housekeeping Supervisor	19	0.42	8.06	8.92	9.39	8%
75	Housekeeping Inspector	9	0.33	6.97	8.15	8.36	8%
76	Supervisor/Inspector	3		6.42	6.99	9.25	8%
77	Room Attendant	21	0.31	5.99	6.85	7.90	8%
78	Houseperson	19	0.31	6.02	6.90	8.20	8%
79	Uniform Attendant	5	0.50	6.27	7.70	8.43	8%
81	Lead Houseperson	4	0.50	7.50	9.92	10.19	8%
82	Public Area Attendant	12	0.38	6.27	6.91	8.01	8%
83	Turn Down Attendant	4	0.50	5.98	6.52	8.34	8%

No.	Office Staff	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
85	Administrative Asst. to GM	15	0.50	10.59	12.39	14.07	5%
86	Highest Level Secretary	11	0.50	10.23	11.45	13.31	5%
87	Entry Level Secretary	7	0.50	9.11	9.85	11.51	5%
88	General Office Clerk	3	0.50	7.65	8.33	9.25	
89	Receptionist	5	0.50	8.70	9.24	12.65	5%

No.	Engineering and Maintenance	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
90	Skilled Trades	11	0.50	10.23	11.52	13.05	10%
91	Semi Skilled Trades	10	0.50	9.05	10.14	11.32	
92	General Maintenance	20	0.42	7.34	8.12	9.61	5%
93	Grounds Person	12	0.50	6.30	7.23	8.76	5%
94	Pool Maintenance Person	3	0.50	6.58	7.60	8.90	5%
95	Grounds/Pool Person	5	0.50	6.61	7.65	8.62	
96	Floor Care Person	3		7.33	8.59	10.04	

No.	Other Positions	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
116	Tour/Travel Coordinator	6		9.90	10.91	12.87	
117	Catering Coordinator	6		9.88	10.90	13.59	
118	HR Coordinator	4		8.88	10.11	11.61	

Average Rates of Pay Salaried Positions International Drive Area

No.	Position	Valid	Entry	Ave.	Max.	Bonus
121	General Manager	16	67,084	76,761	92,310	20%
122	Assistant General Manager	10	42,987	48,528	66,625	18%
123	Controller	9	41,745	52,803	55,440	13%
124	Assistant Controller	7	32,015	36,581	41,375	10%
125	Credit Manager	4	25,667	31,288	33,667	10%
126	Food & Beverage Controller	4	32,333	34,838	33,250	10%
130	Human Resource Director	9	37,244	46,317	54,208	13%
131	Assistant Human Resource Director	3	30,000	39,650	35,650	10%
132	Employment/Benefits Manager	3	26,500	30,667	36,750	10%
134	Director of Convention Services	6	55,009	56,649	55,417	
135	Director of Rooms	6	47,988	57,885	61,450	15%
136	Front Desk Manager	7	28,523	30,933	41,125	10%
137	Front Office Manager	12	36,601	40,980	42,896	12%
138	Assistant Front Office Manager	9	24,813	27,234	34,600	10%
139	Reservations Manager	15	29,835	31,556	33,485	10%
142	Food & Beverage Director	11	44,690	55,775	59,500	13%
143	Assistant Food & Beverage Manager	7	29,300	37,386	38,417	10%
144	Restaurant Manager	10	27,628	31,573	35,940	10%
145	Assistant Restaurant Manager	5	22,653	25,803	34,750	10%
146	Beverage Manager	3	27,500	28,367		10%
147	Banquet & Catering Manager	7	35,332	36,299	43,333	7%
148	Assistant Banquet Manager	5	27,000	27,650	37,000	5%
149	Executive Chef	10	49,115	56,981	62,109	16%
150	Sous Chef	7	31,058	36,629	39,938	10%
151	Executive Steward	4	25,327	30,383	31,500	10%
153	Director of Sales	6	54,715	59,259	65,600	15%
154	Director of Marketing	3	46,667	50,633	51,900	15%
155	Director of Sales and Marketing	9	60,617	77,943	87,750	18%
156	Senior Sales Manager I	9	43,460	47,553	52,075	15%
157	Sales Manager II	7	34,000	40,184	37,858	10%
158	Conference Manager	3	27,000	41,700	37,000	10%
159	Catering and Sales Manager	6	31,289	37,841	36,333	10%
160	Executive Housekeeper	16	34,428	38,381	39,939	10%
161	Assistant Housekeeper	11	25,084	28,222	30,300	10%
162	Laundry Manager	4	25,987	27,090	30,000	10%
163	Chief Engineer	17	40,021	47,206	56,236	13%
164	Assistant Chief Engineer	11	28,817	32,067	35,708	10%
165	Engineering Supervisor	4	23,680	26,438	30,980	
166	Director of Security	10	33,520	38,650	47,275	10%

Properties In The Kissimmee area

Celebration Hotel
Days Inn Eastgate
Doubletree Guest Suites Resorts - Kissimmee
Four Points Hotel Lakeside
Grand Lake Resort
Holiday Inn Hotel & Suites at Maingate East
Hostelling International
Howard Johnson Maingate Resort

Island One Resorts
Magic Tree Resort
Orange Lake Resort & Country Club
Quality Inn Lake Cecile
Radisson Resort Parkway
Tollman-Hundley Hotels - Days Inn Disney East
Tollman-Hundley Hotels -Days Suites East
Tropical Palms Resort

Average Rates of Pay Hourly Positions Kissimmee Area

No.	Front Office	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
1	Front Desk Shift Supervisor	11	0.50	8.57	9.55	11.50	5%
2	Lead Front Desk Clerk	4		7.69	7.94	9.50	10%
3	Front Desk Clerk	16	0.50	7.39	7.82	9.18	5%
4	Reservationist Supervisor	13	0.50	8.92	9.61	11.46	3%
5	Lead Reservationist	4		8.50	9.75	11.50	5%
6	Reservationist	15	0.50	7.30	7.69	8.84	5%
8	Telephone Operator	8	0.50	6.53	6.99	8.47	
12	Day Care Attendant	3		6.17	6.45	7.85	
18	Bell Person	7	0.50	5.49	5.78	6.11	

No.	Food and Beverage	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
20	Restaurant Supervisor	9	0.50	8.01	8.53	10.04	
21	Restaurant Host Person	4		6.31	6.61	7.40	
22	Restaurant Cashier	3		6.00	6.28	7.42	
23	Restaurant Cashier/Host	5	0.50	6.40	6.92	7.84	
24	Restaurant Server	8	0.50	3.26	3.39	3.46	
25	Restaurant Bus Person	7	0.50	5.51	5.89	6.66	
28	Deli Cashier	5	0.50	6.63	6.99	8.22	
29	Deli Attendant	3		6.42	6.74	7.62	5%
30	Lead Bartender	3	0.50	7.08	7.25	7.83	
31	Bartender	9	0.50	5.35	5.88	6.58	
37	Set-up Attendant	3		6.17	6.36	7.78	
38	Banquet Captain	3	0.50	7.50	8.25	9.50	
39	Banquet Server	3	0.50	2.81	2.81	2.81	
43	Cook I (lowest)	7	0.50	7.32	7.56	8.39	
44	Cook II (2nd lowest)	8	0.50	7.84	8.38	8.98	
45	Cook III (next to highest)	6	0.50	8.08	8.57	9.91	
46	Cook IV (highest)	3		8.03	8.81	10.25	
48	Cafeteria Attendant	4	0.50	6.81	6.96	7.87	
51	Receiver	3	0.50	7.00	7.57	8.91	
52	Dishwasher	7	0.50	6.11	6.66	7.67	
54	Kitchen Utility	6	0.50	6.13	6.77	7.66	

Average Rates of Pay Hourly Positions Kissimmee Area

No.	Security	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
59	Security Supervisor	6	0.50	9.00	9.37	10.64	4%
60	Security Officer	10	1.00	7.50	8.18	9.08	4%

No.	Finance and Accounting	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
61	Accounting Clerk	6	0.50	8.25	9.01	10.37	
62	Accounts Receivable Clerk	5	0.50	8.90	10.20	11.33	1%
63	Accounts Payable Clerk	4	0.50	8.50	9.33	10.53	1%
65	Payroll Clerk	7	0.50	9.29	10.63	11.72	1%
66	General Cashier	6	0.50	8.08	9.42	10.65	1%
67	Lead Night Auditor	4		9.00	9.60	11.46	
68	Night Auditor	11	0.50	8.43	9.05	9.52	8%

No.	Laundry and Housekeeping	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
70	Laundry Supervisor	5	0.50	7.55	8.04	9.47	
71	Laundry Attendant	9	0.50	6.74	7.17	8.35	5%
74	Housekeeping Supervisor	8	0.50	7.83	8.11	9.65	
75	Housekeeping Inspector	4		7.13	7.58	8.50	10%
76	Supervisor/Inspector	7	0.50	7.39	7.83	9.61	
77	Room Attendant	12	0.50	6.30	6.83	8.13	
78	Houseperson	12	0.75	6.45	7.00	8.18	5%
82	Public Area Attendant	6	0.50	6.25	6.87	8.06	

Average Rates of Pay Hourly Positions Kissimmee Area

No.	Office Staff	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
85	Administrative Asst. to GM	8		10.74	11.63	12.58	3%
86	Highest Level Secretary	4		12.13	13.23	14.25	
87	Entry Level Secretary	4		8.25	9.00	11.62	
88	General Office Clerk	3		7.67	8.11	9.30	
89	Receptionist	3		7.33	8.02	8.65	

No.	Engineering and Maintenance	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
90	Skilled Trades	8	0.50	9.59	10.69	13.37	3%
91	Semi Skilled Trades	7		8.32	9.32	11.16	4%
92	General Maintenance	14	0.75	7.79	8.59	9.61	5%
93	Grounds Person	7		6.71	7.43	8.40	5%
94	Pool Maintenance Person	3	0.50	7.58	8.39	9.30	
96	Floor Care Person	3		7.05	7.56	8.08	

No.	Other Positions	Valid	Shift Differential	Entry Rate	Average Rate	Max. Rate	Bonus
116	Tour/Travel Coordinator	7		9.00	10.54	11.32	
118	HR Coordinator	7	0.50	9.08	9.92	11.77	
120	Gift Shop Clerk	3	0.50	6.58	7.05	7.50	

Average Rates of Pay Salaried Positions Kissimmee Area

No.	Position	Valid	Entry	Average	Maximum	Bonus
121	General Manager	15	63,800	72,737	81,679	10%
122	Assistant General Manager	7	43,949	50,200	62,304	7%
123	Controller	8	45,575	50,947	69,646	10%
124	Assistant Controller	4	28,204	30,450	46,781	
125	Credit Manager	4	35,500	40,552	46,667	
129	Purchasing Manager	3	28,667	30,106	35,049	2%
130	Human Resource Director	8	43,296	49,129	65,455	7%
131	Assistant Human Resource Director	4	28,250	30,373	37,400	
136	Front Desk Manager	6	28,330	28,167	33,830	12%
137	Front Office Manager	7	30,717	34,751	41,177	3%
138	Assistant Front Office Manager	7	24,014	26,118	30,766	3%
139	Reservations Manager	10	29,180	31,897	35,401	4%
142	Food & Beverage Director	7	44,296	49,057	54,895	10%
144	Restaurant Manager	4	28,304	30,304	39,387	
149	Executive Chef	4	49,950	52,498	62,969	6%
153	Director of Sales	5	42,200	46,400	56,250	30%
155	Director of Sales and Marketing	6	64,215	69,399	85,742	16%
156	Senior Sales Manager I	7	36,745	40,045	47,557	14%
157	Sales Manager II	8	31,933	34,800	40,608	18%
160	Executive Housekeeper	13	31,495	34,985	39,678	3%
161	Assistant Housekeeper	8	22,228	24,500	28,411	5%
162	Laundry Manager	3	31,933	34,493	37,900	
163	Chief Engineer	12	38,637	42,958	46,530	7%
164	Assistant Chief Engineer	7	25,586	29,905	36,702	
165	Engineering Supervisor	3	21,317	28,000	39,167	5%
166	Director of Security	4	28,373	30,200	39,599	4%

Employee Benefits

Employee Benefits Total Central Florida Area

The survey requested information on the types of medical, health and other benefits offered. It provided participants the opportunity to respond to coverage questions for full-time, part-time, and management and supervisory employees. Companies were asked to respond with a "yes" if they offer any specific benefit listed in the questionnaire by employee type. It is important to note that "offering" is different from "paying". These questions were designed to determine whether a particular benefit was available. The results in the tables below represent the percentage of hotels and other companies that responded "yes" when asked if they offer any portion of the specific benefit listed in the questionnaire.

Medical Benefits Offered	Full-Time Hourly Employees	Part-Time Hourly Employees	Management/ Supervisory Employees
Preferred Provider Organization	73.4%	11.9%	76.2%
Health Maintenance Organization	73.4%	11.9%	71.4%
Other Health Plan	23.4%	11.7%	25.4%
Vision Care Plan	84.4%	26.7%	84.1%
Prescription Plan	95.3%	23.7%	95.2%
Dental Care Plan	98.4%	20.3%	98.4%
Substance Abuse Program	48.4%	22.0%	49.2%
Employee Counseling/EAP	56.3%	28.3%	56.5%
Mental Health Care Plan	67.2%	15.3%	65.1%

Other Benefits Offered	Full-Time Hourly Employees	Part-Time Hourly Employees	Management/ Supervisory Employees
Pension Plan	14.1%	8.2%	14.8%
Profit Sharing Plan Matched Funds	15.6%	9.8%	16.4%
Savings Plan (company sponsored)	15.6%	11.5%	14.3%
401(k) Plan (before tax savings)	85.7%	39.0%	85.9%
Group Term Life Insurance	92.1%	24.6%	92.2%
Accid. Death & Dismemberment	82.5%	21.7%	82.8%
Long Term Disability	55.6%	11.5%	78.1%
Short Term Disability	61.9%	8.2%	64.1%
Childcare	1.6%	1.7%	1.6%
Paid Dressing & Changing Time	6.3%	5.0%	1.6%
Tuition Assistance	58.5%	10.8%	58.5%
Average Tuition Assistance Paid	\$ 910.53	\$ 928.57	\$ 910.53
Average Number of Paid Holidays	6.34	6.31	6.50
Average Number of Paid Sick/Personal Days	5.43	4.28	5.71

Medical Costs and 401K Plans Total Central Florida Area

Since availability does not necessarily mean providing financial support, the questionnaire asked respondents to indicate how much the company pays monthly towards the coverage and how much the employee pays towards the premium.

The tables on the following page show the monthly cost for the employer and the employee under a single plan, single plus one plan, and a family plan. The dollar amounts are shown for full-time, part-time, and management/supervisory employees.

Costs for part-time employees, both the company portion and the employee portion should be interpreted with caution due to the small number of respondents who offer benefits to the part-time work force.

Medical Benefits Cost Single Coverage	Full-Time Hourly Employees	Part-Time Hourly Employees	Management/ Supervisory Employees
Average Paid by the Company	\$ 133.30	\$ 135.11	\$ 137.60
Average Paid by the Employee	\$ 43.35	\$ 76.92	\$ 40.65

Medical Benefits Cost Single Plus 1 Coverage	Full-Time Hourly Employees	Part-Time Hourly Employees	Management/ Supervisory Employees
Average Paid by the Company	\$ 201.19	\$ 124.72	\$ 210.63
Average Paid by the Employee	\$ 112.78	\$ 118.66	\$ 101.11

Medical Benefits Cost Family Coverage	Full-Time Hourly Employees	Part-Time Hourly Employees	Management/ Supervisory Employees
Average Paid by the Company	\$ 283.08	\$ 281.48	\$ 292.92
Average Paid by the Employee	\$ 174.68	\$ 215.11	\$ 160.17

The survey attempted to compile information relative to pension plans and 401k plans. The responses were examined to measure only percentages and years. This reduced the number of valid cases in each category significantly. Therefore, these data should be interpreted with caution.

401K Retirement Plans	Full-Time Hourly Employees	Part-Time Hourly Employees	Management/ Supervisory Employees
Percent 401K Match	3.94%	4.81%	3.92%
Employees maximum 401K contribution	15.52%	16.25%	15.25%
Number of years to become eligible	0.68	0.71	0.67
Number of years to become partially vested	1.38	1.07	1.36
Number of years to become fully vested	4.39	4.54	4.35

Vacation

Total Central Florida Area

The survey requested information on how many years of service full-time, part-time, and management and supervisory employees are required to have completed to earn vacation benefits at levels ranging from one week to five weeks.

The table below presents the average number of completed years of service required to earn vacations ranging from one week to five weeks by full-time, part-time, and management and supervisory employees.

How Many Years of Service Are Required To Earn:	Full-Time Hourly Employees	Part-Time Hourly Employees	Management/Supervisory Employees
1 week of vacation	0.93	0.94	0.85
2 weeks of vacation	1.63	1.50	1.38
3 weeks of vacation	5.53	6.09	5.19
4 weeks of vacation	10.24	9.29	9.93
5 weeks of vacation	16.67	15.00	16.67

CARRYOVER POLICY FOR VACATION AND SICK/PERSONAL DAYS

Carryover time that is earned and not taken during the time frame it should be taken according to company policy and procedures and are saved to be taken in some future time period. The questions were asked if any earned time could be carried forward. Below are the percentages of responding companies who allow all, or a portion of paid time off to be carried forward by full-time, part-time, and management and supervisory employees.

Policy	Full-Time Hourly Employees	Part-Time Hourly Employees	Management/Supervisory Employees
Allow Carryover of Vacation Days	40.6%	50.0%	45.2%
Require Vacation to be Taken	77.8%	56.3%	78.7%
Allow Carryover of Sick & Personal Days	49.2%	33.3%	54.4%

OTHER COMPENSATION

The survey asked whether certain types of other benefits and/or compensation were offered to management employees. Five specific benefits that were reported in previous years surveys by respondents were identified in the current survey: 1) Automobile Provided; 2) Automobile Allowance Provided; 3) Other Expense Allowance; 4) Free Dry Cleaning and 5) Separation Agreement. The survey also asked if any other compensation or benefits are provided. The results are shown in the table on the following page.

Other Compensation

Percent of total respondents indicating the compensation or benefit is offered

No.	Position	Auto Provided	Auto Allowance	Other Expense Allow.	Free Dry Cleaning	Separation Agreement	Other Compensation
121	General Manager	24.6%	16.9%	20.0%	43.1%	4.6%	6.2%
122	Assistant General Manager	1.5%	1.5%	7.7%	18.5%	1.5%	3.1%
123	Controller		1.5%	10.8%	21.5%	3.1%	4.6%
124	Assistant Controller			3.1%	7.7%		3.1%
125	Credit Manager			3.1%	3.1%		
126	Food & Beverage Controller			1.5%	1.5%		
127	Operations Analyst (Systems)			1.5%			
128	Director of MIS			1.5%	1.5%		1.5%
129	Purchasing Manager			4.6%			
130	Human Resource Director			9.2%	21.5%	3.1%	4.6%
131	Assistant Human Resource Director			3.1%			
132	Employment/Benefits Manager			3.1%	3.1%		
133	Training & Development Manager			3.1%	3.1%		
134	Director of Convention Services			3.1%	9.2%		3.1%
135	Director of Rooms		1.5%	4.6%	9.2%	1.5%	4.6%
136	Front Desk Manager			1.5%	6.2%		3.1%
137	Front Office Manager			3.1%	7.7%		
138	Assistant Front Office Manager			3.1%	6.2%		
139	Reservations Manager			4.6%	4.6%		1.5%
140	Guest Services Manager			3.1%	4.6%		
141	Assistant Guest Services Manager			1.5%			
142	Food & Beverage Director		3.1%	7.7%	20.0%	3.1%	4.6%
143	Assistant Food & Beverage Manager			1.5%	3.1%		
144	Restaurant Manager			3.1%	7.7%		
145	Assistant Restaurant Manager			3.1%	6.2%		
146	Beverage Manager			3.1%			1.5%
147	Banquet & Catering Manager			1.5%	3.1%		1.5%
148	Assistant Banquet Manager			1.5%	3.1%		1.5%
149	Executive Chef			1.5%	9.2%		3.1%
150	Sous Chef			3.1%	6.2%		
151	Executive Steward			3.1%	3.1%		
152	Head Steward			1.5%	1.5%		
153	Director of Sales			6.2%	10.8%	1.5%	6.2%
154	Director of Marketing			3.1%	6.2%		4.6%
155	Director of Sales and Marketing	1.5%	6.2%	12.3%	16.9%	1.5%	1.5%
156	Senior Sales Manager I		3.1%	10.8%			6.2%
157	Sales Manager II			7.7%		1.5%	7.7%
158	Conference Manager			3.1%			4.6%
159	Catering and Sales Manager			3.1%			4.6%
160	Executive Housekeeper			4.6%	9.2%		4.6%
161	Assistant Housekeeper			3.1%			4.6%
162	Laundry Manager			3.1%	3.1%		1.5%
163	Chief Engineer			7.7%	13.8%	1.5%	6.2%
164	Assistant Chief Engineer			3.1%	3.1%		4.6%
165	Engineering Supervisor			1.5%			1.5%
166	Director of Security			3.1%	4.6%		4.6%