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Central Florida Hotel Personnel Association Wage and Benefit Survey 1996

Stephen M. LeBruto
University of Central Florida

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Wage and Benefit Survey

Prepared by

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**CENTRAL FLORIDA HOTEL
PERSONNEL ASSOCIATION**



**HOSPITALITY MANAGEMENT
UNIVERSITY OF CENTRAL FLORIDA**

AUGUST 14, 1996



Dick Pope Sr. Institute
for Tourism Studies

August 14, 1996

Dear General Manager and Human Resource Manager:

Thank you for participating in the Central Florida Hotel Personnel Association's 1996 Wage and Benefit Survey. It is our pleasure to provide you with your copy of the final report. This year, 301 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 at all 301 properties.

We received 56 usable responses from hotels and companies that provided data on over 55,000 Central Florida hospitality industry employees. This is the third year that the Dick Pope Sr. Institute for Tourism Studies has been retained by the Central Florida Hotel Personnel Association to compile these data. Our 1994 survey reported on 32 participating hotels, and the 1995 survey included 45 hotels and companies. We are confident that the Total Central Florida data and most of the sub-group (e.g. location and size) data is representative of the wages and salaries earned by employees in the industry.

However, certain sub-groups (e.g. location and size) may not fully reflect the wages and salaries of the positions presented due to the low number of properties within the specific sub-group. Therefore, some of these sub-group 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 me at (407) 823-2188.

Sincerely,

A handwritten signature in black ink, appearing to read 'Stephen M. LeBruto'.

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

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EXECUTIVE SUMMARY

INTRODUCTION

During the summer months of 1994, the Dick Pope Sr. Institute for Tourism Studies at the University of Central Florida conducted a survey of Central Florida hotel properties regarding wages paid and employee benefits. The project was sponsored by the Central Florida Hotel Personnel Association and supported by the Central Florida Hotel and Motel Association. This comprehensive study solicited 293 hotels for data on wages and benefits on 118 occupational/hourly job titles and 34 management/supervisory positions. The final report, summarizing data from 32 hotels and companies was mailed to all participating properties on August 24, 1994.

The Central Florida Hotel Personnel Association contracted again with the Dick Pope Sr. Institute for Tourism Studies at the University of Central Florida to perform a wage and benefit study for 1995 in a similar manner to the one done in 1994. During the months of April, May, and June of 1995, the Dick Pope Sr. Institute for Tourism Studies at the University of Central Florida conducted a survey of Central Florida hotel properties and other hospitality companies regarding wages paid and employee benefits on 112 occupational/hourly job titles and 44 management or supervisory positions. Questionnaires were mailed to 311 hotels and hospitality companies. The final report, summarizing data from 45 hotels and companies was mailed to all participating properties on June 30, 1995.

During the months of May, June, and July of 1996, the Dick Pope Sr. Institute for Tourism Studies at the University of Central Florida again was retained by the Central Florida Hotel Personnel Association to conduct a survey of Central Florida hotel properties and other hospitality companies regarding wages paid and employee benefits. The survey instrument was updated from 1994 and 1995 to reflect only the positions reported by hotels and other hospitality companies over the past two years. The result was a questionnaire on 104 occupational/hourly job titles and 46 management or supervisory positions. Surveys were mailed to 301 hotels and hospitality companies. This final report, summarizes data from participating 56 hotels and companies.

METHODOLOGY

On May 15, 1996 questionnaires and instructions were sent to the Director of Human Resources at each of the 301 hotels and hospitality companies in the sample along with a personalized letter explaining the project. A postage paid envelope was included for the convenience of the Human Resource Directors. 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 May 15, 1996, 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 supported by the Central Florida Hotel and Motel Association.

During the data collection period, the Dick Pope Sr. Institute for Tourism Studies kept the Central Florida Hotel Personnel Association informed of responses received. Officers of the Central Florida Hotel Personnel Association telephoned non-participating properties encouraging their cooperation.

Data were collected on 104 occupational/hourly job titles for: entry level rates; weighted average position midpoint rates; and maximum position rates. Other wage information respondents were asked to provide on each of the 104 occupational/hourly job titles included the amount of the first increase received by the occupational/hourly employee, and the number of days of employment required until it was normally granted. A series of questions were included on other forms of compensation for occupational/hourly employees such as: provision of meals; payment of a shift differential; uniform and laundry allowances; and the availability of opportunities to earn gratuities and bonuses.

For the questions on the provision of meals and allowances for uniforms and laundry, respondents were asked to indicate "yes", "no", or "partial". These data were recoded by us combining the "yes" and "partial" responses. For questions on shift differentials, gratuities, and bonuses, respondents were asked to indicate "yes" or "no". There was no attempt on our part to quantify these other forms of compensation.

Data were collected on 46 management/supervisory salary positions for: entry level rates; position midpoint rates; and maximum position rates. Other wage information respondents were asked to provide on each of the 46 management/supervisory salary positions included the number of days of employment required until the first increase would normally be granted. A series of questions were included on other forms of compensation for management/supervisory employees such as: provision of meals; uniform and laundry allowances; and the availability of opportunities to earn bonuses or other compensation.

For the questions on the provision of meals and allowances for uniforms and laundry, respondents were asked to indicate "yes", "no", or "partial". These data were recoded by us combining the "yes" and "partial" responses. For questions on bonuses and other compensation, respondents were asked to indicate "yes" or "no". There was no attempt on our part to quantify these other forms of earnings.

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's share of health care costs; medical benefits offered; and other benefits. Demographic information (e.g. size, location, and number of employees) on each hotel or hospitality company responding was also gathered.

In order to insure that these data remained confidential, it was accessed only by the Project Manager 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 56 properties responding to the survey for a usable response rate of 18.6%. This represents an increase of 24.4% over the 1995 study which had 45 responses. What is encouraging is that over 55,685 full-time hourly employees, part-time hourly employees, and management/supervisory employees are represented in this report. There were two companies that did not provide this information for full-time employees, six companies that did not provide this information for part-time employees, and three companies that did not provide this information for management and supervisory employees. Therefore these numbers of surveyed employees are understated.

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 rate of pay data and other wage information on the total Central Florida area, we have included tables on average rates of pay and other wage information by three categories of property size, and four geographic areas.

The questionnaire provided five choices for respondents to self determine their size. These choices are shown below.

- Hotels With Less Than 150 Rooms;
- Hotels With 151 to 300 Rooms;
- Hotels With 301 to 500 Rooms;
- Hotels With 501 to 750 Rooms; and
- Hotels With Over 750 Rooms.

In order to produce average rates of pay and other wage information data by size that is meaningful, we combined these five size classifications geographic into three groupings. The three geographic areas on which we are reporting average rates of pay and other wage information are:

- Hotels With Less Than 300 Rooms;
- Hotels With Between 301 and 750 Rooms; and
- Hotels With More Than 750 Rooms.

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

- Seminole County;
- Maitland & Winter Park;
- City of Orlando & Downtown;
- East Orlando & Airport Area;
- South Orange Blossom Trail;
- International Drive & Florida Ctr.;
- Lake Buena Vista & Disney Area;
- Kissimmee West;
- Kissimmee East; and
- Other.

In order to produce geographic average rates of pay and other wage information data that is meaningful, we combined these ten geographic areas into four. The four geographic areas on which we are reporting average rates of pay and other wage information are:

- International Drive and Florida Center;
- Lake Buena Vista and Disney Area;
- Kissimmee; and;
- All Others.

ORGANIZATION OF THE REPORT

There are four major sections of the report: Average Rates of Pay; Other Wage Information; Benefits, and Respondent Information. The Average Rates of Pay tables for both occupational/hourly employees and management and supervisory employees show for each job title the number of properties responding to the particular job category (abbreviated No. Prop. Resp.), provided it was greater than three; an average of the reported entry rates of pay (abbreviated Avg. Position Entry Rate); an average of the weighted averages of the reported midpoint rates of pay (abbreviated Avg. Position Mid Rate); and an average of the maximum reported rates of pay (abbreviated Avg. Position Max Rate). Average Rates of Pay tables can be found for the Total Central Florida Area, three categories of property size and four different geographic locations.

The Other Wage Information for occupational/hourly employees includes for each position where three or more hotels or hospitality companies responded the percentage of the respondents that provide meals free or at a discounted rate (abbreviated % With Paid Meals Full/Part); the percentage of the respondents that pay a shift differential (abbreviated % With Shift Differential); the percentage of the respondents that provide uniforms or laundry support free or at a discounted rate (abbreviated % With Uni/Ldy Full/Part); an average of the amount of an employee's first raise (abbreviated Avg. Amn't of 1st Raise); an average of the number of days an employee must work before the first raise is granted (abbreviated Avg. Days Until 1st Raise); the percentage of

the respondents who consider the position a tipped position (abbreviated % of Position With Tips); and the percentage of the respondents who provide bonus opportunities associated with the position (abbreviated % of Position With Bonus).

The Other Wage Information for management/supervisory job titles includes for each position where three or more hotels or hospitality companies responded the percentage of the respondents that provide meals free or at a discounted rate (abbreviated % With Paid Meals Full/Part); the percentage of the respondents that provide uniforms or laundry support free or at a discounted rate (abbreviated % With Uni/Ldy Full/Part); an average of the number of days an employee must work before the first raise is granted (abbreviated Avg. Days Until 1st Raise); the percentage of the respondents who provide bonus opportunities associated with the position (abbreviated % of Position With Bonus); and the percentage of the respondents who provide other compensation for persons in that particular job position (abbreviated % of Position With Oth Comp).

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, 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. There can exist situations where 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. This may cause the reported average to be skewed. There also exists 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 affect the average for that question.

These data 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

The 1994 Hotel Personnel Association of Central Florida's Wage and Benefit Survey did not disclose the names of any of the participating properties. Since the 1994 questionnaire stated that all responses would be anonymous, individual participants were not disclosed.

The 1995 Hotel Personnel Association of Central Florida Wage and Benefit Survey identified the individual hotels and hospitality companies that contributed data to the study. A complete list of all participating properties was included in the Respondent Information section. In addition, for

Average Rates of Pay and Other Wage Information relative to property size and location subsets, the names of the individual hotels that comprised the specific subset were listed.

In preparing for the 1996 Hotel Personnel Association of Central Florida Wage and Benefit Survey, it was agreed to identify the individual hotels and hospitality companies that contributed data to this study in the same manner as was done in 1995. In addition, the Central Florida Hotel Personnel Association agreed to permit the Dick Pope Sr. Institute of Tourism Studies to prepare "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.

REPORT

Completed questionnaires were accepted through July 22, 1996. The final report was completed on August 14, 1996. It was mailed only to those properties responding to the survey. Additional copies were provided to the Central Florida Hotel Personnel Association for their use. All proceeds from subsequent sale of this report will belong to the Central Florida Hotel Personnel Association, with the exception of custom reports prepared after the date of the final report.

RECOMMENDATIONS FOR FUTURE STUDIES

Based on information and recommendations received from participants in the Central Florida Hotel Personnel Association's 1996 Wage and Benefit Survey, the following changes are suggested for the Central Florida Hotel Personnel Association's 1997 Wage and Benefit Survey.

1. Start the process a little earlier in the year. Many respondents indicated that for budget purposes the results would be more useful if they were available during the late spring.
2. Include additional job titles and positions associated with country clubs, theme parks, entertainment and other aspects of the hospitality industry in the survey instrument.
3. Provide a brief description of each job listed on the questionnaire.
4. Frame questions to determine cost of benefits and sharing arrangements between employee and employer.

The list of positions used in the 1996 questionnaire was based on the 1995 report and did not provide for many positions. Below are some of the positions that were written in and should be included in the 1997 questionnaire. The final report is not returning data on these job titles due to an insufficient number of responses for each job title. However, if they appear on the questionnaire, perhaps more hotels and other hospitality companies will provide information on the particular position.

Additional Job Titles Suggested by Participants for the 1997 Survey

Accountant	Guest Package Clerk
Accounting Supervisor	Housekeeping Clerk
Administrative Supervisor	Housekeeping Manager
Assistant Convention Manager	Housekeeping Supervisor
Assistant Credit Manager	Kitchen Manager
Assistant Director of Catering	Landscaping Manager
Asst. Dir. of Housekeeping and Maintenance	Leisure Sales Manager
Assistant Director of Sales	Linen Room Attendant
Assistant Executive Chef	Manager on Duty
Assistant Executive Steward	Manager, Activities
Assistant Golf Pro	Manager, General Store
Assistant Greens Supervisor	Manager, Putt-Putt
Assistant Laundry Manager	Marketing Manager
Assistant Night Audit Manager	Night Audit Manager
Assistant Purchasing Director	Night Audit Supervisor
Assistant Set-up Manager	Night Cleaner Person
Associate Director of Sales	Night Housekeeper
Banquet Runner	Night Houseperson
Banquet Set-up Manager	Night Manager
Boathouse Crewmember	Night Runner
Cafeteria Manager	Payroll Manager
Catering Manager	PBX Manager
Chief Accountant	Personnel Manager
Convention Manager	Preventive Maintenance
Convention Services Manager	Public Area Housekeeper
Director Leisure Sales	Public Relations Director
Director of Golf	Recreation/Events Coordinator
Director of Housekeeping and Maintenance	Recreation/Events Supervisor
Director of Management Services	Resident Manager
Director of Operations	Restaurant Chef
Director of Restaurants	Restaurant Supervisor
Director of TQM	Room Service Manager
Dispatcher	Sales Coordinator
Employee Relations Manager	Sales Staff
Executive Secretary	Senior Accounting Clerk
Executive Sous Chef	Senior Bell Captain
Facilities Manager	Set-up Manager
Finance Supervisor	Shipping and Receiving Manager
Front Service Manager	Show Host
Function Booking Coordinator	Snack Bar Manager
Gift Shop Manager	Supervisor, Housekeeping and Maintenance
Golf Pro	Training Manager - Housekeeping
Greens Supervisor	

**PARTICIPATING HOTELS AND OTHER HOSPITALITY COMPANIES
1996 CENTRAL FLORIDA HOTEL PERSONNEL ASSOCIATION
WAGE AND BENEFIT SURVEY**

Arnold Palmer's Bay Hill Club & Lodge	Omni Rosen
Buena Vista Palace Resort and Spa	Orange Lake Resort and Country Club
Clarion Plaza - International Drive	Orlando Marriott International Drive
Comfort Inn - Palm Parkway	Orlando/Kissimmee Gateway Hilton Inn
Comfort Inn International	Park Inn - Kissimmee
Country Hearth Inn	Quality Inn International
Days Inn East of Universal Studios	Quality Inn Lake Cecile
Doubletree Guest Suites Resort	Quality Inn Plaza - International Drive
Embassy Suites Resorts Lake Buena Vista	Quality Suites Maingate East
Grosvenor Resort	Radisson Plaza Hotel Orlando
Hampton Inn - Altamonte	Radisson Twin Towers Orlando
Hampton Inn - South Kirkman Road	Ramada Plaza Resort
Hilton at Walt Disney World Village	Ramada Resort and Conference Center
Hilton Grand Vacations Club	Ramada Suites by Sea World
Holiday Inn - International Drive	Residence Inn by Marriott
Holiday Inn Cocoa Beach	Rodeway Inn - International Drive
Holiday Inn Hotel / Suites Main Gate East	Shades of Green
Holiday Inn SunSpree Resort	Sheraton Inn Lakeside
Holiday Inn UCF	Sheraton Plaza Hotel at the Florida Mall
Hotel Royal Plaza - CFI Resorts	Sheraton World Resort
Howard Johnson Universal Tower	Tamar Inns Executive Offices
Hyatt Orlando	The Castle
Hyatt Regency Orlando Airport	The Peabody Orlando
Island One Resorts	The Villas of Grand Cypress
LaQuinta Inn - Jamaica Court	Tropical Palms Resort
Marriott's Orlando World Center	Vistana Resort
Marriott Cypress Harbour	Walt Disney World Company
Motel 6 Disney World Main Gate	Wynfield Inn Westwood

**PARTICIPATING HOTELS AND OTHER HOSPITALITY COMPANIES
BY LOCATION**

International Drive & Florida Center

Arnold Palmer's Bay Hill Club & Lodge
 Clarion Plaza - International Drive
 Comfort Inn International
 Country Hearth Inn
 Days Inn East of Universal Studios
 Hampton Inn - South Kirkman Road
 Hilton Grand Vacations Club
 Holiday Inn - International Drive
 Howard Johnson Universal Tower
 LaQuinta Inn - Jamaica Court
 Marriott Cypress Harbour
 Omni Rosen
 Orlando Marriott International Drive
 Quality Inn International
 Quality Inn Plaza - International Drive
 Radisson Twin Towers Orlando
 Ramada Resort and Conference Center
 Ramada Suites by Sea World
 Rodeway Inn - International Drive
 Sheraton World Resort
 Tamar Inns Executive Offices
 The Castle
 The Peabody Orlando
 Wynfield Inn Westwood

All Other Areas

Holiday Inn Cocoa Beach
 Hampton Inn - Altamonte
 Holiday Inn UCF
 Hyatt Regency Orlando Airport
 Radisson Plaza Hotel Orlando
 Sheraton Plaza Hotel at the Florida Mall

Lake Buena Vista and Disney Area

Buena Vista Palace Resort and Spa
 Comfort Inn - Palm Parkway
 Doubletree Guest Suites Resort
 Embassy Suites Resorts Lake Buena Vista
 Grosvenor Resort
 Hilton at Walt Disney World Village
 Holiday Inn SunSpree Resort
 Hotel Royal Plaza - CFI Resorts
 Marriott's Orlando World Center
 Residence Inn by Marriott
 Shades of Green
 The Villas of Grand Cypress
 Vistana Resort
 Walt Disney World Company

Kissimmee Area

Holiday Inn Hotel / Suites Main Gate East
 Hyatt Orlando
 Island One Resorts
 Motel 6 Disney World Main Gate
 Orange Lake Resort and Country Club
 Orlando/Kissimmee Gateway Hilton Inn
 Park Inn - Kissimmee
 Quality Inn Lake Cecile
 Quality Suites Maingate East
 Ramada Plaza Resort
 Sheraton Inn Lakeside
 Tropical Palms Resort

**PARTICIPATING HOTELS AND OTHER HOSPITALITY COMPANIES
BY PROPERTY SIZE**

Hotels With Less Than 300 Rooms

Arnold Palmer's Bay Hill Club & Lodge
Country Hearth Inn
Hilton Grand Vacations Club
The Castle
Comfort Inn International
Days Inn East of Universal Studios
Doubletree Guest Suites Resort
Embassy Suites Resorts Lake Buena Vista
Hampton Inn - Altamonte
Hampton Inn - South Kirkman Road
Holiday Inn UCF
LaQuinta Inn - Jamaica Court
Motel 6 Disney World Main Gate
Park Inn - Kissimmee
Quality Inn Lake Cecile
Ramada Suites by Sea World
Shades of Green
The Villas of Grand Cypress
Wynfield Inn Westwood

Hotels With 301 to 750 Rooms

Comfort Inn - Palm Parkway
Grosvenor Resort
Holiday Inn - International Drive
Holiday Inn Cocoa Beach
Holiday Inn Hotel / Suites Main Gate East
Holiday Inn SunSpree Resort
Hotel Royal Plaza - CFI Resorts
Howard Johnson Universal Tower
Hyatt Regency Orlando Airport
Island One Resorts
Orlando/Kissimmee Gateway Hilton Inn
Radisson Plaza Hotel Orlando
Radisson Twin Towers Orlando
Ramada Plaza Resort
Ramada Resort and Conference Center
Residence Inn by Marriott
Rodeway Inn - International Drive
Sheraton Inn Lakeside
Sheraton Plaza Hotel at the Florida Mall
Tropical Palms Resort

Hotels With Over 750 Rooms

Buena Vista Palace Resort and Spa
Clarion Plaza - International Drive
Hilton at Walt Disney World Village
Hyatt Orlando
Marriott's Orlando World Center
Marriott Cypress Harbour
Omni Rosen
Orange Lake Resort and Country Club
Orlando Marriott International Drive
Quality Inn International
Quality Inn Plaza - International Drive
Quality Suites Maingate East
Sheraton World Resort
Tamar Inns Executive Offices
The Peabody Orlando
Vistana Resort
Walt Disney World Company

AVERAGE RATES OF PAY - TOTAL CENTRAL FLORIDA AREA

Front Office Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Front Desk Shift Supervisor	44	7.34	8.10	9.56
Lead Front Desk Clerk	10	6.97	7.53	9.20
Front Desk Clerk	55	6.08	6.50	7.84
Reservationist Supervisor	20	7.47	8.63	9.75
Lead Reservationist	10	7.27	8.01	9.71
Reservationist	45	6.06	6.67	7.99
Telephone Supervisor	11	6.85	8.65	9.44
Telephone Operator	39	5.79	6.39	7.49
Lead Concierge	4	6.99	9.05	9.60
Concierge	13	6.42	6.78	8.08
Day Care Lead	3	6.97	7.36	8.12
Day Care Attendant	8	5.72	6.59	7.34
Valet Parker	8	3.36	3.64	4.27
Door Person	11	4.39	5.14	5.64
Bell Captain	17	5.40	6.20	6.92
Bell Person	37	3.42	3.93	4.21
Van Driver	3	5.30	5.94	7.21
Health Club Attendant	3	5.63	6.07	7.68
Life Guard	3	5.77	6.83	8.29

Food & Beverage Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Restaurant Supervisor	19	7.27	8.03	8.91
Restaurant Host Person	15	5.84	6.18	7.01
Restaurant Cashier	14	5.83	6.74	7.51
Restaurant Cashier/Host	23	5.50	6.02	7.29
Restaurant Server	40	2.49	2.89	3.35
Restaurant Bus Person	35	4.57	4.92	5.71
Buffet Attendant	10	5.46	6.11	6.39
Deli Prep/Cashier	9	5.94	6.78	7.84
Deli Cashier	12	5.53	6.23	6.93
Deli Attendant	12	5.41	6.09	6.62
Lead Bartender	11	5.15	5.81	6.08
Bartender	42	4.32	4.90	5.49

TOTAL CENTRAL FLORIDA

Food & Beverage Job Titles (continued)	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Cocktail Server	20	2.58	2.77	3.09
Barback	10	4.85	5.02	6.13
Service Bartender	9	4.65	5.26	6.14
Servi-Bar Attendant	9	4.46	4.75	5.61
Setup Lead - Convention Svc.	16	6.89	7.49	8.95
Set-up Attendant	25	5.55	5.98	6.99
Banquet Captain	20	4.61	4.80	5.30
Banquet Server	23	2.48	2.52	2.90
Banquet Bartender	14	4.00	4.52	5.33
Lead Baker	6	8.42	10.33	11.72
Baker	9	7.09	7.76	9.34
Cook I (lowest)	29	6.19	6.83	7.97
Cook II (2nd lowest)	28	6.72	7.47	9.03
Cook III (next to highest)	33	7.15	8.10	9.59
Cook IV (highest)	28	8.21	8.99	10.60
Garde Manger	7	8.76	10.46	11.66
Cafeteria Attendant	18	5.88	6.71	7.92
Lead Storeroom Clerk	9	7.07	8.58	9.46
Storeroom Clerk	17	6.13	7.19	8.20
Receiver	12	6.30	7.72	8.87
Dishwasher	27	5.44	6.20	7.09
Pot Washer	2	5.68	6.31	7.88
Kitchen Utility	15	5.27	5.82	7.01
Captain, Room Service	9	4.55	4.95	6.28
Cashier, Room Service	11	5.76	6.38	7.80
Server, Room Service	21	3.19	3.51	3.86
Bus Person, Room Service	7	4.39	4.59	5.59

Security Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Security Supervisor	15	7.35	8.40	9.61
Security Officer	39	6.28	6.86	8.02

TOTAL CENTRAL FLORIDA

Finance & Accounting Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Accounting Clerk	27	7.32	8.55	9.76
Accounts Receivable Clerk	22	7.12	8.75	9.44
Accounts Payable Clerk	25	7.34	8.73	9.50
Payroll Supervisor	12	9.69	12.07	13.37
Payroll Clerk	22	7.97	9.35	10.14
General Cashier	19	7.63	8.81	10.17
Lead Night Auditor	15	8.05	9.27	10.65
Night Auditor	51	6.86	7.66	8.74
Mail Clerk	9	6.26	8.06	8.33

Laundry & Housekeeping Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Laundry Supervisor	23	6.90	8.15	8.83
Laundry Attendant	46	5.53	6.45	7.13
Washer/Sorter	10	5.73	6.61	7.58
Machine Operator	8	5.97	7.22	8.09
Housekeeping Supervisor	36	7.09	8.20	8.69
Inspector	24	6.14	6.95	7.73
Room Attendant	51	5.46	6.11	6.99
Houseperson	54	5.48	6.16	7.02
Uniform Attendant	11	5.72	7.11	7.30
Seamer/Alterations	10	6.72	8.29	9.40
Lead Houseperson	8	6.06	7.34	7.86
Public Area Attendant	35	5.52	6.44	6.90
Turn Down Attendant	12	5.73	6.36	7.38
Supply Attendant	6	5.97	7.19	8.48

TOTAL CENTRAL FLORIDA

Office Staff Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Administrative Assistant	39	8.76	11.00	12.67
General Office Clerk	9	6.46	7.44	8.84
Highest Level Secretary	25	8.76	10.22	11.76
2nd Highest Level Secretary	15	7.72	9.16	10.65
Entry Level Secretary	15	7.73	8.58	9.81
Executive Office Receptionist	13	7.12	8.84	9.89
Sales Office Receptionist	14	7.36	8.56	9.43

Engineering & Maintenance Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Skilled Trades	33	8.88	10.15	11.59
Semi Skilled Trades	32	7.76	8.69	10.11
General Maintenance	49	6.66	7.64	9.21
Lead Grounds Person	5	8.72	9.35	11.43
Grounds Person	27	5.81	6.64	7.45
Pool Maintenance Person	9	7.27	7.80	9.50

Other Hourly Positions Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Tour/Travel Coordinator	3	8.98	9.47	11.85
Catering Coordinator	8	7.92	8.54	10.03
HR Coordinator	15	8.32	9.49	11.72
Gift Shop Supervisor	6	7.14	7.64	9.59
Gift Shop Clerk	9	5.98	6.26	7.55

TOTAL CENTRAL FLORIDA

Management and Supervisory Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
General Manager	42	59,823	71,813	85,822
Assistant General Manager	15	36,036	46,349	55,611
Controller	29	44,897	56,784	72,932
Assistant Controller	18	31,964	37,295	47,480
Credit Manager	13	25,453	30,699	37,647
Food & Beverage Controller	8	24,015	36,467	43,415
Operations Analyst (Systems)	7	27,000	34,784	41,450
Director of MIS	9	34,167	44,434	54,440
Purchasing Manager	13	27,880	35,229	42,452
Human Resource Director	34	35,091	41,896	52,627
Asst. Human Resource Director	15	24,962	28,032	35,091
Employment/Benefits Manager	9	21,889	27,431	33,733
Training & Development Manager	10	27,438	27,806	40,713
Director of Convention Services	15	41,448	49,385	67,056
Director of Rooms	15	45,311	55,055	64,261
Front Desk Manager	19	22,487	24,396	29,712
Front Office Manager	30	29,043	32,739	41,097
Assistant Front Office Manager	19	21,283	24,374	30,094
Reservations Manager	32	24,622	29,384	37,893
Food & Beverage Director	31	44,069	50,115	64,413
Asst. Food & Beverage Manager	11	30,062	34,092	43,577
Restaurant Manager	26	24,935	28,782	35,646
Assistant Restaurant Manager	16	22,013	25,154	33,008
Beverage Manager	8	24,285	29,752	32,226
Banquet & Catering Manager	21	23,959	27,616	36,337
Assistant Banquet Manager	11	19,398	21,686	30,297
Executive Chef	27	41,572	50,072	63,602
Sous Chef	21	25,092	30,682	40,142
Executive Steward	11	25,386	29,434	36,079
Head Steward	4	20,013	26,651	27,433
Director of Sales	24	37,706	48,980	49,886
Director of Marketing	4	50,767	63,967	72,967
Director of Sales and Marketing	21	52,456	60,588	77,999
Senior Sales Manager I	26	34,656	42,365	53,383
Sales Manager II	29	27,681	32,562	40,897
Conference Manager	10	24,022	30,544	34,586

TOTAL CENTRAL FLORIDA

Management and Supervisory Job Titles Continued	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Executive Housekeeper	45	28,934	32,992	40,322
Assistant Housekeeper	35	20,459	23,201	29,601
Laundry Manager	16	24,257	29,213	36,813
Chief Engineer	43	34,679	42,270	49,115
Assistant Chief Engineer	23	26,805	30,769	39,200
Engineering Supervisor	9	21,227	21,195	28,221
Director of Security	25	26,466	33,545	36,925
Guest Services Manager	11	24,597	29,487	37,465
Assistant Guest Services Manager	6	23,662	26,599	34,760

**AVERAGE RATES OF PAY - INTERNATIONAL DRIVE AND
FLORIDA CENTER AREA**

Front Office Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Front Desk Shift Supervisor	17	7.43	8.02	9.59
Lead Front Desk Clerk	4	6.44	7.08	8.43
Front Desk Clerk	23	6.01	6.27	7.86
Reservationist Supervisor	6	7.37	8.51	10.05
Lead Reservationist	4	7.48	8.13	9.20
Reservationist	17	5.94	6.51	7.92
Telephone Supervisor	4	7.33	8.55	9.58
Telephone Operator	14	5.62	6.20	7.46
Concierge	4	6.57	7.37	8.35
Door Person	6	4.88	5.33	5.99
Bell Captain	5	4.60	4.91	6.14
Bell Person	14	3.23	3.96	3.81

Food & Beverage Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Restaurant Supervisor	9	7.33	7.83	9.72
Restaurant Host Person	4	6.19	6.47	7.63
Restaurant Cashier	6	5.75	6.19	8.11
Restaurant Cashier/Host	10	5.25	5.71	7.57
Restaurant Server	16	2.52	2.97	3.35
Restaurant Bus Person	14	4.57	4.93	5.93
Deli Prep/Cashier	5	5.97	6.45	7.96
Deli Attendant	4	5.48	5.77	7.01
Lead Bartender	4	5.88	5.58	6.58
Bartender	18	4.19	4.74	5.39
Cocktail Server	6	2.23	2.31	2.82
Barback	4	4.81	5.14	6.55
Service Bartender	4	3.94	4.65	5.17
Setup Lead - Convention Svc.	7	7.46	7.35	9.52
Set-up Attendant	10	5.92	6.18	7.51
Banquet Captain	8	4.64	4.19	5.33
Banquet Server	9	2.49	2.38	2.88
Banquet Bartender	6	3.98	4.55	5.37

INTERNATIONAL DRIVE AND FLORIDA CENTER

Food & Beverage Job Titles (continued)	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Cook I (lowest)	9	6.25	6.37	8.18
Cook II (2nd lowest)	10	6.64	7.14	8.96
Cook III (next to highest)	13	7.07	8.09	10.08
Cook IV (highest)	13	8.64	9.43	11.68
Cafeteria Attendant	6	6.04	6.54	8.25
Lead Storeroom Clerk	3	7.33	8.43	8.87
Storeroom Clerk	5	5.81	6.56	7.98
Receiver	3	6.42	6.46	9.50
Dishwasher	12	5.21	5.93	7.16
Kitchen Utility	5	5.05	5.38	6.91
Captain, Room Service	3	4.67	5.10	6.95
Cashier, Room Service	5	5.85	6.42	8.01
Server, Room Service	7	3.32	3.81	4.06
Bus Person, Room Service	3	4.62	3.97	5.57

Security Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Security Supervisor	6	7.55	8.47	10.74
Security Officer	16	6.34	6.69	8.16

Finance & Accounting Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Accounting Clerk	9	7.28	8.50	9.77
Accounts Receivable Clerk	8	7.26	8.79	9.62
Accounts Payable Clerk	9	7.31	8.90	9.76
Payroll Supervisor	4	10.04	13.15	14.08
Payroll Clerk	6	8.06	9.20	10.31
General Cashier	8	7.80	9.07	10.78
Lead Night Auditor	8	8.50	10.20	11.33
Night Auditor	24	6.78	7.60	8.94

INTERNATIONAL DRIVE AND FLORIDA CENTER

Laundry & Housekeeping Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Laundry Supervisor	6	6.93	8.21	9.66
Laundry Attendant	17	5.42	6.16	7.42
Machine Operator	3	6.08	6.75	8.15
Housekeeping Supervisor	15	7.14	8.30	8.79
Inspector	14	5.97	6.88	7.90
Room Attendant	23	5.35	5.92	7.06
Houseperson	22	5.40	6.00	7.13
Uniform Attendant	3	5.25	6.48	6.40
Public Area Attendant	13	5.48	6.23	7.11
Turn Down Attendant	3	5.58	6.05	6.62

Office Staff Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Administrative Assistant	18	8.67	10.66	11.94
Highest Level Secretary	9	8.65	9.26	11.51
Entry Level Secretary	5	8.18	8.80	9.98
Executive Office Receptionist	4	7.95	10.18	12.92
Sales Office Receptionist	5	7.15	8.86	10.27

Engineering & Maintenance Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Skilled Trades	12	8.72	9.54	12.29
Semi Skilled Trades	11	8.14	8.82	11.27
General Maintenance	22	6.45	7.33	9.51
Grounds Person	10	5.60	6.41	7.17
Pool Maintenance Person	3	8.58	9.44	12.19

INTERNATIONAL DRIVE AND FLORIDA CENTER

Other Hourly Positions Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
HR Coordinator	5	8.76	10.16	12.86
Gift Shop Supervisor	4	7.71	8.16	9.60
Gift Shop Clerk	4	6.07	6.25	7.74

INTERNATIONAL DRIVE AND FLORIDA CENTER

Management and Supervisory Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
General Manager	19	57,648	71,723	84,796
Assistant General Manager	7	29,274	30,801	38,262
Controller	10	47,170	68,799	100,614
Assistant Controller	6	31,164	43,193	54,097
Credit Manager	6	25,675	33,648	40,653
Operations Analyst (Systems)	3	28,000	36,351	40,900
Purchasing Manager	4	24,669	34,904	42,105
Human Resource Director	13	33,967	40,779	56,657
Asst. Human Resource Director	3	26,257	36,229	40,777
Employment/Benefits Manager	5	20,800	27,950	32,820
Training & Development Manager	5	26,625	29,396	40,675
Director of Convention Services	7	48,389	53,666	68,474
Director of Rooms	4	39,644	55,191	56,184
Front Desk Manager	10	21,670	23,075	26,979
Front Office Manager	9	30,314	36,758	42,830
Assistant Front Office Manager	5	21,764	25,025	31,460
Reservations Manager	14	24,210	29,421	38,723
Food & Beverage Director	12	42,615	51,848	65,447
Asst. Food & Beverage Manager	3	32,657	42,983	46,983
Restaurant Manager	11	25,664	30,043	38,386
Assistant Restaurant Manager	8	22,689	27,103	32,665
Beverage Manager	5	22,154	27,262	28,908
Banquet & Catering Manager	9	23,879	27,534	37,697
Assistant Banquet Manager	5	18,620	22,575	26,680
Executive Chef	11	41,143	51,751	63,655
Sous Chef	8	25,315	31,718	39,383
Executive Steward	4	23,443	30,795	32,408

INTERNATIONAL DRIVE AND FLORIDA CENTER

Management and Supervisory Job Titles Continued	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Head Steward	3	20,013	26,651	27,433
Director of Sales	8	34,055	55,559	43,772
Director of Sales and Marketing	10	53,609	57,252	77,481
Senior Sales Manager I	11	31,341	39,404	47,119
Sales Manager II	12	28,727	35,873	45,017
Conference Manager	4	25,500	31,467	34,675
Executive Housekeeper	19	28,582	31,834	39,233
Assistant Housekeeper	14	19,837	20,900	29,039
Laundry Manager	6	21,471	28,257	32,509
Chief Engineer	18	33,085	39,590	47,379
Assistant Chief Engineer	7	27,262	31,317	37,988
Director of Security	10	27,030	32,654	38,933
Guest Services Manager	4	22,569	28,954	36,505

AVERAGE RATES OF PAY - LAKE BUENA VISTA AND DISNEY AREA

Front Office Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Front Desk Shift Supervisor	11	7.70	8.88	11.08
Lead Front Desk Clerk	5	6.99	7.51	9.26
Front Desk Clerk	14	6.26	6.73	8.47
Reservationist Supervisor	5	8.17	9.53	11.21
Lead Reservationist	5	6.86	7.87	10.27
Reservationist	14	6.19	6.86	8.79
Telephone Supervisor	7	6.79	8.88	9.75
Telephone Operator	14	5.97	6.59	7.95
Concierge	3	6.42	6.84	9.20
Day Care Attendant	4	5.93	6.79	8.09
Valet Parker	6	3.33	3.65	4.36
Bell Captain	9	5.58	6.52	7.76
Bell Person	12	3.81	4.27	5.11
Life Guard	3	5.77	6.83	8.29

Food & Beverage Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Restaurant Host Person	4	5.78	6.17	7.83
Restaurant Cashier	5	5.82	7.26	8.30
Restaurant Cashier/Host	6	5.87	6.50	7.38
Restaurant Server	12	2.66	3.13	3.96
Restaurant Bus Person	11	4.59	4.93	5.56
Buffet Attendant	7	5.45	6.14	6.91
Deli Cashier	7	5.72	6.26	7.27
Deli Attendant	3	5.42	6.74	7.05
Lead Bartender	5	4.45	5.92	5.72
Bartender	12	4.46	5.11	5.86
Cocktail Server	5	2.97	3.04	3.53
Barback	5	4.84	4.94	5.59
Servi-Bar Attendant	5	3.51	3.67	4.32
Setup Lead - Convention Svc.	6	6.29	7.38	8.41
Set-up Attendant	8	5.24	5.68	6.90
Banquet Captain	6	4.40	5.04	5.27
Banquet Server	6	2.62	2.76	3.25

LAKE BUENA VISTA AND DISNEY

Food & Beverage Job Titles (continued)	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Banquet Bartender	3	3.75	4.30	6.15
Lead Baker	4	8.75	10.60	11.43
Baker	6	7.05	7.86	9.67
Cook I (lowest)	10	6.15	7.39	8.39
Cook II (2nd lowest)	10	7.10	8.24	9.89
Cook III (next to highest)	10	7.38	8.47	9.95
Cook IV (highest)	7	8.22	9.14	10.66
Garde Manger	4	8.86	10.64	11.89
Cafeteria Attendant	6	5.65	6.89	7.89
Lead Storeroom Clerk	3	6.80	8.35	9.89
Storeroom Clerk	7	6.26	7.49	8.50
Receiver	5	6.20	8.44	9.31
Dishwasher	8	5.54	6.47	7.58
Kitchen Utility	5	5.45	6.32	7.41
Captain, Room Service	4	4.66	5.28	6.83
Cashier, Room Service	3	5.53	6.35	7.82
Server, Room Service	7	3.13	3.60	4.02

Security Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Security Supervisor	5	7.30	8.80	9.45
Security Officer	11	6.30	7.22	8.39

LAKE BUENA VISTA AND DISNEY

Finance & Accounting Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Accounting Clerk	9	7.23	8.52	9.64
Accounts Receivable Clerk	7	6.61	8.58	9.65
Accounts Payable Clerk	8	7.35	8.26	9.40
Payroll Supervisor	6	9.42	11.66	13.45
Payroll Clerk	8	7.88	9.13	10.88
General Cashier	7	7.48	8.64	9.79
Lead Night Auditor	5	7.28	8.99	10.83
Night Auditor	13	6.95	7.89	9.16
Mail Clerk	6	6.31	8.34	8.69

Laundry & Housekeeping Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Laundry Supervisor	6	7.00	8.86	9.74
Laundry Attendant	12	5.66	6.91	7.44
Washer/Sorter	4	5.81	7.35	8.21
Machine Operator	4	6.00	7.74	8.43
Housekeeping Supervisor	8	7.20	8.25	9.18
Inspector	4	6.76	7.45	8.20
Room Attendant	13	5.69	6.54	7.37
Houseperson	14	5.62	6.57	7.30
Uniform Attendant	4	5.63	7.45	8.18
Seamer/Alterations	6	7.05	8.81	10.10
Lead Houseperson	4	6.21	7.48	8.04
Public Area Attendant	9	5.65	6.81	7.38
Turn Down Attendant	4	5.84	6.60	8.09
Supply Attendant	4	5.78	6.61	7.91

LAKE BUENA VISTA AND DISNEY

Office Staff Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Administrative Assistant	12	9.21	11.88	13.81
General Office Clerk	6	6.78	7.92	9.47
Highest Level Secretary	8	8.83	10.99	12.69
2nd Highest Level Secretary	10	7.65	9.21	11.10
Entry Level Secretary	4	7.38	8.89	10.61
Executive Office Receptionist	4	6.82	9.39	9.76
Sales Office Receptionist	4	6.88	8.14	9.05

Engineering & Maintenance Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Skilled Trades	9	8.85	10.80	12.27
Semi Skilled Trades	10	7.80	9.20	10.59
General Maintenance	12	6.93	8.10	9.96
Grounds Person	9	6.31	6.93	8.06
Pool Maintenance Person	3	6.98	7.57	9.33

Other Hourly Positions Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
HR Coordinator	6	8.23	9.59	11.51

LAKE BUENA VISTA AND DISNEY

Management and Supervisory Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
General Manager	9	71,605	86,552	95,453
Assistant General Manager	5	45,260	63,658	78,700
Controller	9	41,771	52,396	57,014
Assistant Controller	6	27,900	32,720	36,800
Credit Manager	3	23,100	28,100	34,950
Food & Beverage Controller	3	32,590	37,960	47,490
Operations Analyst (Systems)	3	21,667	30,000	33,500
Director of MIS	4	27,875	41,837	44,000
Purchasing Manager	5	28,125	37,084	41,033
Human Resource Director	11	37,382	46,848	49,714
Asst. Human Resource Director	5	26,163	28,346	33,000
Training & Development Manager	3	27,500	32,393	38,000
Director of Convention Services	5	33,650	53,140	65,600
Director of Rooms	7	47,396	56,875	65,495
Front Desk Manager	5	25,245	31,010	36,993
Front Office Manager	9	29,783	33,545	44,626
Assistant Front Office Manager	8	22,986	26,309	32,033
Reservations Manager	9	26,029	30,309	34,583
Food & Beverage Director	12	45,574	48,721	61,960
Asst. Food & Beverage Manager	3	29,250	32,500	43,300
Restaurant Manager	7	26,880	32,573	37,396
Assistant Restaurant Manager	6	22,016	24,800	32,320
Banquet & Catering Manager	5	26,393	30,597	39,660
Assistant Banquet Manager	4	22,040	23,595	39,340
Executive Chef	9	43,418	50,176	63,185
Sous Chef	7	23,918	32,190	41,216
Executive Steward	5	26,675	31,181	38,520
Director of Sales	7	40,833	48,375	57,200
Director of Marketing	3	51,150	68,950	80,450
Director of Sales and Marketing	6	48,629	60,139	70,533
Senior Sales Manager I	7	32,563	43,136	48,268
Sales Manager II	8	26,086	33,157	38,713
Conference Manager	5	24,550	29,851	34,467
Executive Housekeeper	13	30,316	36,640	44,700
Assistant Housekeeper	11	22,865	27,842	33,885
Laundry Manager	4	26,433	28,773	39,000

LAKE BUENA VISTA AND DISNEY

Management and Supervisory Job Titles Continued	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Chief Engineer	12	38,419	49,646	57,385
Assistant Chief Engineer	8	28,354	33,514	44,080
Engineering Supervisor	4	21,816	22,801	29,968
Director of Security	10	26,096	36,472	36,629
Guest Services Manager	4	24,533	29,033	35,567
Assistant Guest Services Manager	3	20,106	23,022	26,500

AVERAGE RATES OF PAY - KISSIMMEE AREA

Front Office Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Front Desk Shift Supervisor	10	7.09	7.74	8.81
Front Desk Clerk	12	6.05	6.62	7.33
Reservationist Supervisor	6	7.27	8.69	9.25
Reservationist	9	6.12	6.78	7.47
Telephone Operator	7	5.78	6.47	6.92
Bell Person	6	3.12	3.57	3.61

Food & Beverage Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Restaurant Supervisor	5	7.33	8.24	7.26
Restaurant Host Person	4	5.81	6.20	5.45
Restaurant Cashier	3	6.00	6.61	4.45
Restaurant Cashier/Host	4	5.59	6.03	6.94
Restaurant Server	7	2.25	2.68	2.43
Restaurant Bus Person	6	4.61	4.97	4.57
Deli Attendant	4	5.58	6.33	6.27
Bartender	7	4.38	4.97	5.42
Cocktail Server	5	2.85	3.32	3.41
Banquet Captain	3	5.25	5.56	5.60
Banquet Server	3	2.33	2.49	2.38
Cook I (lowest)	5	6.50	7.08	8.15
Cook II (2nd lowest)	4	6.25	6.87	8.58
Cook III (next to highest)	6	6.88	7.51	8.60
Cook IV (highest)	5	7.78	8.69	9.28
Cafeteria Attendant	4	6.00	6.69	7.50
Receiver	3	6.50	7.85	7.92
Dishwasher	4	5.94	6.64	6.82
Kitchen Utility	3	5.33	5.79	7.00
Server, Room Service	3	3.00	3.09	3.38

KISSIMMEE

Security Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Security Officer	7	6.25	6.74	7.64

Finance & Accounting Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Accounting Clerk	7	7.25	8.63	10.14
Accounts Receivable Clerk	4	7.58	9.50	8.89
Accounts Payable Clerk	5	7.50	9.41	9.35
Payroll Clerk	6	8.19	9.31	9.07
General Cashier	3	8.10	8.84	10.50
Night Auditor	9	7.01	7.56	8.06

Laundry & Housekeeping Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Laundry Supervisor	6	7.30	8.02	7.96
Laundry Attendant	11	5.70	6.54	6.82
Washer/Sorter	4	5.58	6.25	6.88
Housekeeping Supervisor	9	7.14	8.30	8.61
Inspector	4	6.29	6.80	6.78
Room Attendant	9	5.52	6.13	6.71
Houseperson	12	5.58	6.14	6.87
Uniform Attendant	2	6.13	6.85	9.55
Public Area Attendant	8	5.49	6.46	6.51
Turn Down Attendant	3	5.85	6.51	7.93

KISSIMMEE

Office Staff Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Administrative Assistant	7	7.83	10.10	12.36
Highest Level Secretary	6	9.01	10.44	11.31
2nd Highest Level Secretary	3	7.63	8.83	9.00
Entry Level Secretary	4	7.50	8.08	8.65
Executive Office Receptionist	3	6.00	8.83	7.00
Sales Office Receptionist	3	8.00	8.47	8.50

Engineering & Maintenance Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Skilled Trades	7	9.16	10.50	10.53
Semi Skilled Trades	7	7.46	8.35	8.64
General Maintenance	11	6.71	7.73	8.14
Grounds Person	6	5.79	6.85	8.04

Other Hourly Positions Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Gift Shop Clerk	3	5.67	6.05	7.00

KISSIMMEE

Management and Supervisory Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
General Manager	11	56,081	64,968	82,372
Controller	9	47,186	52,246	57,214
Assistant Controller	5	38,045	38,832	47,272
Credit Manager	3	27,250	29,433	33,433
Director of MIS	3	47,000	54,420	67,840
Purchasing Manager	3	31,833	36,433	44,333
Human Resource Director	8	36,226	42,218	49,784
Asst. Human Resource Director	6	23,515	25,797	32,933
Employment/Benefits Manager	3	21,000	24,733	32,500
Training & Development Manager	3	29,000	22,097	43,500
Director of Rooms	4	48,373	53,100	71,104
Front Office Manager	9	28,510	29,226	35,341
Assistant Front Office Manager	5	19,932	22,417	28,220
Reservations Manager	7	25,380	29,512	40,038
Food & Beverage Director	6	46,481	51,835	73,354
Asst. Food & Beverage Manager	3	30,362	37,621	45,880
Restaurant Manager	6	22,311	24,611	28,962
Banquet & Catering Manager	4	24,295	29,050	34,300
Executive Chef	5	39,879	49,343	64,122
Sous Chef	4	26,556	29,775	40,128
Director of Sales	7	42,017	44,969	49,000
Director of Sales and Marketing	3	56,859	76,360	86,676
Senior Sales Manager I	6	46,499	48,620	73,872
Sales Manager II	7	28,416	29,085	39,528
Executive Housekeeper	9	29,209	31,289	38,645
Assistant Housekeeper	7	20,056	21,986	27,055
Laundry Manager	5	26,806	32,075	41,628
Chief Engineer	9	35,499	40,107	46,023
Assistant Chief Engineer	5	26,045	30,104	38,922
Engineering Supervisor	3	19,750	19,893	26,380
Director of Security	4	25,795	29,939	32,422

AVERAGE RATES OF PAY - ALL OTHER AREAS

Front Office Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Front Desk Shift Supervisor	6	6.70	7.37	8.12
Front Desk Clerk	6	5.94	6.45	7.25
Reservationist Supervisor	3	6.92	7.20	7.88
Reservationist	5	6.00	6.34	7.05
Telephone Operator	4	5.80	5.97	6.89
Concierge	5	6.38	6.40	7.41
Bell Person	5	3.35	3.45	3.96

Food & Beverage Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Restaurant Supervisor	3	6.88	8.10	8.60
Restaurant Host Person	3	5.50	5.98	6.67
Restaurant Cashier/Host	3	5.48	5.85	6.53
Restaurant Server	5	2.34	2.45	2.73
Restaurant Bus Person	4	4.43	4.78	5.50
Bartender	5	4.36	4.66	5.11
Cocktail Server	4	2.34	2.44	2.73
Service Bartender	3	5.37	5.95	6.76
Set-up Attendant	5	5.31	5.65	6.25
Banquet Captain	3	4.33	4.63	5.14
Banquet Server	5	2.38	2.45	2.83
Banquet Bartender	3	3.90	4.58	4.77
Cook I (lowest)	5	5.84	6.09	6.82
Cook II (2nd lowest)	4	6.41	7.05	7.78
Cook III (next to highest)	4	7.19	8.09	8.65
Cook IV (highest)	3	7.05	7.53	7.83
Storeroom Clerk	3	6.08	6.97	7.60
Dishwasher	3	5.32	5.59	6.29
Server, Room Service	4	3.18	3.30	3.64

ALL OTHER

Security Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Security Officer	5	6.12	6.72	7.43

Finance & Accounting Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Accounts Receivable Clerk	3	7.53	8.00	8.75
Accounts Payable Clerk	3	7.15	8.42	8.75
Night Auditor	5	6.70	7.45	7.93

Laundry & Housekeeping Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Laundry Supervisor	5	6.10	7.18	7.93
Laundry Attendant	6	5.27	5.77	6.38
Housekeeping Supervisor	4	6.61	7.56	7.83
Room Attendant	6	5.29	5.81	6.43
Houseperson	6	5.24	5.83	6.40
Public Area Attendant	5	5.29	6.00	6.26

Office Staff Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Administrative Assistant	3	9.88	11.43	13.65
Executive Office Receptionist	3	7.17	7.40	8.48

Engineering & Maintenance Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Skilled Trades	5	8.99	9.48	9.78
Semi Skilled Trades	4	7.09	7.70	8.61
General Maintenance	4	7.00	7.51	8.19
Grounds Person	3	5.33	6.00	6.07

ALL OTHER

Other Hourly Positions Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Catering Coordinator	3	7.71	8.55	10.00
HR Coordinator	3	7.63	7.97	9.50

Management and Supervisory Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
General Manager	3	55,000	60,000	70,000
Front Office Manager	3	22,500	31,250	N/A
Banquet & Catering Manager	3	20,000	22,917	25,000
Sales Manager II	3	25,675	28,450	32,000
Executive Housekeeper	4	25,333	31,730	29,000
Assistant Housekeeper	3	13,488	16,904	16,224
Chief Engineer	4	29,333	41,600	32,000
Assistant Chief Engineer	3	21,528	24,556	18,304

AVERAGE RATES OF PAY - HOTELS WITH 300 ROOMS OR LESS

Front Office Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Front Desk Shift Supervisor	14	7.34	8.06	9.83
Front Desk Clerk	19	6.14	6.59	7.68
Reservationist Supervisor	5	7.20	8.36	8.63
Reservationist	10	6.12	6.77	8.07
Telephone Operator	6	5.87	6.35	7.37
Concierge	4	6.59	7.07	8.82
Bell Person	8	4.66	4.91	6.02

Food & Beverage Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Restaurant Cashier/Host	4	5.62	6.04	6.95
Restaurant Server	8	3.32	4.09	4.50
Restaurant Bus Person	7	4.83	5.30	6.11
Bartender	10	5.02	5.50	6.89
Set-up Attendant	5	5.53	5.58	6.42
Banquet Captain	3	6.23	6.46	7.70
Banquet Server	3	2.93	2.89	3.40
Baker	3	7.67	7.90	10.37
Cook I (lowest)	7	6.01	6.52	7.72
Cook II (2nd lowest)	7	6.85	7.26	8.98
Cook III (next to highest)	6	7.40	8.62	10.75
Cook IV (highest)	6	7.85	8.99	10.57
Dishwasher	4	5.23	5.69	6.50
Kitchen Utility	3	5.57	6.15	7.10

Security Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Security Officer	6	6.67	6.73	7.88

HOTELS WITH 300 ROOMS OR LESS

Finance & Accounting Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Accounting Clerk	7	7.35	8.42	8.12
Accounts Payable Clerk	3	8.28	8.49	7.91
Night Auditor	19	7.09	7.79	8.55

Laundry & Housekeeping Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Laundry Attendant	13	5.51	6.08	6.31
Housekeeping Supervisor	8	7.67	8.38	9.53
Inspector	10	6.43	6.78	7.77
Room Attendant	18	5.45	6.03	6.96
Houseperson	18	5.47	6.01	6.91
Public Area Attendant	11	5.46	6.05	6.45
Turn Down Attendant	3	5.55	6.13	6.85

Office Staff Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Administrative Assistant	11	8.92	10.57	12.23
Highest Level Secretary	4	8.47	10.68	12.09

Engineering & Maintenance Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Skilled Trades	6	8.10	9.19	11.62
Semi Skilled Trades	8	7.47	8.36	10.00
General Maintenance	16	6.64	7.46	8.75
Grounds Person	6	5.69	6.28	6.90

Other Hourly Positions Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Gift Shop Clerk	3	6.41	6.41	7.47

HOTELS WITH 300 ROOMS OR LESS

Management and Supervisory Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
General Manager	14	53,553	52,422	64,874
Assistant General Manager	9	30,490	37,085	43,178
Controller	7	44,351	48,496	51,870
Assistant Controller	3	31,333	34,500	0
Human Resource Director	9	31,960	35,785	44,102
Front Desk Manager	7	21,586	22,431	24,767
Front Office Manager	7	26,083	25,542	33,460
Assistant Front Office Manager	3	19,733	23,767	26,600
Reservations Manager	5	24,140	29,167	31,250
Food & Beverage Director	9	37,053	41,527	46,677
Restaurant Manager	3	22,259	26,426	0
Banquet & Catering Manager	3	20,503	21,671	25,000
Executive Chef	5	37,136	40,952	45,000
Sous Chef	3	16,909	24,893	25,000
Director of Sales	9	32,124	35,713	37,429
Director of Sales and Marketing	5	50,575	55,067	71,600
Senior Sales Manager I	3	28,700	33,017	40,000
Sales Manager II	6	25,853	30,838	42,550
Conference Manager	3	20,933	29,453	21,000
Executive Housekeeper	16	24,559	28,221	32,116
Assistant Housekeeper	12	17,220	19,804	21,497
Chief Engineer	15	29,947	32,635	38,668
Assistant Chief Engineer	4	21,285	23,844	28,802
Director of Security	3	26,820	30,209	35,024

**AVERAGE RATES OF PAY
HOTELS WITH BETWEEN 301 ROOMS AND 750 ROOMS**

Front Office Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Front Desk Shift Supervisor	17	7.04	7.61	8.70
Lead Front Desk Clerk	3	7.47	7.56	10.13
Front Desk Clerk	20	5.99	6.38	7.52
Reservationist Supervisor	10	7.42	8.45	9.31
Reservationist	20	6.07	6.51	7.46
Telephone Supervisor	4	6.01	7.24	7.38
Telephone Operator	17	5.75	6.20	7.08
Concierge	4	6.57	6.53	7.71
Day Care Attendant	3	5.58	6.72	5.83
Door Person	4	4.13	4.24	4.41
Bell Captain	7	4.86	5.30	5.31
Bell Person	17	3.22	3.73	3.79

Food & Beverage Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Restaurant Supervisor	10	7.06	7.86	8.95
Restaurant Host Person	5	5.64	5.99	6.93
Restaurant Cashier	5	5.60	6.17	7.41
Restaurant Cashier/Host	11	5.52	5.93	6.81
Restaurant Server	17	2.26	2.58	2.90
Restaurant Bus Person	16	4.63	4.96	5.65
Buffet Attendant	4	5.48	6.14	6.56
Deli Prep/Cashier	3	5.88	6.62	7.47
Deli Cashier	7	5.49	6.26	6.66
Deli Attendant	9	5.43	5.95	6.48
Lead Bartender	3	5.13	6.58	5.49
Bartender	17	4.20	4.79	4.91
Cocktail Server	11	2.63	2.70	2.82
Barback	4	4.90	4.98	6.02
Service Bartender	5	5.17	5.43	6.11
Setup Lead - Convention Svc.	6	6.53	7.37	8.15
Set-up Attendant	10	5.49	5.87	6.66
Banquet Captain	7	4.61	4.81	4.97

HOTELS WITH BETWEEN 301 ROOMS AND 750 ROOMS

Food & Beverage Job Titles (continued)	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Banquet Server	10	2.32	2.38	2.56
Banquet Bartender	6	4.54	4.71	5.16
Cook I (lowest)	14	6.19	6.68	7.41
Cook II (2nd lowest)	11	6.37	6.95	7.97
Cook III (next to highest)	16	6.81	7.55	8.66
Cook IV (highest)	11	7.70	8.28	9.18
Cafeteria Attendant	8	5.84	6.60	7.34
Storeroom Clerk	6	6.18	7.04	7.82
Receiver	4	5.88	7.25	8.08
Dishwasher	10	5.48	5.88	6.43
Kitchen Utility	8	5.14	5.46	6.62
Cashier, Room Service	3	5.67	5.74	7.59
Server, Room Service	11	3.34	3.56	3.66
Bus Person, Room Service	3	4.02	4.25	4.92

Security Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Security Supervisor	5	6.68	7.80	7.85
Security Officer	19	6.18	6.62	7.47

Finance & Accounting Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Accounting Clerk	10	7.23	8.48	10.10
Accounts Receivable Clerk	11	7.44	9.04	9.90
Accounts Payable Clerk	12	7.18	9.03	9.83
Payroll Supervisor	5	8.67	10.67	11.13
Payroll Clerk	9	7.96	8.98	8.89
General Cashier	8	7.60	8.87	9.63
Lead Night Auditor	5	7.71	8.09	8.10
Night Auditor	17	6.75	7.42	8.23
Mail Clerk	3	6.50	8.09	7.31

HOTELS WITH BETWEEN 301 ROOMS AND 750 ROOMS

Laundry & Housekeeping Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Laundry Supervisor	11	6.80	8.12	8.17
Laundry Attendant	19	5.45	6.29	6.76
Washer/Sorter	5	5.58	6.03	6.88
Machine Operator	3	5.83	6.76	7.50
Housekeeping Supervisor	15	6.81	7.79	8.48
Inspector	6	5.84	7.00	7.61
Room Attendant	18	5.42	6.02	6.80
Houseperson	20	5.45	6.01	6.78
Uniform Attendant	3	6.13	7.09	8.07
Seamer/Alterations	4	6.29	7.48	7.92
Lead Houseperson	5	6.04	7.03	7.61
Public Area Attendant	13	5.50	6.26	6.64
Turn Down Attendant	5	5.76	6.51	7.26

Office Staff Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Administrative Assistant	16	8.90	11.21	12.28
Highest Level Secretary	9	8.50	9.31	11.04
2nd Highest Level Secretary	5	7.34	8.20	9.33
Entry Level Secretary	5	7.50	8.00	9.00
Executive Office Receptionist	4	6.64	7.71	9.79
Sales Office Receptionist	5	7.65	8.69	9.96

Engineering & Maintenance Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Skilled Trades	17	8.81	9.77	10.55
Semi Skilled Trades	14	7.43	8.32	9.19
General Maintenance	18	6.73	7.48	8.48
Grounds Person	13	5.77	6.52	7.16
Pool Maintenance Person	3	6.92	7.64	7.48

HOTELS WITH BETWEEN 301 ROOMS AND 750 ROOMS

Other Hourly Positions Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Catering Coordinator	6	7.77	8.39	9.32
HR Coordinator	7	7.97	9.22	10.98

HOTELS WITH BETWEEN 301 ROOMS AND 750 ROOMS

Management and Supervisory Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
General Manager	16	64,414	76,757	92,691
Assistant General Manager	4	46,075	58,925	73,833
Controller	13	37,192	45,117	52,722
Assistant Controller	7	28,895	28,833	35,555
Credit Manager	5	25,000	24,794	29,150
Purchasing Manager	4	25,733	30,350	37,200
Human Resource Director	14	30,233	35,710	44,710
Asst. Human Resource Director	5	18,447	20,790	24,917
Employment/Benefits Manager	3	20,033	25,417	32,600
Training & Development Manager	3	28,250	22,397	46,350
Director of Convention Services	5	34,450	43,840	60,733
Director of Rooms	3	41,498	49,333	61,805
Front Desk Manager	5	22,855	24,856	29,367
Front Office Manager	12	27,672	31,868	39,920
Assistant Front Office Manager	9	21,240	24,573	30,363
Reservations Manager	13	23,122	27,300	37,248
Food & Beverage Director	10	41,177	46,450	58,877
Asst. Food & Beverage Manager	4	25,695	27,466	37,880
Restaurant Manager	11	21,909	24,656	29,043
Banquet & Catering Manager	7	21,813	24,821	30,460
Assistant Banquet Manager	3	17,650	20,067	31,100
Executive Chef	11	34,199	42,579	51,813
Sous Chef	8	22,635	25,914	32,752
Director of Sales	7	36,686	42,083	47,367
Director of Sales and Marketing	9	48,728	58,828	74,121
Senior Sales Manager I	10	35,671	42,068	58,331
Sales Manager II	14	28,619	33,234	39,154
Executive Housekeeper	14	28,572	33,748	37,899
Assistant Housekeeper	11	20,361	23,475	29,260
Laundry Manager	4	19,907	23,909	30,837
Chief Engineer	14	34,157	44,127	47,994
Assistant Chief Engineer	7	25,113	29,924	36,658
Director of Security	10	24,428	32,097	34,054
Guest Services Manager	3	27,733	35,533	47,250

AVERAGE RATES OF PAY - HOTELS WITH MORE THAN 750 ROOMS

Front Office Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Front Desk Shift Supervisor	13	7.72	8.91	10.52
Lead Front Desk Clerk	5	6.40	7.21	8.61
Front Desk Clerk	16	6.11	6.56	8.40
Reservationist Supervisor	5	7.86	10.07	11.87
Lead Reservationist	6	7.02	7.86	9.24
Reservationist	15	6.01	6.83	8.69
Telephone Supervisor	6	7.51	9.60	10.41
Telephone Operator	16	5.81	6.62	7.99
Lead Concierge	3	6.90	8.74	9.00
Concierge	5	6.15	6.69	7.79
Day Care Attendant	3	5.58	6.56	8.09
Valet Parker	5	3.23	3.48	4.05
Door Person	7	4.54	5.44	6.63
Bell Captain	8	5.78	7.31	7.96
Bell Person	12	2.87	3.44	3.88
Health Club Attendant	3	5.63	6.07	7.68

Food & Beverage Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Restaurant Supervisor	7	8.09	8.28	8.94
Restaurant Host Person	8	5.89	6.31	6.93
Restaurant Cashier	8	5.95	7.14	7.63
Restaurant Cashier/Host	8	5.41	6.15	8.18
Restaurant Server	15	2.31	2.79	3.00
Restaurant Bus Person	12	4.33	4.64	5.11
Buffet Attendant	5	5.42	6.07	6.30
Deli Prep/Cashier	6	5.97	6.87	8.03
Deli Cashier	4	5.61	6.19	7.40
Deli Attendant	3	5.37	6.47	7.23
Lead Bartender	6	5.29	5.34	6.32
Bartender	15	3.99	4.58	5.28
Cocktail Server	8	2.52	2.89	3.53
Barback	5	4.73	5.06	6.20
Service Bartender	4	4.00	4.83	6.20

HOTELS WITH MORE THAN 750 ROOMS

Food & Beverage Job Titles (continued)	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Servi-Bar Attendant	5	4.06	4.21	5.02
Setup Lead - Convention Svc.	9	7.23	7.75	9.47
Set-up Attendant	10	5.63	6.28	7.51
Banquet Captain	10	4.13	4.30	5.23
Banquet Server	10	2.50	2.71	3.46
Banquet Bartender	7	3.62	4.15	5.87
Lead Baker	5	8.75	11.00	12.58
Baker	5	6.96	7.88	9.29
Cook I (lowest)	8	6.34	7.39	9.20
Cook II (2nd lowest)	10	7.00	8.14	10.11
Cook III (next to highest)	11	7.49	8.72	10.52
Cook IV (highest)	11	8.92	9.77	12.03
Garde Manger	5	8.67	10.91	11.94
Cafeteria Attendant	8	6.03	6.87	8.58
Lead Storeroom Clerk	6	6.90	8.47	8.75
Storeroom Clerk	10	6.01	7.28	8.48
Receiver	7	6.58	7.91	9.11
Dishwasher	13	5.45	6.60	7.74
Kitchen Utility	4	5.30	6.28	7.82
Captain, Room Service	6	4.53	4.98	6.62
Cashier, Room Service	7	5.87	6.87	7.96
Server, Room Service	8	2.99	3.40	4.15
Bus Person, Room Service	4	4.68	4.92	6.10

Security Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Security Supervisor	10	7.69	8.73	10.49
Security Officer	14	6.26	7.25	8.81

HOTELS WITH MORE THAN 750 ROOMS

Finance & Accounting Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Accounting Clerk	10	7.40	8.72	10.70
Accounts Receivable Clerk	9	7.17	8.04	9.46
Accounts Payable Clerk	10	7.22	8.33	9.66
Payroll Supervisor	6	10.37	13.70	16.29
Payroll Clerk	11	7.86	9.86	10.79
General Cashier	9	7.43	8.71	10.38
Lead Night Auditor	9	8.26	10.26	11.93
Night Auditor	15	6.70	7.76	9.49
Mail Clerk	6	6.14	8.05	8.84

Laundry & Housekeeping Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Laundry Supervisor	10	7.35	8.56	10.12
Laundry Attendant	14	5.66	7.04	8.36
Washer/Sorter	6	5.88	7.34	8.46
Machine Operator	4	6.16	7.85	8.80
Housekeeping Supervisor	13	7.11	8.63	8.72
Inspector	8	6.01	7.19	7.77
Room Attendant	15	5.51	6.33	7.29
Houseperson	16	5.52	6.56	7.48
Uniform Attendant	8	5.54	7.13	6.92
Seamer/Alterations	5	7.16	9.17	10.49
Lead Houseperson	3	6.10	7.87	8.48
Public Area Attendant	11	5.62	7.02	7.76
Turn Down Attendant	4	5.83	6.34	8.12
Supply Attendant	3	5.78	7.35	8.25

HOTELS WITH MORE THAN 750 ROOMS

Office Staff Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Administrative Assistant	13	8.45	11.19	13.40
General Office Clerk	6	6.40	7.76	9.36
Highest Level Secretary	12	9.08	10.75	12.23
2nd Highest Level Secretary	8	8.09	9.77	11.10
Entry Level Secretary	9	7.64	8.71	10.33
Executive Office Receptionist	7	7.15	9.66	9.71
Sales Office Receptionist	8	7.09	8.47	9.24

Engineering & Maintenance Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Skilled Trades	10	9.48	11.45	13.07
Semi Skilled Trades	10	8.41	9.66	11.50
General Maintenance	15	6.61	8.06	10.55
Lead Grounds Person	4	8.29	9.13	10.91
Grounds Person	9	5.94	7.20	8.46
Pool Maintenance Person	5	7.59	7.90	10.50

Other Hourly Positions Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
HR Coordinator	7	8.60	9.94	12.14
Gift Shop Supervisor	4	6.61	7.26	10.35
Gift Shop Clerk	4	5.69	6.03	8.06

HOTELS WITH MORE THAN 750 ROOMS

Management and Supervisory Job Titles	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
General Manager	12	62,005	89,822	95,284
Assistant General Manager	3	37,441	53,620	59,360
Controller	9	53,973	80,922	108,833
Assistant Controller	8	33,989	46,557	57,702
Credit Manager	8	25,582	34,917	42,503
Food & Beverage Controller	6	28,795	41,353	47,745
Operations Analyst (Systems)	3	33,000	39,567	48,900
Director of MIS	6	36,333	48,399	58,500
Purchasing Manager	8	28,796	38,579	44,703
Human Resource Director	11	45,239	56,272	68,842
Asst. Human Resource Director	8	26,967	31,923	41,888
Employment/Benefits Manager	6	22,817	28,438	34,300
Training & Development Manager	7	27,167	31,981	38,833
Director of Convention Services	9	45,378	53,066	69,427
Director of Rooms	10	46,244	58,881	66,964
Front Desk Manager	7	23,294	25,900	32,887
Front Office Manager	11	32,328	37,898	46,518
Assistant Front Office Manager	8	22,003	24,411	30,786
Reservations Manager	14	26,198	31,907	39,628
Food & Beverage Director	12	53,277	60,865	77,216
Asst. Food & Beverage Manager	5	36,868	42,991	56,138
Restaurant Manager	12	28,416	33,793	41,588
Assistant Restaurant Manager	12	22,454	25,901	33,150
Beverage Manager	6	24,754	30,446	32,226
Banquet & Catering Manager	11	26,542	31,549	40,862
Assistant Banquet Manager	8	19,980	22,658	30,163
Executive Chef	11	51,163	63,999	73,715
Sous Chef	10	29,731	36,898	46,751
Executive Steward	9	26,059	32,116	37,214

HOTELS WITH MORE THAN 750 ROOMS

Management and Supervisory Job Titles Continued	No. of Prop. Resp.	Avg. Position Entry Rate	Avg. Position Mid Rate	Avg. Position Max Rate
Head Steward	4	20,013	26,651	27,433
Director of Sales	8	45,107	75,829	66,938
Director of Sales and Marketing	7	58,681	69,276	82,944
Senior Sales Manager I	13	35,635	45,186	51,901
Sales Manager II	10	27,763	32,624	42,445
Conference Manager	5	26,000	32,134	38,025
Executive Housekeeper	15	34,764	38,240	48,698
Assistant Housekeeper	12	24,112	26,325	34,770
Laundry Manager	12	25,563	31,335	38,606
Chief Engineer	14	40,328	50,925	57,885
Assistant Chief Engineer	12	29,475	33,437	42,551
Engineering Supervisor	7	21,818	21,363	29,557
Director of Security	12	28,194	36,105	39,888
Guest Services Manager	8	23,029	26,896	34,203
Assistant Guest Services Manager	4	25,333	25,681	35,667

Other Wage information:

**PARTICIPATING HOTELS AND OTHER HOSPITALITY COMPANIES
1996 CENTRAL FLORIDA HOTEL PERSONNEL ASSOCIATION
WAGE AND BENEFIT SURVEY**

Arnold Palmer's Bay Hill Club & Lodge	Omni Rosen
Buena Vista Palace Resort and Spa	Orange Lake Resort and Country Club
Clarion Plaza - International Drive	Orlando Marriott International Drive
Comfort Inn - Palm Parkway	Orlando/Kissimmee Gateway Hilton Inn
Comfort Inn International	Park Inn - Kissimmee
Country Hearth Inn	Quality Inn International
Days Inn East of Universal Studios	Quality Inn Lake Cecile
Doubletree Guest Suites Resort	Quality Inn Plaza - International Drive
Embassy Suites Resorts Lake Buena Vista	Quality Suites Maingate East
Grosvenor Resort	Radisson Plaza Hotel Orlando
Hampton Inn - Altamonte	Radisson Twin Towers Orlando
Hampton Inn - South Kirkman Road	Ramada Plaza Resort
Hilton at Walt Disney World Village	Ramada Resort and Conference Center
Hilton Grand Vacations Club	Ramada Suites by Sea World
Holiday Inn - International Drive	Residence Inn by Marriott
Holiday Inn Cocoa Beach	Rodeway Inn - International Drive
Holiday Inn Hotel / Suites Main Gate East	Shades of Green
Holiday Inn SunSpree Resort	Sheraton Inn Lakeside
Holiday Inn UCF	Sheraton Plaza Hotel at the Florida Mall
Hotel Royal Plaza - CFI Resorts	Sheraton World Resort
Howard Johnson Universal Tower	Tamar Inns Executive Offices
Hyatt Orlando	The Castle
Hyatt Regency Orlando Airport	The Peabody Orlando
Island One Resorts	The Villas of Grand Cypress
LaQuinta Inn - Jamaica Court	Tropical Palms Resort
Marriott's Orlando World Center	Vistana Resort
Marriott Cypress Harbour	Walt Disney World Company
Motel 6 Disney World Main Gate	Wynfield Inn Westwood

**PARTICIPATING HOTELS AND OTHER HOSPITALITY COMPANIES
BY LOCATION**

International Drive & Florida Center

Arnold Palmer's Bay Hill Club & Lodge
 Clarion Plaza - International Drive
 Comfort Inn International
 Country Hearth Inn
 Days Inn East of Universal Studios
 Hampton Inn - South Kirkman Road
 Hilton Grand Vacations Club
 Holiday Inn - International Drive
 Howard Johnson Universal Tower
 LaQuinta Inn - Jamaica Court
 Marriott Cypress Harbour
 Omni Rosen
 Orlando Marriott International Drive
 Quality Inn International
 Quality Inn Plaza - International Drive
 Radisson Twin Towers Orlando
 Ramada Resort and Conference Center
 Ramada Suites by Sea World
 Rodeway Inn - International Drive
 Sheraton World Resort
 Tamar Inns Executive Offices
 The Castle
 The Peabody Orlando
 Wynfield Inn Westwood

All Other Areas

Holiday Inn Cocoa Beach
 Hampton Inn - Altamonte
 Holiday Inn UCF
 Hyatt Regency Orlando Airport
 Radisson Plaza Hotel Orlando
 Sheraton Plaza Hotel at the Florida Mall

Lake Buena Vista and Disney Area

Buena Vista Palace Resort and Spa
 Comfort Inn - Palm Parkway
 Doubletree Guest Suites Resort
 Embassy Suites Resorts Lake Buena Vista
 Grosvenor Resort
 Hilton at Walt Disney World Village
 Holiday Inn SunSpree Resort
 Hotel Royal Plaza - CFI Resorts
 Marriott's Orlando World Center
 Residence Inn by Marriott
 Shades of Green
 The Villas of Grand Cypress
 Vistana Resort
 Walt Disney World Company

Kissimmee Area

Holiday Inn Hotel / Suites Main Gate East
 Hyatt Orlando
 Island One Resorts
 Motel 6 Disney World Main Gate
 Orange Lake Resort and Country Club
 Orlando/Kissimmee Gateway Hilton Inn
 Park Inn - Kissimmee
 Quality Inn Lake Cecile
 Quality Suites Maingate East
 Ramada Plaza Resort
 Sheraton Inn Lakeside
 Tropical Palms Resort

**PARTICIPATING HOTELS AND OTHER HOSPITALITY COMPANIES
BY PROPERTY SIZE**

Hotels With Less Than 300 Rooms

Arnold Palmer's Bay Hill Club & Lodge
Country Hearth Inn
Hilton Grand Vacations Club
The Castle
Comfort Inn International
Days Inn East of Universal Studios
Doubletree Guest Suites Resort
Embassy Suites Resorts Lake Buena Vista
Hampton Inn - Altamonte
Hampton Inn - South Kirkman Road
Holiday Inn UCF
LaQuinta Inn - Jamaica Court
Motel 6 Disney World Main Gate
Park Inn - Kissimmee
Quality Inn Lake Cecile
Ramada Suites by Sea World
Shades of Green
The Villas of Grand Cypress
Wynfield Inn Westwood

Hotels With Over 750 Rooms

Buena Vista Palace Resort and Spa
Clarion Plaza - International Drive
Hilton at Walt Disney World Village
Hyatt Orlando
Marriott's Orlando World Center
Marriott Cypress Harbour
Omni Rosen
Orange Lake Resort and Country Club
Orlando Marriott International Drive
Quality Inn International
Quality Inn Plaza - International Drive
Quality Suites Maingate East
Sheraton World Resort
Tamar Inns Executive Offices
The Peabody Orlando
Vistana Resort
Walt Disney World Company

Hotels With 301 to 750 Rooms

Comfort Inn - Palm Parkway
Grosvenor Resort
Holiday Inn - International Drive
Holiday Inn Cocoa Beach
Holiday Inn Hotel / Suites Main Gate East
Holiday Inn SunSpree Resort
Hotel Royal Plaza - CFI Resorts
Howard Johnson Universal Tower
Hyatt Regency Orlando Airport
Island One Resorts
Orlando/Kissimmee Gateway Hilton Inn
Radisson Plaza Hotel Orlando
Radisson Twin Towers Orlando
Ramada Plaza Resort
Ramada Resort and Conference Center
Residence Inn by Marriott
Rodeway Inn - International Drive
Sheraton Inn Lakeside
Sheraton Plaza Hotel at the Florida Mall
Tropical Palms Resort

OTHER WAGE INFORMATION - TOTAL CENTRAL FLORIDA AREA

Front Office Job Titles	% With Paid Meals Full/Part	% With Shift Differential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Front Desk Shift Supervisor	62.79%	19.00%	92.86%	163	0.33	2.40%	32.50%
Lead Front Desk Clerk	80.00%	30.00%	100.00%	172	0.25	0.00%	20.00%
Front Desk Clerk	57.41%	32.10%	94.44%	147	0.29	0.00%	26.90%
Reservationist Supervisor	73.68%	11.80%	66.67%	186	0.33	0.00%	38.90%
Lead Reservationist	88.89%	22.20%	55.56%	157	0.34	0.00%	33.30%
Reservationist	63.64%	9.50%	63.64%	155	0.29	0.00%	33.30%
Telephone Supervisor	90.91%	22.20%	40.00%	181	0.30	0.00%	0.00%
Telephone Operator	60.53%	38.90%	57.89%	158	0.27	0.00%	15.80%
Lead Concierge	100.00%	33.30%	100.00%	90	0.28	0.00%	0.00%
Concierge	63.64%	9.10%	100.00%	179	0.32	8.30%	18.20%
Day Care Lead	66.67%	0.00%	100.00%	120	0.35	0.00%	66.70%
Day Care Attendant	50.00%	0.00%	100.00%	181	0.25	0.00%	50.00%
Valet Parker	100.00%	71.40%	100.00%	163	0.14	100.00%	0.00%
Door Person	60.00%	25.00%	100.00%	234	0.21	90.90%	10.00%
Bell Captain	75.00%	14.30%	100.00%	169	0.25	76.50%	11.80%
Bell Person	65.71%	34.30%	100.00%	188	0.16	94.40%	18.20%
Van Driver	100.00%	0.00%	100.00%	242	0.38	66.70%	33.30%
Health Club Attendant	100.00%	0.00%	100.00%	212	0.32	33.30%	0.00%
Life Guard	66.67%	0.00%	100.00%	242	0.31	0.00%	0.00%

Food & Beverage Job Titles	% With Paid Meals Full/Part	% With Shift Differential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Restaurant Supervisor	73.68%	5.60%	63.16%	162	0.38	0.00%	18.70%
Restaurant Host Person	78.57%	7.70%	85.71%	183	0.24	0.00%	7.70%
Restaurant Cashier	85.70%	7.10%	92.90%	196	0.27	7.10%	7.70%
Restaurant Cashier/Host	65.22%	17.40%	95.65%	150	0.27	0.00%	18.20%
Restaurant Server	74.36%	21.10%	95.00%	200	0.13	92.50%	16.20%
Restaurant Bus Person	72.73%	18.20%	97.06%	178	0.20	80.00%	18.20%
Buffet Attendant	77.78%	11.10%	100.00%	172	0.23	10.00%	0.00%
Deli Prep/Cashier	66.67%	22.20%	100.00%	161	0.28	11.10%	0.00%
Deli Cashier	58.33%	8.30%	100.00%	135	0.25	0.00%	25.00%
Deli Attendant	50.00%	16.70%	100.00%	181	0.25	25.00%	25.00%
Lead Bartender	81.82%	20.00%	100.00%	191	0.18	100.00%	22.20%
Bartender	71.43%	10.00%	95.24%	195	0.22	100.00%	12.80%
Cocktail Server	68.42%	0.00%	100.00%	240	0.12	95.00%	20.00%
Barback	80.00%	0.00%	100.00%	204	0.22	70.00%	0.00%
Service Bartender	77.78%	14.30%	100.00%	194	0.30	77.80%	25.00%
Servi-Bar Attendant	100.00%	12.50%	100.00%	194	0.22	55.60%	11.10%
Setup Lead - Convention Svc.	93.33%	50.00%	100.00%	212	0.30	53.30%	20.00%
Set-up Attendant	76.00%	30.40%	100.00%	190	0.26	54.20%	16.70%
Banquet Captain	85.00%	11.10%	95.00%	252	0.21	89.50%	21.10%
Banquet Server	73.91%	9.50%	91.30%	259	0.10	95.70%	18.20%
Banquet Bartender	64.29%	8.30%	92.86%	299	0.23	92.90%	23.10%

TOTAL CENTRAL FLORIDA

Food & Beverage Job Titles (continued)	% With Paid Meals Full/Part	% With Shift Differ- ential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Lead Baker	83.33%	20.00%	100.00%	199	0.35	16.70%	16.70%
Baker	100.00%	50.00%	100.00%	173	0.33	0.00%	0.00%
Cook I (lowest)	79.31%	11.10%	96.55%	189	0.28	3.70%	14.80%
Cook II (2nd lowest)	89.29%	18.50%	100.00%	199	0.30	0.00%	12.00%
Cook III (next to highest)	75.76%	16.10%	96.97%	160	0.33	0.00%	16.70%
Cook IV (highest)	74.07%	15.40%	100.00%	163	0.35	0.00%	11.10%
Garde Manger	100.00%	0.00%	100.00%	181	0.36	0.00%	16.70%
Cafeteria Attendant	94.44%	6.20%	100.00%	207	0.28	5.90%	11.80%
Lead Storeroom Clerk	100.00%	33.30%	75.00%	192	0.29	0.00%	0.00%
Storeroom Clerk	82.35%	13.30%	93.75%	208	0.26	0.00%	6.20%
Receiver	100.00%	10.00%	91.67%	156	0.26	0.00%	8.30%
Dishwasher	77.78%	12.00%	96.30%	192	0.24	3.80%	15.40%
Pot Washer	100.00%	50.00%	100.00%	180	0.23	0.00%	0.00%
Kitchen Utility	66.67%	33.30%	93.33%	108	0.24	0.00%	7.70%
Captain, Room Service	87.50%	28.60%	87.50%	216	0.21	77.80%	0.00%
Cashier, Room Service	90.91%	44.40%	81.82%	181	0.27	10.00%	10.00%
Server, Room Service	80.00%	25.00%	95.24%	222	0.11	85.70%	25.00%
Bus Person, Room Service	71.43%	16.70%	100.00%	142	0.21	42.90%	14.30%

Security Job Titles	% With Paid Meals Full/Part	% With Shift Differ- ential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Security Supervisor	80.00%	21.40%	80.00%	169	0.33	0.00%	21.40%
Security Officer	63.16%	55.60%	92.11%	175	0.30	0.00%	11.10%

Finance & Accounting Job Titles	% With Paid Meals Full/Part	% With Shift Differ- ential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Accounting Clerk	70.37%	7.70%	18.52%	169	0.31	0.00%	12.00%
Accounts Receivable Clerk	72.73%	0.00%	14.29%	178	0.33	0.00%	22.20%
Accounts Payable Clerk	68.00%	0.00%	16.67%	182	0.33	0.00%	19.00%
Payroll Supervisor	66.67%	0.00%	8.33%	212	0.37	0.00%	18.20%
Payroll Clerk	77.27%	9.50%	14.29%	198	0.33	0.00%	15.00%
General Cashier	68.42%	0.00%	15.79%	196	0.31	0.00%	5.60%
Lead Night Auditor	86.67%	21.40%	60.00%	220	0.34	0.00%	46.70%
Night Auditor	56.00%	24.00%	66.67%	144	0.34	0.00%	20.00%
Mail Clerk	66.67%	11.10%	33.33%	141	0.30	0.00%	22.20%

TOTAL CENTRAL FLORIDA

Laundry & Housekeeping Job Titles	% With Paid Meals Full/Part	% With Shift Differ- ential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Laundry Supervisor	72.73%	0.00%	90.91%	189	0.31	0.00%	22.70%
Laundry Attendant	60.00%	11.10%	93.33%	162	0.25	0.00%	18.60%
Washer/Sorter	80.00%	11.10%	100.00%	209	0.25	0.00%	0.00%
Machine Operator	75.00%	12.50%	100.00%	193	0.28	0.00%	0.00%
Housekeeping Supervisor	72.22%	8.80%	87.88%	161	0.32	2.90%	18.20%
Inspector	50.00%	4.20%	91.67%	150	0.27	0.00%	26.10%
Room Attendant	58.82%	12.00%	97.96%	159	0.25	8.00%	22.90%
Houseperson	57.41%	17.00%	94.12%	153	0.26	3.80%	21.20%
Uniform Attendant	80.00%	0.00%	77.78%	221	0.24	0.00%	0.00%
Seamer/Alterations	80.00%	22.20%	100.00%	200	0.24	0.00%	11.10%
Lead Houseperson	62.50%	28.60%	100.00%	181	0.22	0.00%	0.00%
Public Area Attendant	58.82%	20.60%	95.50%	162	0.23	2.90%	21.20%
Turn Down Attendant	66.67%	18.20%	100.00%	181	0.23	9.10%	0.00%
Supply Attendant	60.00%	0.00%	75.00%	144	0.27	0.00%	0.00%

Office Staff Job Titles	% With Paid Meals Full/Part	% With Shift Differ- ential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Administrative Assistant	66.67%	5.10%	28.21%	180	0.35	0.00%	13.90%
General Office Clerk	77.78%	0.00%	11.11%	161	0.26	0.00%	0.00%
Highest Level Secretary	69.57%	4.50%	17.39%	164	0.35	0.00%	0.00%
2nd Highest Level Secretary	69.23%	0.00%	15.38%	193	0.31	0.00%	18.20%
Entry Level Secretary	60.00%	0.00%	6.67%	212	0.31	0.00%	7.70%
Executive Office Receptionist	75.00%	0.00%	15.38%	177	0.28	0.00%	25.00%
Sales Office Receptionist	83.33%	0.00%	8.33%	146	0.30	0.00%	41.70%

Engineering & Maintenance Job Titles	% With Paid Meals Full/Part	% With Shift Differ- ential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Skilled Trades	62.50%	35.50%	100.00%	162	0.40	0.00%	16.70%
Semi Skilled Trades	67.74%	30.00%	100.00%	164	0.39	0.00%	16.10%
General Maintenance	56.25%	21.30%	97.92%	156	0.35	0.00%	11.40%
Lead Grounds Person	100.00%	25.00%	100.00%	204	0.39	0.00%	0.00%
Grounds Person	70.37%	7.40%	96.30%	178	0.28	0.00%	23.10%
Pool Maintenance Person	66.67%	11.10%	100.00%	181	0.42	0.00%	33.30%

TOTAL CENTRAL FLORIDA

Other Hourly Positions Job Titles	% With Paid Meals Full/Part	% With Shift Differ- ential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Tour/Travel Coordinator	66.67%	0.00%	0.00%	90	0.35	0.00%	33.30%
Catering Coordinator	50.00%	0.00%	25.00%	216	0.31	0.00%	28.60%
HR Coordinator	73.33%	0.00%	13.33%	230	0.39	0.00%	14.30%
Gift Shop Supervisor	66.67%	0.00%	100.00%	227	0.38	0.00%	16.70%
Gift Shop Clerk	88.89%	0.00%	100.00%	181	0.32	0.00%	11.10%

TOTAL CENTRAL FLORIDA

Management and Supervisory Job Titles	% With Paid Meals Full/Part	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	% of Position With Bonus	% of Position With Oth Comp
General Manager	71.43%	53.85%	305	92.50%	25.00%
Assistant General Manager	66.67%	57.14%	344	78.60%	0.00%
Controller	75.86%	48.15%	271	88.90%	10.70%
Assistant Controller	72.22%	12.50%	311	18.70%	0.00%
Credit Manager	76.92%	0.00%	288	25.00%	0.00%
Food & Beverage Controller	87.50%	0.00%	326	40.00%	0.00%
Operations Analyst (Systems)	100.00%	33.33%	278	57.10%	0.00%
Director of MIS	88.89%	11.11%	296	25.00%	0.00%
Purchasing Manager	92.31%	27.27%	327	41.70%	0.00%
Human Resource Director	79.41%	43.75%	297	68.70%	9.40%
Assistant Human Resource Director	80.00%	16.67%	293	21.40%	7.10%
Employment/Benefits Manager	100.00%	0.00%	296	37.50%	0.00%
Training & Development Manager	90.00%	11.11%	296	33.30%	0.00%
Director of Convention Services	93.33%	38.46%	334	76.90%	6.70%
Director of Rooms	100.00%	50.00%	319	76.90%	15.40%
Front Desk Manager	68.42%	11.11%	297	36.80%	0.00%
Front Office Manager	70.00%	39.29%	307	55.60%	7.10%
Assistant Front Office Manager	78.95%	27.78%	322	43.70%	0.00%
Reservations Manager	75.00%	26.67%	295	41.40%	3.30%
Food & Beverage Director	80.65%	36.67%	321	79.30%	6.90%
Assistant Food & Beverage Manager	81.82%	10.00%	347	20.00%	20.00%
Restaurant Manager	84.62%	34.78%	298	43.50%	0.00%
Assistant Restaurant Manager	100.00%	21.43%	290	33.30%	6.70%
Beverage Manager	100.00%	14.29%	299	50.00%	28.60%
Banquet & Catering Manager	85.71%	26.32%	322	57.90%	23.80%
Assistant Banquet Manager	90.91%	12.50%	334	44.40%	18.20%
Executive Chef	88.89%	56.00%	314	68.00%	16.00%
Sous Chef	90.48%	55.00%	326	27.80%	21.10%
Executive Steward	90.91%	30.00%	323	20.00%	10.00%
Head Steward	100.00%	50.00%	365	25.00%	0.00%
Director of Sales	62.50%	43.48%	257	95.50%	25.00%
Director of Marketing	75.00%	100.00%	365	100.00%	0.00%
Director of Sales and Marketing	90.48%	36.84%	355	100.00%	0.00%
Senior Sales Manager I	76.92%	8.70%	297	69.60%	12.50%
Sales Manager II	72.41%	7.69%	294	76.00%	10.70%
Conference Manager	70.00%	12.50%	365	70.00%	10.00%
Executive Housekeeper	71.11%	30.23%	306	48.80%	2.30%
Assistant Housekeeper	71.43%	20.59%	295	29.40%	2.90%
Laundry Manager	93.75%	14.29%	313	33.30%	0.00%
Chief Engineer	76.74%	50.00%	305	67.50%	9.50%
Assistant Chief Engineer	78.26%	25.00%	304	31.80%	0.00%
Engineering Supervisor	88.89%	62.50%	228	33.30%	11.10%
Director of Security	84.00%	36.36%	315	47.80%	12.50%
Guest Services Manager	90.91%	25.00%	292	54.50%	18.20%
Assistant Guest Services Manager	100.00%	20.00%	273	33.30%	33.30%

OTHER WAGE INFORMATION - INTERNATIONAL DRIVE AND FLORIDA CENTER AREA

Front Office Job Titles	% With Paid Meals Full/Part	% With Shift Differential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Front Desk Shift Supervisor	64.71%	12.50%	88.24%	147	0.33	5.90%	25.00%
Lead Front Desk Clerk	50.00%	50.00%	100.00%	159	0.26	0.00%	0.00%
Front Desk Clerk	52.17%	26.10%	91.30%	155	0.27	0.00%	8.70%
Reservationist Supervisor	83.33%	20.00%	50.00%	212	0.31	0.00%	16.70%
Lead Reservationist	75.00%	25.00%	25.00%	120	0.34	0.00%	0.00%
Reservationist	52.94%	12.50%	52.94%	149	0.29	0.00%	17.60%
Telephone Supervisor	100.00%	0.00%	66.67%	242	0.43	0.00%	0.00%
Telephone Operator	42.86%	38.50%	64.29%	149	0.29	0.00%	7.10%
Concierge	75.00%	25.00%	100.00%	228	0.27	0.00%	0.00%
Door Person	50.00%	16.70%	100.00%	204	0.26	83.30%	0.00%
Bell Captain	80.00%	25.00%	100.00%	181	0.26	80.00%	0.00%
Bell Person	69.23%	30.80%	100.00%	207	0.20	100.00%	7.70%

Food & Beverage Job Titles	% With Paid Meals Full/Part	% With Shift Differential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Restaurant Supervisor	77.78%	11.10%	66.67%	181	0.38	0.00%	12.50%
Restaurant Host Person	75.00%	25.00%	75.00%	166	0.25	0.00%	0.00%
Restaurant Cashier	66.67%	16.70%	83.33%	156	0.33	16.70%	0.00%
Restaurant Cashier/Host	60.00%	20.00%	90.00%	136	0.28	0.00%	10.00%
Restaurant Server	66.67%	26.70%	93.75%	237	0.19	100.00%	6.20%
Restaurant Bus Person	61.54%	21.40%	92.86%	181	0.25	78.60%	7.10%
Deli Prep/Cashier	60.00%	40.00%	100.00%	181	0.30	0.00%	0.00%
Deli Attendant	50.00%	25.00%	100.00%	159	0.29	25.00%	25.00%
Lead Bartender	75.00%	25.00%	100.00%	273	0.18	100.00%	0.00%
Bartender	61.11%	11.10%	88.89%	245	0.27	100.00%	5.90%
Cocktail Server	66.67%	0.00%	100.00%	296	0.10	83.30%	16.70%
Barback	75.00%	0.00%	100.00%	181	0.24	75.00%	0.00%
Service Bartender	75.00%	25.00%	100.00%	182	0.50	75.00%	25.00%
Setup Lead - Convention Svc.	85.71%	42.90%	100.00%	234	0.35	42.90%	28.60%
Set-up Attendant	80.00%	30.00%	100.00%	202	0.26	50.00%	20.00%
Banquet Captain	87.50%	12.50%	100.00%	310	0.17	85.70%	25.00%
Banquet Server	77.78%	11.10%	88.89%	296	0.13	100.00%	22.20%
Banquet Bartender	66.67%	16.70%	83.33%	273	0.23	100.00%	33.30%
Cook I (lowest)	77.78%	0.00%	88.89%	205	0.34	0.00%	11.10%
Cook II (2nd lowest)	90.00%	10.00%	100.00%	212	0.34	0.00%	10.00%
Cook III (next to highest)	69.23%	7.70%	92.31%	148	0.35	0.00%	7.70%
Cook IV (highest)	75.00%	8.30%	100.00%	170	0.41	0.00%	7.70%
Cafeteria Attendant	83.33%	0.00%	100.00%	212	0.32	0.00%	16.70%
Lead Storeroom Clerk	100.00%	50.00%	66.67%	182	0.25	0.00%	0.00%
Storeroom Clerk	80.00%	20.00%	100.00%	181	0.27	0.00%	0.00%
Receiver	100.00%	0.00%	100.00%	212	0.30	0.00%	0.00%

INTERNATIONAL DRIVE AND FLORIDA CENTER

Food & Beverage Job Titles Continued	% With Paid Meals Full/Part	% With Shift Differ- ential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Dishwasher	75.00%	8.30%	100.00%	181	0.28	8.30%	8.30%
Kitchen Utility	40.00%	20.00%	80.00%	90	0.25	0.00%	0.00%
Captain, Room Service	100.00%	33.30%	66.67%	273	0.20	66.70%	0.00%
Cashier, Room Service	80.00%	40.00%	60.00%	163	0.26	0.00%	0.00%
Server, Room Service	85.71%	28.60%	100.00%	273	0.12	85.70%	14.30%
Bus Person, Room Service	66.67%	33.30%	100.00%	182	0.25	33.30%	0.00%

Security Job Titles	% With Paid Meals Full/Part	% With Shift Differ- ential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Security Supervisor	83.33%	16.70%	83.33%	181	0.35	0.00%	16.70%
Security Officer	56.25%	43.70%	100.00%	178	0.31	0.00%	6.20%

Finance & Accounting Job Titles	% With Paid Meals Full/Part	% With Shift Differ- ential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Accounting Clerk	55.56%	0.00%	0.00%	195	0.32	0.00%	12.50%
Accounts Receivable Clerk	75.00%	0.00%	0.00%	185	0.31	0.00%	14.30%
Accounts Payable Clerk	66.67%	0.00%	0.00%	184	0.32	0.00%	12.50%
Payroll Supervisor	75.00%	0.00%	0.00%	228	0.31	0.00%	25.00%
Payroll Clerk	83.33%	0.00%	0.00%	212	0.28	0.00%	16.70%
General Cashier	62.50%	0.00%	0.00%	216	0.33	0.00%	12.50%
Lead Night Auditor	100.00%	14.30%	50.00%	254	0.40	0.00%	37.50%
Night Auditor	54.17%	17.40%	62.50%	152	0.27	0.00%	8.30%

Laundry & Housekeeping Job Titles	% With Paid Meals Full/Part	% With Shift Differ- ential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Laundry Supervisor	83.33%	0.00%	100.00%	212	0.36	0.00%	16.70%
Laundry Attendant	52.94%	11.80%	100.00%	151	0.26	0.00%	17.60%
Machine Operator	66.67%	0.00%	100.00%	182	0.25	0.00%	0.00%
Housekeeping Supervisor	80.00%	6.70%	71.43%	177	0.31	7.10%	14.30%
Inspector	42.86%	7.10%	92.86%	140	0.28	0.00%	15.40%
Room Attendant	52.17%	4.30%	95.45%	147	0.26	8.70%	18.20%
Houseperson	50.00%	13.60%	95.24%	137	0.26	4.50%	14.30%
Uniform Attendant	50.00%	0.00%	50.00%	198	0.25	0.00%	0.00%
Public Area Attendant	61.54%	23.10%	91.70%	165	0.26	0.00%	16.70%
Turn Down Attendant	33.33%	0.00%	100.00%	182	0.25	0.00%	0.00%

INTERNATIONAL DRIVE AND FLORIDA CENTER

Office Staff Job Titles	% With Paid Meals Full/Part	% With Shift Differential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Administrative Assistant	61.11%	0.00%	5.56%	188	0.35	0.00%	11.10%
Highest Level Secretary	77.78%	0.00%	0.00%	164	0.36	0.00%	0.00%
Entry Level Secretary	40.00%	0.00%	0.00%	236	0.38	0.00%	20.00%
Executive Office Receptionist	100.00%	0.00%	0.00%	235	0.25	0.00%	50.00%
Sales Office Receptionist	80.00%	0.00%	0.00%	218	0.25	0.00%	40.00%

Engineering & Maintenance Job Titles	% With Paid Meals Full/Part	% With Shift Differential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Skilled Trades	66.67%	25.00%	100.00%	184	0.37	0.00%	8.30%
Semi Skilled Trades	63.64%	18.20%	100.00%	190	0.40	0.00%	9.10%
General Maintenance	50.00%	13.60%	100.00%	158	0.31	0.00%	4.50%
Grounds Person	80.00%	10.00%	100.00%	182	0.30	0.00%	11.10%
Pool Maintenance Person	66.67%	0.00%	100.00%	242	0.41	0.00%	0.00%

Other Hourly Positions Job Titles	% With Paid Meals Full/Part	% With Shift Differential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
HR Coordinator	80.00%	0.00%	0.00%	254	0.49	0.00%	20.00%
Gift Shop Supervisor	50.00%	0.00%	100.00%	273	0.42	0.00%	25.00%
Gift Shop Clerk	75.00%	0.00%	100.00%	250	0.33	0.00%	25.00%

INTERNATIONAL DRIVE AND FLORIDA CENTER

Management and Supervisory Job Titles	% With Paid Meals Full/Part	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	% of Position With Bonus	% of Position With Oth Comp
General Manager	84.21%	41.18%	339	94.70%	15.80%
Assistant General Manager	57.14%	16.67%	365	50.00%	0.00%
Controller	80.00%	22.22%	295	90.00%	10.00%
Assistant Controller	66.67%	0.00%	288	16.70%	0.00%
Credit Manager	83.33%	0.00%	288	33.30%	0.00%
Operations Analyst (Systems)	100.00%	0.00%	283	33.30%	0.00%
Purchasing Manager	100.00%	0.00%	319	75.00%	0.00%
Human Resource Director	92.31%	25.00%	327	61.50%	0.00%
Assistant Human Resource Director	100.00%	0.00%	303	0.00%	0.00%
Employment/Benefits Manager	100.00%	0.00%	310	40.00%	0.00%
Training & Development Manager	80.00%	20.00%	296	20.00%	0.00%
Director of Convention Services	100.00%	16.67%	339	85.70%	14.30%
Director of Rooms	100.00%	25.00%	319	100.00%	0.00%
Front Desk Manager	80.00%	0.00%	319	40.00%	0.00%
Front Office Manager	88.89%	25.00%	308	55.60%	11.10%
Assistant Front Office Manager	100.00%	0.00%	365	60.00%	0.00%
Reservations Manager	78.57%	15.38%	330	50.00%	0.00%
Food & Beverage Director	100.00%	16.67%	348	75.00%	8.30%
Assistant Food & Beverage Manager	100.00%	0.00%	303	0.00%	0.00%
Restaurant Manager	90.91%	20.00%	319	45.50%	0.00%
Assistant Restaurant Manager	100.00%	0.00%	308	50.00%	0.00%
Beverage Manager	100.00%	0.00%	319	60.00%	20.00%
Banquet & Catering Manager	100.00%	0.00%	342	66.70%	22.20%
Assistant Banquet Manager	100.00%	0.00%	365	80.00%	0.00%
Executive Chef	90.91%	50.00%	319	72.70%	18.20%
Sous Chef	87.50%	50.00%	299	50.00%	25.00%
Executive Steward	100.00%	0.00%	319	50.00%	25.00%
Head Steward	100.00%	50.00%	365	33.30%	0.00%
Director of Sales	75.00%	12.50%	264	100.00%	37.50%
Director of Sales and Marketing	90.00%	22.22%	347	100.00%	0.00%
Senior Sales Manager I	81.82%	10.00%	319	72.70%	9.10%
Sales Manager II	83.33%	0.00%	319	72.70%	8.30%
Conference Manager	75.00%	0.00%	365	75.00%	0.00%
Executive Housekeeper	84.21%	16.67%	328	47.40%	0.00%
Assistant Housekeeper	78.57%	14.29%	293	35.70%	0.00%
Laundry Manager	100.00%	0.00%	334	50.00%	0.00%
Chief Engineer	88.89%	47.06%	307	64.70%	0.00%
Assistant Chief Engineer	85.71%	50.00%	299	28.60%	0.00%
Director of Security	100.00%	33.33%	347	60.00%	10.00%
Guest Services Manager	100.00%	25.00%	319	50.00%	25.00%

OTHER WAGE INFORMATION - LAKE BUENA VISTA AND DISNEY AREA

Front Office Job Titles	% With Paid Meals Full/Part	% With Shift Differential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Front Desk Shift Supervisor	81.82%	27.30%	100.00%	181	0.32	0.00%	40.00%
Lead Front Desk Clerk	100.00%	20.00%	100.00%	181	0.24	0.00%	40.00%
Front Desk Clerk	78.57%	50.00%	100.00%	135	0.30	0.00%	30.80%
Reservationist Supervisor	100.00%	20.00%	80.00%	236	0.34	0.00%	40.00%
Lead Reservationist	100.00%	20.00%	80.00%	199	0.34	0.00%	60.00%
Reservationist	78.57%	14.30%	71.43%	155	0.31	0.00%	38.50%
Telephone Supervisor	100.00%	33.30%	33.33%	155	0.29	0.00%	0.00%
Telephone Operator	76.92%	46.20%	61.54%	142	0.27	0.00%	14.30%
Concierge	100.00%	0.00%	100.00%	80	0.52	0.00%	0.00%
Day Care Attendant	75.00%	0.00%	100.00%	181	0.26	0.00%	50.00%
Valet Parker	100.00%	80.00%	100.00%	113	0.14	100.00%	0.00%
Bell Captain	75.00%	12.50%	100.00%	147	0.26	66.70%	11.10%
Bell Person	72.73%	45.50%	100.00%	140	0.16	90.90%	10.00%
Life Guard	66.67%	0.00%	100.00%	242	0.31	0.00%	0.00%

Food & Beverage Job Titles	% With Paid Meals Full/Part	% With Shift Differential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Restaurant Host Person	100.00%	0.00%	100.00%	158	0.25	0.00%	0.00%
Restaurant Cashier	100.00%	0.00%	80.00%	254	0.23	0.00%	20.00%
Restaurant Cashier/Host	100.00%	33.30%	100.00%	151	0.26	0.00%	20.00%
Restaurant Server	100.00%	33.30%	91.67%	145	0.12	91.70%	18.20%
Restaurant Bus Person	100.00%	30.00%	100.00%	172	0.16	90.90%	18.20%
Buffet Attendant	83.33%	16.70%	100.00%	181	0.23	14.30%	0.00%
Deli Cashier	85.71%	14.30%	100.00%	129	0.24	0.00%	14.30%
Deli Attendant	66.67%	33.30%	100.00%	180	0.26	0.00%	0.00%
Lead Bartender	100.00%	25.00%	100.00%	126	0.17	100.00%	33.30%
Bartender	100.00%	18.20%	100.00%	148	0.18	100.00%	9.10%
Cocktail Server	100.00%	0.00%	100.00%	212	0.13	100.00%	20.00%
Barback	100.00%	0.00%	100.00%	242	0.22	60.00%	0.00%
Servi-Bar Attendant	100.00%	25.00%	100.00%	150	0.17	60.00%	0.00%
Setup Lead - Convention Svc.	100.00%	80.00%	100.00%	144	0.24	66.70%	0.00%
Set-up Attendant	100.00%	57.10%	100.00%	135	0.28	62.50%	0.00%
Banquet Captain	100.00%	20.00%	83.33%	135	0.21	83.30%	16.70%
Banquet Server	100.00%	20.00%	100.00%	204	0.10	83.30%	0.00%
Banquet Bartender	100.00%	0.00%	100.00%	180	0.31	66.70%	0.00%
Lead Baker	100.00%	33.30%	100.00%	180	0.38	25.00%	25.00%
Baker	100.00%	80.00%	100.00%	162	0.34	0.00%	0.00%

LAKE BUENA VISTA AND DISNEY

Food & Beverage Job Titles (continued)	% With Paid Meals Full/Part	% With Shift Differ- ential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Cook I (lowest)	100.00%	33.30%	100.00%	181	0.26	0.00%	11.10%
Cook II (2nd lowest)	100.00%	33.30%	100.00%	181	0.29	0.00%	0.00%
Cook III (next to highest)	100.00%	44.40%	100.00%	154	0.32	0.00%	12.50%
Cook IV (highest)	100.00%	50.00%	100.00%	141	0.34	0.00%	16.70%
Garde Manger	100.00%	0.00%	100.00%	158	0.39	0.00%	0.00%
Cafeteria Attendant	100.00%	20.00%	100.00%	181	0.23	0.00%	0.00%
Lead Storeroom Clerk	100.00%	50.00%	100.00%	120	0.32	0.00%	0.00%
Storeroom Clerk	85.71%	16.70%	100.00%	220	0.25	0.00%	0.00%
Receiver	100.00%	25.00%	100.00%	163	0.27	0.00%	0.00%
Dishwasher	100.00%	28.60%	100.00%	181	0.21	0.00%	12.50%
Kitchen Utility	100.00%	80.00%	100.00%	144	0.23	0.00%	0.00%
Captain, Room Service	100.00%	33.30%	100.00%	120	0.26	75.00%	0.00%
Cashier, Room Service	100.00%	100.00%	100.00%	120	0.28	33.30%	0.00%
Server, Room Service	100.00%	33.30%	100.00%	151	0.11	85.70%	14.30%

Security Job Titles	% With Paid Meals Full/Part	% With Shift Differ- ential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Security Supervisor	100.00%	40.00%	80.00%	144	0.31	0.00%	20.00%
Security Officer	81.82%	70.00%	100.00%	156	0.26	0.00%	10.00%

Finance & Accounting Job Titles	% With Paid Meals Full/Part	% With Shift Differ- ential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Accounting Clerk	77.78%	11.10%	33.33%	191	0.32	0.00%	11.10%
Accounts Receivable Clerk	85.71%	0.00%	28.57%	141	0.37	0.00%	16.70%
Accounts Payable Clerk	87.50%	0.00%	37.50%	169	0.34	0.00%	12.50%
Payroll Supervisor	83.33%	0.00%	16.67%	243	0.43	0.00%	16.70%
Payroll Clerk	75.00%	12.50%	25.00%	227	0.33	0.00%	0.00%
General Cashier	85.71%	0.00%	42.86%	181	0.32	0.00%	0.00%
Lead Night Auditor	100.00%	40.00%	60.00%	163	0.31	0.00%	40.00%
Night Auditor	83.33%	38.50%	76.92%	139	0.43	0.00%	25.00%
Mail Clerk	66.67%	16.70%	33.33%	166	0.28	0.00%	16.70%

LAKE BUENA VISTA AND DISNEY

Laundry & Housekeeping Job Titles	% With Paid Meals Full/Part	% With Shift Differential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Laundry Supervisor	66.67%	0.00%	100.00%	196	0.31	0.00%	16.70%
Laundry Attendant	83.33%	16.70%	100.00%	173	0.73	0.00%	18.20%
Washer/Sorter	100.00%	25.00%	100.00%	226	0.27	0.00%	0.00%
Machine Operator	100.00%	25.00%	100.00%	226	0.30	0.00%	0.00%
Housekeeping Supervisor	87.50%	28.60%	100.00%	141	0.28	0.00%	12.50%
Inspector	100.00%	0.00%	100.00%	181	0.25	0.00%	50.00%
Room Attendant	84.62%	30.80%	100.00%	153	0.25	7.70%	33.30%
Houseperson	85.71%	42.90%	92.86%	168	0.25	7.10%	21.40%
Uniform Attendant	100.00%	0.00%	100.00%	204	0.28	0.00%	0.00%
Seamer/Alterations	83.33%	33.30%	100.00%	166	0.28	0.00%	16.70%
Lead Houseperson	75.00%	25.00%	100.00%	180	0.25	0.00%	0.00%
Public Area Attendant	77.78%	33.30%	100.00%	130	0.22	11.10%	22.20%
Turn Down Attendant	100.00%	50.00%	100.00%	158	0.23	25.00%	0.00%
Supply Attendant	66.67%	0.00%	100.00%	150	0.28	0.00%	0.00%

Office Staff Job Titles	% With Paid Meals Full/Part	% With Shift Differential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Administrative Assistant	90.91%	18.20%	54.55%	204	0.33	0.00%	11.10%
General Office Clerk	83.33%	0.00%	16.67%	181	0.26	0.00%	0.00%
Highest Level Secretary	71.43%	14.30%	28.57%	158	0.37	0.00%	0.00%
2nd Highest Level Secretary	77.78%	0.00%	22.22%	181	0.32	0.00%	25.00%
Entry Level Secretary	75.00%	0.00%	25.00%	204	0.31	0.00%	0.00%
Executive Office Receptionist	100.00%	0.00%	33.33%	242	0.33	0.00%	0.00%
Sales Office Receptionist	100.00%	0.00%	0.00%	120	0.30	0.00%	50.00%

Engineering & Maintenance Job Titles	% With Paid Meals Full/Part	% With Shift Differential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Skilled Trades	75.00%	62.50%	100.00%	130	0.47	0.00%	12.50%
Semi Skilled Trades	80.00%	50.00%	100.00%	154	0.42	0.00%	20.00%
General Maintenance	81.82%	54.50%	100.00%	143	0.39	0.00%	22.20%
Grounds Person	87.50%	12.50%	100.00%	171	0.26	0.00%	22.20%
Pool Maintenance Person	100.00%	33.30%	100.00%	120	0.45	0.00%	33.30%

Other Hourly Positions Job Titles	% With Paid Meals Full/Part	% With Shift Differential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
HR Coordinator	83.33%	0.00%	16.67%	196	0.39	0.00%	0.00%

LAKE BUENA VISTA AND DISNEY

Management and Supervisory Job Titles	% With Paid Meals Full/Part	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	% of Position With Bonus	% of Position With Oth Comp
General Manager	88.89%	75.00%	331	88.90%	44.40%
Assistant General Manager	80.00%	80.00%	365	100.00%	0.00%
Controller	77.78%	75.00%	283	87.50%	12.50%
Assistant Controller	83.33%	20.00%	334	0.00%	0.00%
Credit Manager	100.00%	0.00%	303	0.00%	0.00%
Food & Beverage Controller	100.00%	0.00%	273	0.00%	0.00%
Operations Analyst (Systems)	100.00%	66.67%	273	66.70%	0.00%
Director of MIS	100.00%	25.00%	296	0.00%	0.00%
Purchasing Manager	100.00%	66.67%	310	25.00%	0.00%
Human Resource Director	81.82%	70.00%	310	80.00%	20.00%
Assistant Human Resource Director	100.00%	50.00%	365	0.00%	20.00%
Training & Development Manager	100.00%	0.00%	273	50.00%	0.00%
Director of Convention Services	100.00%	75.00%	310	75.00%	0.00%
Director of Rooms	100.00%	50.00%	299	66.70%	16.70%
Front Desk Manager	80.00%	25.00%	310	20.00%	0.00%
Front Office Manager	77.78%	37.50%	334	50.00%	12.50%
Assistant Front Office Manager	71.43%	16.67%	296	42.90%	0.00%
Reservations Manager	77.78%	25.00%	304	25.00%	12.50%
Food & Beverage Director	66.67%	54.55%	319	81.80%	9.10%
Assistant Food & Beverage Manager	100.00%	0.00%	365	33.30%	33.30%
Restaurant Manager	100.00%	50.00%	286	33.30%	0.00%
Assistant Restaurant Manager	100.00%	40.00%	288	0.00%	20.00%
Banquet & Catering Manager	100.00%	25.00%	296	50.00%	20.00%
Assistant Banquet Manager	100.00%	33.33%	273	0.00%	25.00%
Executive Chef	100.00%	62.50%	304	50.00%	12.50%
Sous Chef	100.00%	66.67%	326	0.00%	16.70%
Executive Steward	100.00%	50.00%	310	0.00%	0.00%
Director of Sales	85.71%	66.67%	260	80.00%	14.30%
Director of Marketing	66.67%	100.00%	365	100.00%	0.00%
Director of Sales and Marketing	83.33%	60.00%	365	100.00%	0.00%
Senior Sales Manager I	85.71%	16.67%	326	50.00%	28.60%
Sales Manager II	85.71%	16.67%	326	66.70%	25.00%
Conference Manager	80.00%	25.00%	365	60.00%	20.00%
Executive Housekeeper	76.92%	41.67%	308	41.70%	7.70%
Assistant Housekeeper	81.82%	20.00%	323	27.30%	9.10%
Laundry Manager	100.00%	33.33%	296	0.00%	0.00%
Chief Engineer	83.33%	50.00%	323	63.60%	8.30%
Assistant Chief Engineer	75.00%	28.57%	331	25.00%	0.00%
Engineering Supervisor	100.00%	66.67%	296	0.00%	0.00%
Director of Security	80.00%	50.00%	292	44.40%	20.00%
Guest Services Manager	75.00%	33.33%	296	25.00%	25.00%
Assistant Guest Services Manager	100.00%	50.00%	212	0.00%	33.30%

OTHER WAGE INFORMATION - KISSIMMEE AREA

Front Office Job Titles	% With Paid Meals Full/Part	% With Shift Differential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Front Desk Shift Supervisor	55.56%	11.10%	100.00%	145	0.38	0.00%	33.30%
Front Desk Clerk	54.55%	36.40%	90.91%	120	0.34	0.00%	54.50%
Reservationist Supervisor	60.00%	0.00%	80.00%	90	0.41	0.00%	60.00%
Reservationist	75.00%	0.00%	75.00%	131	0.31	0.00%	50.00%
Telephone Operator	71.43%	28.60%	42.86%	129	0.24	0.00%	14.30%
Bell Person	66.67%	16.70%	100.00%	228	0.10	100.00%	33.30%

Food & Beverage Job Titles	% With Paid Meals Full/Part	% With Shift Differential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Restaurant Supervisor	60.00%	0.00%	80.00%	90	0.41	0.00%	25.00%
Restaurant Host Person	100.00%	0.00%	75.00%	159	0.24	0.00%	0.00%
Restaurant Cashier	100.00%	0.00%	100.00%	182	0.27	0.00%	0.00%
Restaurant Cashier/Host	50.00%	0.00%	100.00%	159	0.27	0.00%	25.00%
Restaurant Server	71.43%	0.00%	100.00%	200	0.10	71.40%	16.70%
Restaurant Bus Person	66.67%	0.00%	100.00%	136	0.19	66.70%	20.00%
Deli Attendant	50.00%	0.00%	100.00%	159	0.21	50.00%	25.00%
Bartender	71.43%	0.00%	100.00%	145	0.22	100.00%	14.30%
Cocktail Server	75.00%	0.00%	100.00%	228	0.14	100.00%	0.00%
Banquet Captain	100.00%	0.00%	100.00%	182	0.25	100.00%	0.00%
Banquet Server	66.67%	0.00%	100.00%	365	0.13	100.00%	0.00%
Cook I (lowest)	80.00%	0.00%	100.00%	145	0.28	20.00%	0.00%
Cook II (2nd lowest)	100.00%	0.00%	100.00%	159	0.25	0.00%	0.00%
Cook III (next to highest)	66.67%	0.00%	100.00%	136	0.30	0.00%	16.70%
Cook IV (highest)	80.00%	0.00%	100.00%	145	0.33	0.00%	0.00%
Cafeteria Attendant	100.00%	0.00%	100.00%	228	0.32	25.00%	0.00%
Receiver	100.00%	0.00%	66.67%	90	0.21	0.00%	0.00%
Dishwasher	75.00%	0.00%	75.00%	159	0.26	0.00%	25.00%
Kitchen Utility	66.67%	0.00%	100.00%	90	0.22	0.00%	0.00%
Server, Room Service	66.67%	0.00%	66.67%	228	0.13	100.00%	33.30%

Security Job Titles	% With Paid Meals Full/Part	% With Shift Differential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Security Officer	66.67%	50.00%	83.33%	169	0.35	0.00%	0.00%

KISSIMMEE

Finance & Accounting Job Titles	% With Paid Meals Full/Part	% With Shift Differ- ential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Accounting Clerk	85.71%	14.30%	28.57%	129	0.30	0.00%	0.00%
Accounts Receivable Clerk	50.00%	0.00%	0.00%	159	0.34	0.00%	25.00%
Accounts Payable Clerk	40.00%	0.00%	0.00%	145	0.34	0.00%	25.00%
Payroll Clerk	66.67%	16.70%	16.67%	136	0.36	0.00%	20.00%
General Cashier	66.67%	0.00%	0.00%	182	0.28	0.00%	0.00%
Night Auditor	44.44%	33.30%	66.67%	121	0.41	0.00%	33.30%

Laundry & Housekeeping Job Titles	% With Paid Meals Full/Part	% With Shift Differ- ential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Laundry Supervisor	83.33%	0.00%	100.00%	136	0.32	0.00%	16.70%
Laundry Attendant	54.55%	9.10%	80.00%	145	0.27	0.00%	10.00%
Washer/Sorter	66.67%	0.00%	100.00%	182	0.26	0.00%	0.00%
Housekeeping Supervisor	55.56%	0.00%	100.00%	121	0.38	0.00%	12.50%
Inspector	25.00%	0.00%	75.00%	159	0.30	0.00%	25.00%
Room Attendant	55.56%	0.00%	100.00%	151	0.27	0.00%	22.20%
Houseperson	50.00%	0.00%	90.00%	143	0.29	0.00%	25.00%
Uniform Attendant	100.00%	0.00%	0.00%	228	0.24	0.00%	0.00%
Public Area Attendant	50.00%	12.50%	85.71%	159	0.23	0.00%	12.50%
Turn Down Attendant	66.67%	0.00%	100.00%	182	0.24	0.00%	0.00%

Office Staff Job Titles	% With Paid Meals Full/Part	% With Shift Differ- ential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Administrative Assistant	57.14%	0.00%	42.86%	90	0.42	0.00%	0.00%
Highest Level Secretary	60.00%	0.00%	40.00%	136	0.33	0.00%	0.00%
2nd Highest Level Secretary	50.00%	0.00%	0.00%	182	0.34	0.00%	0.00%
Entry Level Secretary	75.00%	0.00%	0.00%	159	0.29	0.00%	0.00%
Executive Office Receptionist	66.67%	0.00%	33.33%	90	0.25	0.00%	0.00%
Sales Office Receptionist	100.00%	0.00%	50.00%	90	0.38	0.00%	33.30%

Engineering & Maintenance Job Titles	% With Paid Meals Full/Part	% With Shift Differ- ential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Skilled Trades	57.14%	28.60%	100.00%	129	0.43	0.00%	16.70%
Semi Skilled Trades	66.67%	16.70%	100.00%	129	0.41	0.00%	14.30%
General Maintenance	54.55%	9.10%	90.91%	140	0.42	0.00%	10.00%
Grounds Person	50.00%	0.00%	83.33%	182	0.29	0.00%	20.00%

KISSIMMEE

Other Hourly Positions Job Titles	% With Paid Meals Full/Part	% With Shift Differ- ential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Gift Shop Clerk	100.00%	0.00%	100.00%	90	0.25	0.00%	0.00%

KISSIMMEE

Management and Supervisory Job Titles	% With Paid Meals Full/Part	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	% of Position With Bonus	% of Position With Oth Comp
General Manager	45.45%	45.45%	169	90.00%	30.00%
Controller	62.50%	50.00%	182	85.70%	12.50%
Assistant Controller	80.00%	20.00%	296	50.00%	0.00%
Credit Manager	66.67%	0.00%	228	33.30%	0.00%
Director of MIS	66.67%	0.00%	228	33.30%	0.00%
Purchasing Manager	100.00%	33.33%	365	33.30%	0.00%
Human Resource Director	62.50%	50.00%	208	71.40%	14.30%
Assistant Human Resource Director	66.67%	0.00%	200	60.00%	0.00%
Employment/Benefits Manager	100.00%	0.00%	365	33.30%	0.00%
Training & Development Manager	100.00%	0.00%	365	50.00%	0.00%
Director of Rooms	100.00%	75.00%	365	66.70%	33.30%
Front Office Manager	55.56%	55.56%	247	57.10%	0.00%
Assistant Front Office Manager	80.00%	40.00%	296	33.30%	0.00%
Reservations Manager	71.43%	42.86%	228	50.00%	0.00%
Food & Beverage Director	83.33%	33.33%	255	80.00%	0.00%
Assistant Food & Beverage Manager	100.00%	33.33%	365	50.00%	0.00%
Restaurant Manager	66.67%	40.00%	273	60.00%	0.00%
Banquet & Catering Manager	75.00%	75.00%	273	50.00%	0.00%
Executive Chef	80.00%	60.00%	296	100.00%	0.00%
Sous Chef	100.00%	50.00%	365	33.30%	0.00%
Director of Sales	42.86%	57.14%	200	100.00%	28.60%
Director of Sales and Marketing	100.00%	33.33%	365	100.00%	0.00%
Senior Sales Manager I	66.67%	0.00%	200	100.00%	0.00%
Sales Manager II	57.14%	14.29%	208	100.00%	0.00%
Executive Housekeeper	55.56%	44.44%	228	50.00%	0.00%
Assistant Housekeeper	71.43%	42.86%	273	33.30%	0.00%
Laundry Manager	100.00%	20.00%	296	50.00%	0.00%
Chief Engineer	55.56%	55.56%	247	75.00%	37.50%
Assistant Chief Engineer	100.00%	0.00%	296	50.00%	0.00%
Engineering Supervisor	66.67%	33.33%	90	66.70%	33.30%
Director of Security	75.00%	25.00%	296	33.30%	0.00%

OTHER WAGE INFORMATION - ALL OTHER AREAS

Front Office Job Titles	% With Paid Meals Full/Part	% With Shift Differential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Front Desk Shift Supervisor	33.33%	33.30%	83.33%	197	0.26	0.00%	40.00%
Front Desk Clerk	33.33%	0.00%	100.00%	197	0.24	0.00%	40.00%
Reservationist Supervisor	33.33%	0.00%	50.00%	212	0.23	0.00%	50.00%
Reservationist	40.00%	0.00%	60.00%	218	0.23	0.00%	50.00%
Telephone Operator	50.00%	33.30%	50.00%	296	0.23	0.00%	66.70%
Concierge	25.00%	0.00%	100.00%	218	0.24	25.00%	50.00%
Bell Person	40.00%	40.00%	100.00%	218	0.16	80.00%	50.00%

Food & Beverage Job Titles	% With Paid Meals Full/Part	% With Shift Differential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Restaurant Supervisor	66.67%	0.00%	33.33%	212	0.40	0.00%	50.00%
Restaurant Host Person	33.33%	0.00%	100.00%	273	0.23	0.00%	50.00%
Restaurant Cashier/Host	33.33%	0.00%	100.00%	182	0.23	0.00%	33.30%
Restaurant Server	40.00%	0.00%	100.00%	250	0.09	100.00%	50.00%
Restaurant Bus Person	50.00%	0.00%	100.00%	250	0.18	75.00%	66.70%
Bartender	40.00%	0.00%	100.00%	218	0.18	100.00%	50.00%
Cocktail Server	25.00%	0.00%	100.00%	212	0.08	100.00%	50.00%
Service Bartender	66.67%	0.00%	100.00%	212	0.26	66.70%	50.00%
Set-up Attendant	40.00%	0.00%	100.00%	218	0.22	25.00%	50.00%
Banquet Captain	33.33%	0.00%	100.00%	303	0.21	100.00%	50.00%
Banquet Server	40.00%	0.00%	80.00%	250	0.08	100.00%	50.00%
Banquet Bartender	33.33%	0.00%	100.00%	365	0.19	100.00%	50.00%
Cook I (lowest)	40.00%	0.00%	100.00%	218	0.21	0.00%	50.00%
Cook II (2nd lowest)	50.00%	25.00%	100.00%	250	0.29	0.00%	66.70%
Cook III (next to highest)	50.00%	0.00%	100.00%	250	0.32	0.00%	66.70%
Cook IV (highest)	0.00%	0.00%	100.00%	212	0.22	0.00%	33.30%
Storeroom Clerk	66.67%	0.00%	100.00%	212	0.25	0.00%	50.00%
Dishwasher	33.33%	0.00%	100.00%	303	0.20	0.00%	50.00%
Server, Room Service	33.33%	25.00%	100.00%	250	0.11	75.00%	66.70%

Security Job Titles	% With Paid Meals Full/Part	% With Shift Differential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Security Officer	40.00%	75.00%	60.00%	218	0.28	0.00%	50.00%

Finance & Accounting Job Titles	% With Paid Meals Full/Part	% With Shift Differential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Accounts Receivable Clerk	66.67%	0.00%	50.00%	273	0.22	0.00%	100.00%
Accounts Payable Clerk	66.67%	0.00%	50.00%	273	0.29	0.00%	100.00%
Night Auditor	20.00%	0.00%	60.00%	163	0.26	0.00%	40.00%

ALL OTHER

Laundry & Housekeeping Job Titles	% With Paid Meals Full/Part	% With Shift Differ- ential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Laundry Supervisor	50.00%	0.00%	60.00%	181	0.24	0.00%	50.00%
Laundry Attendant	40.00%	0.00%	83.33%	197	0.21	0.00%	40.00%
Housekeeping Supervisor	50.00%	0.00%	100.00%	228	0.25	0.00%	66.70%
Room Attendant	33.33%	20.00%	100.00%	228	0.23	20.00%	20.00%
Houseperson	33.33%	0.00%	100.00%	197	0.22	0.00%	40.00%
Public Area Attendant	25.00%	0.00%	100.00%	218	0.22	0.00%	50.00%

Office Staff Job Titles	% With Paid Meals Full/Part	% With Shift Differ- ential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Administrative Assistant	33.33%	0.00%	33.33%	228	0.27	0.00%	66.70%
Executive Office Receptionist	33.33%	0.00%	0.00%	120	0.23	0.00%	33.30%

Engineering & Maintenance Job Titles	% With Paid Meals Full/Part	% With Shift Differ- ential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Skilled Trades	40.00%	25.00%	100.00%	218	0.27	0.00%	50.00%
Semi Skilled Trades	50.00%	33.30%	100.00%	181	0.24	0.00%	33.30%
General Maintenance	25.00%	0.00%	100.00%	228	0.28	0.00%	33.30%
Grounds Person	33.33%	0.00%	100.00%	182	0.23	0.00%	66.70%

Other Hourly Positions Job Titles	% With Paid Meals Full/Part	% With Shift Differ- ential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Catering Coordinator	66.67%	0.00%	33.33%	273	0.25	0.00%	100.00%
HR Coordinator	33.33%	0.00%	33.33%	303	0.25	0.00%	50.00%

ALL OTHER

Management and Supervisory Job Titles	% With Paid Meals Full/Part	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	% of Position With Bonus	% of Position With Oth Comp
General Manager	33.33%	100.00%	365	100.00%	0.00%
Front Office Manager	33.33%	33.33%	365	66.70%	0.00%
Banquet & Catering Manager	33.33%	33.33%	365	50.00%	66.70%
Sales Manager II	33.33%	0.00%	365	66.70%	0.00%
Executive Housekeeper	25.00%	25.00%	365	75.00%	0.00%
Assistant Housekeeper	0.00%	0.00%	228	0.00%	0.00%
Chief Engineer	50.00%	50.00%	365	75.00%	0.00%
Assistant Chief Engineer	33.33%	0.00%	228	33.30%	0.00%

OTHER WAGE INFORMATION - HOTELS WITH 300 ROOMS OR LESS

Front Office Job Titles	% With Paid Meals Full/Part	% With Shift Differential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Front Desk Shift Supervisor	35.71%	7.10%	92.86%	163	0.32	0.00%	30.80%
Front Desk Clerk	42.11%	5.30%	89.47%	125	0.29	0.00%	22.20%
Reservationist Supervisor	40.00%	0.00%	100.00%	250	0.24	0.00%	40.00%
Reservationist	50.00%	0.00%	70.00%	145	0.30	0.00%	22.20%
Telephone Operator	50.00%	0.00%	83.33%	136	0.22	0.00%	16.70%
Concierge	75.00%	0.00%	100.00%	151	0.44	0.00%	0.00%
Bell Person	62.50%	14.30%	100.00%	163	0.21	87.50%	12.50%

Food & Beverage Job Titles	% With Paid Meals Full/Part	% With Shift Differential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Restaurant Cashier/Host	75.00%	0.00%	75.00%	159	0.22	0.00%	0.00%
Restaurant Server	75.00%	50.00%	87.50%	126	0.26	100.00%	0.00%
Restaurant Bus Person	83.33%	42.90%	85.71%	126	0.21	71.40%	0.00%
Bartender	70.00%	10.00%	80.00%	202	0.26	100.00%	0.00%
Set-up Attendant	80.00%	20.00%	100.00%	159	0.24	40.00%	0.00%
Banquet Captain	100.00%	33.30%	66.67%	90	0.20	100.00%	33.30%
Banquet Server	66.67%	33.30%	100.00%	90	0.10	100.00%	0.00%
Baker	100.00%	66.70%	100.00%	130	0.33	0.00%	0.00%
Cook I (lowest)	85.71%	28.60%	85.71%	146	0.28	0.00%	0.00%
Cook II (2nd lowest)	100.00%	28.60%	100.00%	186	0.27	0.00%	0.00%
Cook III (next to highest)	83.33%	33.30%	83.33%	125	0.42	0.00%	0.00%
Cook IV (highest)	66.67%	33.30%	100.00%	171	0.43	0.00%	0.00%
Dishwasher	100.00%	0.00%	100.00%	182	0.20	0.00%	0.00%
Kitchen Utility	66.67%	33.30%	100.00%	90	0.23	0.00%	0.00%

Security Job Titles	% With Paid Meals Full/Part	% With Shift Differential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Security Officer	66.67%	0.00%	100.00%	233	0.28	0.00%	0.00%

Finance & Accounting Job Titles	% With Paid Meals Full/Part	% With Shift Differential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Accounting Clerk	57.14%	0.00%	14.29%	212	0.27	0.00%	0.00%
Accounts Payable Clerk	100.00%	0.00%	33.33%	192	0.33	0.00%	0.00%
Night Auditor	44.44%	16.70%	84.21%	154	0.31	0.00%	21.10%

HOTELS WITH 300 ROOMS OR LESS

Laundry & Housekeeping Job Titles	% With Paid Meals Full/Part	% With Shift Differ- ential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Laundry Attendant	30.77%	7.70%	84.62%	139	0.27	0.00%	7.70%
Housekeeping Supervisor	50.00%	0.00%	85.71%	156	0.38	0.00%	0.00%
Inspector	50.00%	0.00%	90.00%	209	0.27	0.00%	10.00%
Room Attendant	50.00%	11.10%	100.00%	148	0.26	16.70%	11.10%
Houseperson	44.44%	11.10%	94.12%	132	0.27	11.10%	5.60%
Public Area Attendant	54.55%	9.10%	90.00%	143	0.24	9.10%	9.10%
Turn Down Attendant	33.33%	33.30%	100.00%	90	0.23	33.30%	0.00%

Office Staff Job Titles	% With Paid Meals Full/Part	% With Shift Differ- ential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Administrative Assistant	54.55%	9.10%	27.27%	226	0.41	0.00%	9.10%
Highest Level Secretary	100.00%	25.00%	0.00%	166	0.36	0.00%	0.00%

Engineering & Maintenance Job Titles	% With Paid Meals Full/Part	% With Shift Differ- ential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Skilled Trades	50.00%	16.70%	100.00%	156	0.30	0.00%	0.00%
Semi Skilled Trades	62.50%	12.50%	100.00%	159	0.31	0.00%	12.50%
General Maintenance	43.75%	6.20%	100.00%	149	0.34	0.00%	6.70%
Grounds Person	83.33%	0.00%	100.00%	182	0.24	0.00%	16.70%

Other Hourly Positions Job Titles	% With Paid Meals Full/Part	% With Shift Differ- ential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Gift Shop Clerk	66.67%	0.00%	100.00%	212	0.34	0.00%	0.00%

HOTELS WITH 300 ROOMS OR LESS

Management and Supervisory Job Titles	% With Paid Meals Full/Part	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	% of Position With Bonus	% of Position With Oth Comp
General Manager	50.00%	53.85%	342	85.70%	28.60%
Assistant General Manager	55.56%	37.50%	365	62.50%	0.00%
Controller	57.14%	28.57%	324	85.70%	14.30%
Assistant Controller	66.67%	33.33%	365	0.00%	0.00%
Human Resource Director	88.89%	33.33%	365	44.40%	11.10%
Front Desk Manager	42.86%	14.29%	326	28.60%	0.00%
Front Office Manager	42.86%	42.86%	365	57.10%	28.60%
Assistant Front Office Manager	0.00%	50.00%	365	33.30%	0.00%
Reservations Manager	60.00%	40.00%	365	20.00%	20.00%
Food & Beverage Director	88.89%	44.44%	365	66.70%	22.20%
Restaurant Manager	100.00%	66.67%	365	0.00%	0.00%
Banquet & Catering Manager	66.67%	0.00%	365	100.00%	100.00%
Executive Chef	100.00%	60.00%	365	40.00%	40.00%
Sous Chef	100.00%	100.00%	365	33.30%	66.70%
Director of Sales	44.44%	33.33%	304	88.90%	33.30%
Director of Sales and Marketing	60.00%	40.00%	365	100.00%	0.00%
Senior Sales Manager I	66.67%	33.33%	365	33.30%	33.30%
Sales Manager II	50.00%	0.00%	365	80.00%	16.70%
Conference Manager	33.33%	33.33%	365	66.70%	0.00%
Executive Housekeeper	50.00%	37.50%	321	31.20%	6.20%
Assistant Housekeeper	50.00%	33.33%	304	8.30%	8.30%
Chief Engineer	53.33%	53.33%	311	42.90%	6.70%
Assistant Chief Engineer	25.00%	50.00%	228	25.00%	0.00%
Director of Security	100.00%	100.00%	303	33.30%	33.30%

OTHER WAGE INFORMATION - HOTELS WITH BETWEEN 301 ROOMS AND 750 ROOMS

Front Office Job Titles	% With Paid Meals Full/Part	% With Shift Differential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Front Desk Shift Supervisor	68.75%	25.00%	87.50%	149	0.34	0.00%	46.70%
Lead Front Desk Clerk	100.00%	33.30%	100.00%	150	0.16	0.00%	66.70%
Front Desk Clerk	63.16%	22.20%	94.74%	149	0.30	0.00%	44.40%
Reservationist Supervisor	77.78%	12.50%	62.50%	163	0.35	0.00%	50.00%
Reservationist	63.16%	11.10%	73.68%	149	0.31	0.00%	44.40%
Telephone Supervisor	75.00%	50.00%	0.00%	135	0.20	0.00%	0.00%
Telephone Operator	58.82%	25.00%	52.94%	165	0.28	0.00%	31.20%
Concierge	33.33%	0.00%	100.00%	250	0.25	33.30%	66.70%
Day Care Attendant	33.33%	0.00%	100.00%	182	0.25	0.00%	100.00%
Door Person	50.00%	0.00%	100.00%	365	0.18	100.00%	0.00%
Bell Captain	71.43%	14.30%	100.00%	126	0.19	71.40%	14.30%
Bell Person	58.82%	23.50%	100.00%	208	0.14	100.00%	30.80%

Food & Beverage Job Titles	% With Paid Meals Full/Part	% With Shift Differential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Restaurant Supervisor	60.00%	0.00%	60.00%	136	0.35	0.00%	33.30%
Restaurant Host Person	80.00%	0.00%	100.00%	218	0.22	0.00%	25.00%
Restaurant Cashier	80.00%	0.00%	80.00%	163	0.26	0.00%	0.00%
Restaurant Cashier/Host	54.55%	9.10%	100.00%	165	0.27	0.00%	40.00%
Restaurant Server	64.71%	6.20%	100.00%	201	0.10	88.20%	40.00%
Restaurant Bus Person	62.50%	6.70%	100.00%	170	0.19	81.20%	40.00%
Buffet Attendant	50.00%	25.00%	100.00%	226	0.19	0.00%	0.00%
Deli Prep/Cashier	66.67%	0.00%	100.00%	120	0.23	33.30%	0.00%
Deli Cashier	42.86%	14.30%	100.00%	155	0.24	0.00%	42.90%
Deli Attendant	44.44%	22.20%	100.00%	171	0.24	33.30%	33.30%
Lead Bartender	66.67%	0.00%	100.00%	182	0.18	100.00%	66.70%
Bartender	64.71%	6.20%	100.00%	175	0.21	100.00%	33.30%
Cocktail Server	60.00%	0.00%	100.00%	239	0.09	100.00%	36.40%
Barback	75.00%	0.00%	100.00%	204	0.20	75.00%	0.00%
Service Bartender	80.00%	0.00%	100.00%	250	0.32	60.00%	50.00%
Setup Lead - Convention Svc.	100.00%	20.00%	100.00%	197	0.30	60.00%	40.00%
Set-up Attendant	60.00%	11.10%	100.00%	191	0.25	66.70%	33.30%
Banquet Captain	71.43%	0.00%	100.00%	243	0.24	100.00%	33.30%
Banquet Server	60.00%	0.00%	80.00%	258	0.08	100.00%	33.30%
Banquet Bartender	50.00%	0.00%	83.33%	319	0.24	100.00%	40.00%
Cook I (lowest)	64.29%	7.70%	100.00%	201	0.27	7.70%	30.80%
Cook II (2nd lowest)	81.82%	18.20%	100.00%	206	0.31	0.00%	30.00%
Cook III (next to highest)	62.50%	13.30%	100.00%	153	0.30	0.00%	35.70%
Cook IV (highest)	63.64%	9.10%	100.00%	156	0.31	0.00%	27.30%
Cafeteria Attendant	100.00%	0.00%	100.00%	239	0.30	14.30%	28.60%
Storeroom Clerk	66.67%	20.00%	80.00%	181	0.25	0.00%	20.00%
Receiver	100.00%	0.00%	75.00%	90	0.21	0.00%	25.00%

HOTELS WITH BETWEEN 301 ROOMS AND 750 ROOMS

Food & Beverage Job Titles (continued)	% With Paid Meals Full/Part	% With Shift Differ- ential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Dishwasher	60.00%	0.00%	90.00%	209	0.25	0.00%	44.40%
Kitchen Utility	62.50%	25.00%	87.50%	101	0.24	0.00%	14.30%
Cashier, Room Service	100.00%	50.00%	66.67%	182	0.25	0.00%	50.00%
Server, Room Service	70.00%	18.20%	90.91%	232	0.12	90.90%	50.00%
Bus Person, Room Service	33.33%	0.00%	100.00%	90	0.18	66.70%	33.30%

Security Job Titles	% With Paid Meals Full/Part	% With Shift Differ- ential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Security Supervisor	60.00%	25.00%	80.00%	181	0.28	0.00%	50.00%
Security Officer	61.11%	58.80%	83.33%	162	0.31	0.00%	25.00%

Finance & Accounting Job Titles	% With Paid Meals Full/Part	% With Shift Differ- ential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Accounting Clerk	80.00%	10.00%	30.00%	136	0.34	0.00%	33.30%
Accounts Receivable Clerk	54.55%	0.00%	30.00%	181	0.34	0.00%	50.00%
Accounts Payable Clerk	50.00%	0.00%	27.27%	174	0.33	0.00%	44.40%
Payroll Supervisor	40.00%	0.00%	0.00%	90	0.31	0.00%	25.00%
Payroll Clerk	66.67%	12.50%	12.50%	171	0.33	0.00%	42.90%
General Cashier	50.00%	0.00%	25.00%	193	0.28	0.00%	12.50%
Lead Night Auditor	60.00%	0.00%	80.00%	200	0.32	0.00%	100.00%
Night Auditor	58.82%	23.50%	64.71%	138	0.41	0.00%	37.50%
Mail Clerk	33.33%	0.00%	33.33%	120	0.37	0.00%	66.70%

Laundry & Housekeeping Job Titles	% With Paid Meals Full/Part	% With Shift Differ- ential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Laundry Supervisor	70.00%	0.00%	80.00%	163	0.31	0.00%	50.00%
Laundry Attendant	66.67%	11.10%	94.44%	154	0.23	0.00%	31.20%
Washer/Sorter	60.00%	25.00%	100.00%	163	0.23	0.00%	0.00%
Machine Operator	33.33%	0.00%	100.00%	90	0.25	0.00%	0.00%
Housekeeping Supervisor	66.67%	7.10%	100.00%	157	0.30	0.00%	38.50%
Inspector	50.00%	0.00%	100.00%	95	0.25	0.00%	50.00%
Room Attendant	61.11%	11.80%	100.00%	173	0.25	5.90%	37.50%
Houseperson	60.00%	15.80%	94.44%	160	0.26	0.00%	36.80%
Uniform Attendant	66.67%	0.00%	100.00%	212	0.18	0.00%	0.00%
Seamer/Alterations	75.00%	0.00%	100.00%	181	0.24	0.00%	33.30%
Lead Houseperson	60.00%	25.00%	100.00%	199	0.20	0.00%	0.00%
Public Area Attendant	50.00%	16.70%	100.00%	174	0.23	0.00%	41.70%
Turn Down Attendant	60.00%	25.00%	100.00%	163	0.22	0.00%	0.00%

HOTELS WITH BETWEEN 301 ROOMS AND 750 ROOMS

Office Staff Job Titles	% With Paid Meals Full/Part	% With Shift Differential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Administrative Assistant	62.50%	6.20%	37.50%	142	0.32	0.00%	23.10%
Highest Level Secretary	44.44%	0.00%	22.22%	141	0.31	0.00%	0.00%
2nd Highest Level Secretary	40.00%	0.00%	20.00%	144	0.29	0.00%	25.00%
Entry Level Secretary	40.00%	0.00%	0.00%	163	0.24	0.00%	0.00%
Executive Office Receptionist	50.00%	0.00%	0.00%	181	0.25	0.00%	66.70%
Sales Office Receptionist	100.00%	0.00%	0.00%	145	0.31	0.00%	100.00%

Engineering & Maintenance Job Titles	% With Paid Meals Full/Part	% With Shift Differential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Skilled Trades	52.94%	31.20%	100.00%	154	0.43	0.00%	33.30%
Semi Skilled Trades	61.54%	25.00%	100.00%	149	0.42	0.00%	30.80%
General Maintenance	61.11%	17.60%	94.44%	161	0.40	0.00%	26.70%
Grounds Person	50.00%	0.00%	91.67%	167	0.30	0.00%	41.70%
Pool Maintenance Person	33.33%	0.00%	100.00%	182	0.57	0.00%	100.00%

Other Hourly Positions Job Titles	% With Paid Meals Full/Part	% With Shift Differential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Catering Coordinator	33.33%	0.00%	33.33%	197	0.28	0.00%	40.00%
HR Coordinator	57.14%	0.00%	28.57%	246	0.32	0.00%	33.30%

HOTELS WITH BETWEEN 301 ROOMS AND 750 ROOMS

Management and Supervisory Job Titles	No. of Prop. Resp.	% With Paid Meals Full/Part	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	% of Position With Bonus	% of Position With Oth Comp
General Manager	16	68.75%	81.25%	259	92.90%	35.70%
Assistant General Manager	4	75.00%	100.00%	365	100.00%	0.00%
Controller	13	69.23%	69.23%	235	81.80%	16.70%
Assistant Controller	7	42.86%	14.29%	260	20.00%	0.00%
Credit Manager	5	40.00%	0.00%	218	0.00%	0.00%
Purchasing Manager	4	75.00%	50.00%	365	50.00%	0.00%
Human Resource Director	14	57.14%	64.29%	267	61.50%	7.70%
Assistant Human Resource Director	5	40.00%	0.00%	255	25.00%	0.00%
Employment/Benefits Manager	3	100.00%	0.00%	365	33.30%	0.00%
Training & Development Manager	3	100.00%	0.00%	365	50.00%	0.00%
Director of Convention Services	5	80.00%	60.00%	365	75.00%	0.00%
Director of Rooms	3	100.00%	100.00%	365	50.00%	0.00%
Front Desk Manager	5	60.00%	20.00%	310	40.00%	0.00%
Front Office Manager	12	58.33%	66.67%	296	60.00%	0.00%
Assistant Front Office Manager	9	77.78%	44.44%	304	42.90%	0.00%
Reservations Manager	13	61.54%	46.15%	259	36.40%	0.00%
Food & Beverage Director	10	80.00%	60.00%	310	88.90%	0.00%
Assistant Food & Beverage Manager	4	75.00%	25.00%	365	33.30%	0.00%
Restaurant Manager	11	63.64%	50.00%	283	44.40%	0.00%
Banquet & Catering Manager	7	71.43%	42.86%	319	50.00%	14.30%
Assistant Banquet Manager	3	66.67%	0.00%	365	50.00%	33.30%
Executive Chef	11	72.73%	72.73%	290	80.00%	10.00%
Sous Chef	8	75.00%	62.50%	331	16.70%	14.30%
Director of Sales	7	42.86%	71.43%	208	100.00%	28.60%
Director of Sales and Marketing	9	100.00%	55.56%	365	100.00%	0.00%
Senior Sales Manager I	10	50.00%	11.11%	273	75.00%	0.00%
Sales Manager II	14	64.29%	15.38%	250	81.80%	0.00%
Executive Housekeeper	14	71.43%	42.86%	280	58.30%	0.00%
Assistant Housekeeper	11	72.73%	9.09%	310	40.00%	0.00%
Laundry Manager	4	75.00%	0.00%	365	0.00%	0.00%
Chief Engineer	14	78.57%	69.23%	296	75.00%	7.70%
Assistant Chief Engineer	7	71.43%	16.67%	365	33.30%	0.00%
Director of Security	10	70.00%	33.33%	304	50.00%	0.00%
Guest Services Manager	3	66.67%	50.00%	365	100.00%	0.00%

OTHER WAGE INFORMATION - HOTELS WITH MORE THAN 750 ROOMS

Front Office Job Titles	% With Paid Meals Full/Part	% With Shift Differential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Front Desk Shift Supervisor	84.62%	25.00%	100.00%	181	0.32	7.70%	16.70%
Lead Front Desk Clerk	60.00%	40.00%	100.00%	108	0.30	0.00%	0.00%
Front Desk Clerk	68.75%	75.00%	100.00%	170	0.27	0.00%	12.50%
Reservationist Supervisor	100.00%	25.00%	40.00%	181	0.36	0.00%	20.00%
Lead Reservationist	83.33%	16.70%	50.00%	135	0.32	0.00%	16.70%
Reservationist	73.33%	14.30%	46.67%	169	0.27	0.00%	26.70%
Telephone Supervisor	100.00%	0.00%	80.00%	227	0.40	0.00%	0.00%
Telephone Operator	66.67%	71.40%	53.33%	158	0.26	0.00%	0.00%
Lead Concierge	100.00%	50.00%	100.00%	90	0.28	0.00%	0.00%
Concierge	75.00%	25.00%	100.00%	145	0.26	0.00%	0.00%
Day Care Attendant	66.67%	0.00%	100.00%	120	0.26	0.00%	0.00%
Valet Parker	100.00%	100.00%	100.00%	212	0.15	100.00%	0.00%
Door Person	66.67%	40.00%	100.00%	212	0.22	85.70%	14.30%
Bell Captain	85.71%	20.00%	100.00%	216	0.30	75.00%	12.50%
Bell Person	80.00%	63.60%	100.00%	182	0.16	91.70%	8.30%
Health Club Attendant	100.00%	0.00%	100.00%	212	0.32	33.30%	0.00%

Food & Beverage Job Titles	% With Paid Meals Full/Part	% With Shift Differential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Restaurant Supervisor	100.00%	14.30%	71.43%	207	0.35	0.00%	0.00%
Restaurant Host Person	85.71%	14.30%	85.71%	181	0.26	0.00%	0.00%
Restaurant Cashier	87.50%	12.50%	87.50%	227	0.28	0.00%	14.30%
Restaurant Cashier/Host	75.00%	37.50%	100.00%	124	0.29	0.00%	0.00%
Restaurant Server	85.71%	21.40%	93.33%	222	0.11	93.30%	0.00%
Restaurant Bus Person	81.82%	18.20%	100.00%	200	0.20	83.30%	0.00%
Buffet Attendant	100.00%	0.00%	100.00%	144	0.25	20.00%	0.00%
Deli Prep/Cashier	66.67%	33.30%	100.00%	181	0.31	0.00%	0.00%
Deli Cashier	75.00%	0.00%	100.00%	113	0.26	0.00%	0.00%
Deli Attendant	66.67%	0.00%	100.00%	212	0.28	0.00%	0.00%
Lead Bartender	83.33%	20.00%	100.00%	181	0.21	100.00%	0.00%
Bartender	80.00%	14.30%	100.00%	218	0.18	100.00%	0.00%
Cocktail Server	87.50%	0.00%	100.00%	243	0.16	87.50%	0.00%
Barback	80.00%	0.00%	100.00%	204	0.24	80.00%	0.00%
Service Bartender	75.00%	33.30%	100.00%	120	0.28	100.00%	0.00%
Servi-Bar Attendant	100.00%	0.00%	100.00%	242	0.19	40.00%	0.00%
Setup Lead - Convention Svc.	88.89%	62.50%	100.00%	238	0.31	44.40%	11.10%
Set-up Attendant	90.00%	55.60%	100.00%	204	0.27	50.00%	10.00%
Banquet Captain	90.00%	11.10%	100.00%	288	0.18	80.00%	10.00%
Banquet Server	90.00%	11.10%	100.00%	288	0.12	90.00%	10.00%
Banquet Bartender	85.71%	16.70%	100.00%	273	0.22	85.70%	14.30%
Lead Baker	80.00%	0.00%	100.00%	204	0.37	20.00%	20.00%

HOTELS WITH MORE THAN 750 ROOMS

Food & Beverage Job Titles (continued)	% With Paid Meals Full/Part	% With Shift Differ- ential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Baker	100.00%	25.00%	100.00%	204	0.33	0.00%	0.00%
Cook I (lowest)	100.00%	0.00%	100.00%	204	0.30	0.00%	0.00%
Cook II (2nd lowest)	90.00%	11.10%	100.00%	200	0.31	0.00%	0.00%
Cook III (next to highest)	90.91%	10.00%	100.00%	190	0.32	0.00%	0.00%
Cook IV (highest)	90.00%	11.10%	100.00%	165	0.36	0.00%	0.00%
Garde Manger	100.00%	0.00%	100.00%	199	0.36	0.00%	0.00%
Cafeteria Attendant	100.00%	14.30%	100.00%	204	0.27	0.00%	0.00%
Lead Storeroom Clerk	100.00%	25.00%	83.33%	197	0.30	0.00%	0.00%
Storeroom Clerk	90.00%	11.10%	100.00%	209	0.28	0.00%	0.00%
Receiver	100.00%	0.00%	100.00%	212	0.31	0.00%	0.00%
Dishwasher	84.62%	25.00%	100.00%	181	0.25	7.70%	0.00%
Kitchen Utility	75.00%	50.00%	100.00%	135	0.24	0.00%	0.00%
Captain, Room Service	100.00%	20.00%	83.33%	218	0.25	66.70%	0.00%
Cashier, Room Service	85.71%	33.30%	85.71%	194	0.29	0.00%	0.00%
Server, Room Service	87.50%	28.60%	100.00%	247	0.11	75.00%	0.00%
Bus Person, Room Service	100.00%	33.30%	100.00%	181	0.23	25.00%	0.00%

Security Job Titles	% With Paid Meals Full/Part	% With Shift Differ- ential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Security Supervisor	90.00%	20.00%	80.00%	163	0.36	0.00%	10.00%
Security Officer	64.29%	76.90%	100.00%	168	0.28	0.00%	0.00%

Finance & Accounting Job Titles	% With Paid Meals Full/Part	% With Shift Differ- ential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Accounting Clerk	70.00%	10.00%	10.00%	172	0.31	0.00%	0.00%
Accounts Receivable Clerk	88.89%	0.00%	0.00%	191	0.31	0.00%	0.00%
Accounts Payable Clerk	80.00%	0.00%	0.00%	190	0.32	0.00%	0.00%
Payroll Supervisor	83.33%	0.00%	0.00%	288	0.47	0.00%	16.70%
Payroll Clerk	81.82%	9.10%	9.09%	215	0.34	0.00%	0.00%
General Cashier	77.78%	0.00%	0.00%	191	0.35	0.00%	0.00%
Lead Night Auditor	100.00%	33.30%	44.44%	242	0.36	0.00%	22.20%
Night Auditor	66.67%	33.30%	46.67%	138	0.28	0.00%	0.00%
Mail Clerk	83.33%	16.70%	33.33%	151	0.26	0.00%	0.00%

HOTELS WITH MORE THAN 750 ROOMS

Laundry & Housekeeping Job Titles	% With Paid Meals Full/Part	% With Shift Differential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Laundry Supervisor	90.00%	0.00%	100.00%	218	0.32	0.00%	0.00%
Laundry Attendant	78.57%	14.30%	100.00%	177	0.25	0.00%	14.30%
Washer/Sorter	100.00%	0.00%	100.00%	254	0.27	0.00%	0.00%
Machine Operator	100.00%	0.00%	100.00%	273	0.32	0.00%	0.00%
Housekeeping Supervisor	92.31%	16.70%	76.92%	167	0.31	7.70%	8.30%
Inspector	50.00%	12.50%	87.50%	116	0.29	0.00%	28.60%
Room Attendant	66.67%	13.30%	93.33%	155	0.25	0.00%	21.40%
Houseperson	68.75%	25.00%	93.75%	168	0.25	0.00%	20.00%
Uniform Attendant	85.71%	0.00%	71.43%	225	0.28	0.00%	0.00%
Seamer/Alterations	80.00%	20.00%	100.00%	236	0.25	0.00%	0.00%
Lead Houseperson	66.67%	33.30%	100.00%	150	0.25	0.00%	0.00%
Public Area Attendant	72.73%	36.40%	90.00%	167	0.24	0.00%	10.00%
Turn Down Attendant	100.00%	0.00%	100.00%	273	0.26	0.00%	0.00%
Supply Attendant	50.00%	0.00%	50.00%	180	0.27	0.00%	0.00%

Office Staff Job Titles	% With Paid Meals Full/Part	% With Shift Differential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Administrative Assistant	83.33%	0.00%	16.67%	181	0.34	0.00%	8.30%
General Office Clerk	83.33%	0.00%	16.67%	181	0.29	0.00%	0.00%
Highest Level Secretary	80.00%	0.00%	20.00%	181	0.37	0.00%	0.00%
2nd Highest Level Secretary	83.33%	0.00%	16.67%	216	0.35	0.00%	0.00%
Entry Level Secretary	77.78%	0.00%	11.11%	222	0.35	0.00%	0.00%
Executive Office Receptionist	100.00%	0.00%	28.57%	194	0.30	0.00%	0.00%
Sales Office Receptionist	85.71%	0.00%	14.29%	155	0.30	0.00%	14.30%

Engineering & Maintenance Job Titles	% With Paid Meals Full/Part	% With Shift Differential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
Skilled Trades	88.89%	55.60%	100.00%	181	0.42	0.00%	0.00%
Semi Skilled Trades	80.00%	50.00%	100.00%	190	0.38	0.00%	0.00%
General Maintenance	64.29%	42.90%	100.00%	157	0.31	0.00%	0.00%
Lead Grounds Person	100.00%	33.30%	100.00%	242	0.41	0.00%	0.00%
Grounds Person	88.89%	22.20%	100.00%	193	0.26	0.00%	0.00%
Pool Maintenance Person	80.00%	0.00%	100.00%	199	0.36	0.00%	0.00%

Other Hourly Positions Job Titles	% With Paid Meals Full/Part	% With Shift Differential	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	Avg. Amn't of 1st Raise	% of Position With Tips	% of Position With Bonus
HR Coordinator	85.71%	0.00%	0.00%	233	0.46	0.00%	0.00%
Gift Shop Supervisor	75.00%	0.00%	100.00%	158	0.35	0.00%	0.00%
Gift Shop Clerk	100.00%	0.00%	100.00%	135	0.29	0.00%	0.00%

HOTELS WITH MORE THAN 750 ROOMS

Management and Supervisory Job Titles	% With Paid Meals Full/Part	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	% of Position With Bonus	% of Position With Oth Comp
General Manager	100.00%	10.00%	319	100.00%	8.30%
Assistant General Manager	100.00%	50.00%	273	100.00%	0.00%
Controller	100.00%	28.57%	283	100.00%	0.00%
Assistant Controller	100.00%	0.00%	339	25.00%	0.00%
Credit Manager	100.00%	0.00%	339	37.50%	0.00%
Food & Beverage Controller	100.00%	0.00%	310	25.00%	0.00%
Operations Analyst (Systems)	100.00%	0.00%	365	33.30%	0.00%
Director of MIS	100.00%	0.00%	310	40.00%	0.00%
Purchasing Manager	100.00%	0.00%	299	42.90%	0.00%
Human Resource Director	100.00%	22.22%	292	100.00%	10.00%
Assistant Human Resource Director	100.00%	0.00%	299	25.00%	0.00%
Employment/Benefits Manager	100.00%	0.00%	255	40.00%	0.00%
Training & Development Manager	100.00%	0.00%	273	33.30%	0.00%
Director of Convention Services	100.00%	14.29%	314	87.50%	11.10%
Director of Rooms	100.00%	22.22%	314	88.90%	11.10%
Front Desk Manager	100.00%	0.00%	260	42.90%	0.00%
Front Office Manager	100.00%	0.00%	292	50.00%	0.00%
Assistant Front Office Manager	100.00%	0.00%	326	50.00%	0.00%
Reservations Manager	92.86%	0.00%	308	53.80%	0.00%
Food & Beverage Director	75.00%	9.09%	298	81.80%	0.00%
Assistant Food & Beverage Manager	100.00%	0.00%	319	20.00%	20.00%
Restaurant Manager	100.00%	10.00%	298	54.50%	0.00%
Assistant Restaurant Manager	100.00%	20.00%	281	36.40%	0.00%
Beverage Manager	100.00%	0.00%	288	60.00%	0.00%
Banquet & Catering Manager	100.00%	22.22%	314	50.00%	9.10%
Assistant Banquet Manager	100.00%	16.67%	326	42.90%	12.50%
Executive Chef	100.00%	33.33%	319	70.00%	10.00%
Sous Chef	100.00%	33.33%	314	33.30%	11.10%
Executive Steward	100.00%	25.00%	314	25.00%	12.50%
Head Steward	100.00%	50.00%	365	25.00%	0.00%
Director of Sales	100.00%	28.57%	260	100.00%	12.50%
Director of Sales and Marketing	100.00%	0.00%	334	100.00%	0.00%
Senior Sales Manager I	100.00%	0.00%	298	75.00%	15.40%
Sales Manager II	100.00%	0.00%	314	66.70%	20.00%
Conference Manager	100.00%	0.00%	365	60.00%	20.00%
Head Steward	100.00%	50.00%	365	25.00%	0.00%
Director of Sales	100.00%	28.57%	260	100.00%	12.50%
Director of Sales and Marketing	100.00%	0.00%	334	100.00%	0.00%
Senior Sales Manager I	100.00%	0.00%	298	75.00%	15.40%
Sales Manager II	100.00%	0.00%	314	66.70%	20.00%
Conference Manager	100.00%	0.00%	365	60.00%	20.00%

HOTELS WITH MORE THAN 750 ROOMS

Management and Supervisory Job Titles	% With Paid Meals Full/Part	% With Uni/Ldy Full/Part	Avg. Days Until 1st Raise	% of Position With Bonus	% of Position With Oth Comp
Executive Housekeeper	93.33%	7.69%	313	60.00%	0.00%
Assistant Housekeeper	91.67%	18.18%	273	41.70%	0.00%
Laundry Manager	100.00%	20.00%	298	41.70%	0.00%
Chief Engineer	100.00%	25.00%	308	85.70%	14.30%
Assistant Chief Engineer	100.00%	20.00%	298	33.30%	0.00%
Engineering Supervisor	100.00%	50.00%	228	42.90%	0.00%
Director of Security	91.67%	20.00%	327	50.00%	16.70%
Guest Services Manager	100.00%	16.67%	260	37.50%	25.00%
Assistant Guest Services Manager	100.00%	0.00%	273	25.00%	25.00%

HOLIDAYS

The survey requested information on paid holidays. Respondents were directed to indicate from a list of 15 possible holidays those holidays that are treated by the hotel, or company responding, as a paid holiday. Space was also provided for the respondents to accommodate situations where one or two floating holidays or another day not listed in the table are part of the employees' holiday benefit package. The questionnaire was divided into columns for full-time employees, part-time employees, and management/supervisory employees.

Full-time employees were paid an average of 6.60 holidays per year. Data were provided from 52 of the 56 completed questionnaires. The range was from a low of one paid holiday per year to a high of nine paid holidays per year. Two companies reported only one paid holiday per year. One company reported two paid holidays per year, and one reported three paid holidays per year. The other 48 companies reported between six and nine paid holidays per year.

Part-time employees were paid an average of 5.41 holidays per year for those companies that provide holiday pay for part-time employees. Data were provided from 52 of the 56 completed questionnaires. There were 27 companies that indicated that they provide holiday pay for part-time employees and 25 companies that indicated that they do not provide holiday pay for part-time employees. The range of companies that provide holiday pay for part-time employees was from a low of one paid holiday per year to seven paid holidays per year. Four companies reported only one paid holiday per year, and one company reported two paid holidays per year. The other 22 respondents indicated that they provide part-time employees paid holiday benefits of five, six or seven days.

Management and supervisory employees were paid an average of 6.67 holidays per year. Data were provided from 48 of the 56 completed questionnaires. The range was from a low of one paid holiday per year to 9 paid holidays per year. This includes two companies that reported one paid holiday per year. The other 46 respondents reported the number of paid holidays between six and nine per year.

The chart on the following page displays the percentage of properties responding who treated each listed day as a paid holiday for full-time employees, part-time employees, and management and supervisory employees.

PAID HOLIDAYS

Paid Holidays	Full-Time Hourly Employees	Part-Time Hourly Employees	Management/ Supervisory Employees
New Year's Day	98.1%	39.2%	92.2%
Martin Luther King Day	11.5%	1.9%	11.8%
President's Day	7.7%	5.8%	7.8%
Good Friday	0.0%	0.0%	2.0%
Memorial Day	90.4%	38.5%	82.4%
Independence Day	96.2%	42.3%	90.2%
Labor Day	96.2%	42.3%	90.2%
Columbus Day	1.9%	1.9%	2.0%
Election Day	1.9%	1.9%	2.0%
Veterans Day	3.8%	1.9%	2.0%
Thanksgiving Day	98.1%	44.2%	90.2%
Day After Thanksgiving	3.8%	0.0%	7.8%
Christmas Eve	1.9%	0.0%	5.9%
Christmas Day	100.0%	46.2%	92.2%
Birthday	26.9%	13.5%	25.5%
1 Floating Holiday	25.0%	1.9%	23.5%
2 Floating Holidays	7.7%	1.9%	7.8%
Other	7.8%	2.0%	8.0%

**HEALTH
CARE
COVERAGE
AND COSTS**

The survey requested information on the types of health care coverage offered. Single health care coverage is offered by 100.0% of the companies responding to this question, while 95.5% offer single plus one coverage. Family coverage is made available by 100.0% of the responding companies. Comments were offered by several respondents relative to various other coverages offered by their organizations.

Since availability does not necessarily mean providing financial support, the questionnaire asked respondents to indicate whether the company pays a portion of the premium. For companies offering single coverage, 94.3% pay a portion of the premium. For companies offering single plus one coverage, 81.4% pay a portion of the premium. Relative to family coverage, 78.8% of the properties that offer this insurance pay a portion of the premium.

This survey attempted to determine an average monthly cost to the company for providing health care for full-time employees, part-time employees and management and supervisory employees. Respondents were asked for each of the three groups of employees "What is your monthly average dollar contribution for health care per employee?"

The employer's average monthly health care cost for full-time employees is \$117.50. There were 42 usable responses to this question for full-time employees, with the monthly cost ranging from \$5.00 to \$356.68 for full-time employees. There were 21 valid responses (50%) indicating monthly cost for health care for full-time employees between \$85.00 and \$170.00.

The employer's average monthly health care cost for part-time employees is \$57.61. There were 13 usable responses to this question for part-time employees, with the monthly cost ranging from \$20.00 to \$154.38 for part-time employees. There were 6 valid responses (46.1%) indicating the monthly cost for health care for part-time employees is \$85.00.

The employer's average monthly health care cost for management and supervisory employees is \$122.14. There were 41 usable responses to this question for management and supervisory employees, with the monthly cost ranging from \$5.00 to \$356.68 for management and supervisory employees. There were 23 valid responses (56%) indicating monthly cost for health care for management and supervisory employees between \$85.00 and \$170.00.



MEDICAL BENEFITS

The survey requested information on medical benefits provided to full-time, part-time, and management and supervisory employees. Companies were asked to respond with a "yes" if they pay any portion of the specific medical benefit listed in the questionnaire by full-time, part-time, and management and supervisory employees.

The results in the table below represent the percentage of hotels and other companies that responded "yes" when asked if they pay any portion of the specific medical benefit listed in the questionnaire.

Medical Benefits Offered With Some Portion of the Cost Paid by Company	Full-Time Hourly Employees	Part-Time Hourly Employees	Management/ Supervisory Employees
Hospitalization & Surgery Plan	88.2%	7.8%	88.0%
Major Medical Plan	84.9%	7.5%	84.6%
Health Maintenance Organization	67.3%	1.9%	68.6%
Vision Care Plan	52.8%	7.5%	53.8%
Prescription Plan	90.6%	7.5%	90.4%
Dental Care Plan	84.9%	5.7%	84.6%
Substance Abuse Program	65.3%	12.2%	64.6%
Employee Counseling/EAP	64.7%	23.1%	64.0%
Mental Health Care Plan	71.2%	7.7%	72.5%

**OTHER
BENEFITS**

The survey requested information on other benefits provided to full-time, part-time, and management and supervisory employees. Companies were asked to respond with a "yes" if they pay any portion of the specific other benefit listed in the questionnaire by full-time, part-time, and management and supervisory employees.

The results in the table below represent the percentage of hotels and other companies that responded "yes" when asked if they pay any portion of the specific other benefit listed in the questionnaire.

Other Benefits Offered With Some Portion of the Cost Paid by Company	Full-Time Hourly Employees	Part-Time Hourly Employees	Management/ Supervisory Employees
Pension Plan	17.0%	7.8%	18.0%
Profit Sharing Plan matched funds	13.5%	4.0%	12.2%
Savings Plan (company sponsored)	9.6%	4.0%	12.2%
401(k) Plan (before tax savings)	69.8%	31.4%	66.0%
Group Term Life Insurance	92.5%	9.8%	90.4%
Accid. Death & Dismemberment	77.4%	5.7%	78.8%
Long Term Disability	26.4%	3.8%	55.8%
Short Term Disability	32.7%	3.8%	51.0%
Childcare	0.0%	0.0%	0.0%
Tuition Assistance	84.9%	22.6%	82.7%
Paid Dressing & Changing Time	7.7%	7.7%	5.9%



**VACATION
SICK AND
PERSONAL
DAYS**

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	0.99	1.09	1.02
2 Weeks of Vacation	1.60	1.75	1.40
3 Weeks of Vacation	5.52	5.71	5.17
4 Weeks of Vacation	11.11	6.68	10.63
5 Weeks of Vacation	14.46	11.90	13.79

CARRYOVER VACATION POLICY

Carryover vacation is vacation 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 question was asked if any earned vacation could be carried forward. Below are the percentages of responding companies who allow all, or a portion of, earned vacation time to be carried forward by full-time, part-time, and management and supervisory employees.

FULL-TIME HOURLY EMPLOYEES	33.3%
PART-TIME HOURLY EMPLOYEES	38.1%
MANAGEMENT AND SUPERVISORY EMPLOYEES	36.2%

POLICY ON REQUIRING VACATIONS TO BE TAKEN

The questionnaire asked if the responding companies have a policy requiring vacations to be taken. Below are the percentages of responding companies who require all, or a portion of, earned vacation time to be taken by full-time, part-time, and management and supervisory employees.

FULL-TIME HOURLY EMPLOYEES	63.5%
PART-TIME HOURLY EMPLOYEES	25.9%
MANAGEMENT AND SUPERVISORY EMPLOYEES	76.5%

SICK AND PERSONAL DAYS

The survey requested information on how many sick and personal days are earned for each year of service by full-time, part-time, and management and supervisory employees. Respondents were not asked to differentiate between sick and personal days.

Presented below are the average number of sick and personal days earned for each year of service by full-time, part-time, and management and supervisory employees.

FULL-TIME HOURLY EMPLOYEES	5.67
PART-TIME HOURLY EMPLOYEES <i>Nine of the 19 valid responses (47.4%) indicated no sick or personal day benefits are provided to part-time hourly employees.</i>	1.71
MANAGEMENT AND SUPERVISORY EMPLOYEES	5.98

CARRYOVER SICK AND PERSONAL DAY POLICY

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

FULL-TIME HOURLY EMPLOYEES	58.5%
PART-TIME HOURLY EMPLOYEES	25.9%
MANAGEMENT AND SUPERVISORY EMPLOYEES	52.9%

NON-TRADITIONAL VACATION, SICK, AND PERSONAL DAY POLICY

A non-traditional vacation, sick, and personal day policy is one that does not fit into the questions asked above. In order to measure what percentage of the companies responding had a non-traditional approach to vacation, sick, and personal days, the questionnaire simply asked the respondent "Do you have a non-traditional vacation, sick and personal day policy?" Below are the percentages of responding companies that answered "yes" when asked if they considered themselves to have a non-traditional vacation, sick, and personal day policy by full-time, part-time, and management and supervisory employees.

FULL-TIME HOURLY EMPLOYEES	17.6%
PART-TIME HOURLY EMPLOYEES	11.4%
MANAGEMENT AND SUPERVISORY EMPLOYEES	12.0%



RESPONDENT INFORMATION

PROPERTY SIZE

Property size was measured for this study on the basis of the number of guest rooms related to the respondent's questionnaire. The table below shows the distribution of the respondents by property size.

Property Size	Number of Respondents	Percent
Hotels With Less Than 150 Rooms	4	7.1%
Hotels With 151 to 300 Rooms	15	26.8%
Hotels With 301 to 500 Rooms	10	17.9%
Hotels With 501 to 750 Rooms	10	17.9%
Hotels With Over 750 Rooms	17	30.3%
Total	56	100.0%

For purposes of analysis by size, the data were recoded into the following three groups:

Property Size	Number of Respondents	Percent
Hotels With Less Than 300 Rooms	19	34.0%
Hotels With 301 to 750 Rooms	20	35.7%
Hotels With Over 750 Rooms	17	30.3%
Total	56	100.0%

PROPERTY LOCATION

Nine distinct geographic areas of Central Florida were provided on the questionnaire. Respondents were asked to select one of the geographic locations that best describes their location. An option "Other" was available for those properties that did not fit into the nine defined areas. The table below shows the distribution of the respondents by location.

Property Location	Number of Respondents	Percent
Seminole County	1	1.8%
Maitland & Winter Park	0	0.0%
City of Orlando & Downtown	1	1.8%
East Orlando & Airport Area	2	3.5%
South Orange Blossom Trail	1	1.8%
International Drive & Florida Ctr.	24	42.9%
Lake Buena Vista & Disney Area	14	25.0%
Kissimmee West	11	19.6%
Kissimmee East	1	1.8%
Other	1	1.8%
Total	56	100.0%

For purposes of analysis by location, the data were recoded into the following four groups:

Property Location	Number of Respondents	Percent
International Drive & Florida Ctr.	24	42.9%
Lake Buena Vista & Disney Area	14	25.0%
Kissimmee	12	21.4%
Other	6	10.7%
Total	56	100.0%

NUMBER OF EMPLOYEES

The survey requested information on the number of full-time, part-time, and management and supervisory employees that were represented in the completed questionnaire. Since some questionnaires included data from more than one property, it is most meaningful to present the total number of employees covered by this study.

Below is a table representing the total number of employees covered by this study by full-time, part-time, and management and supervisory classification. There were two companies that did not provide this information for full-time employees, six companies that did not provide this information for part-time employees, and three companies that did not provide this information for management and supervisory employees. Therefore these numbers of surveyed employees are understated.

Employee Category	Number Represented In the Study	Percent
Full-Time Employees	41,056	73.7%
Part-Time Employees	8,279	14.9%
Management & Supervisory Emp.	6,350	11.4%
Total	55,685	100.0%

PARTICIPANTS

The 1996 Wage and Benefit Survey was sponsored by the Hotel Personnel Association of Central Florida and was supported by the Central Florida Hotel and Motel Association. The purpose of this survey is to supply Human Resources Directors and General Managers in the Central Florida lodging industry with current data on wages and benefits within their community.

A questionnaire was sent to 301 properties in the Central Florida area. The data provided by the individual participating properties is confidential and has been used in this report only in summary form (i.e. computed averages or medians for a whole group or category of properties). Under no circumstances will individual property data be disclosed to anyone.

The Dick Pope Sr. Institute for Tourism Studies at the University of Central Florida is available to prepare "custom" reports in summary form, computed averages or medians for a group of companies as defined by the participant, provided that this 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 if the number of respondents to the particular position is less than three.

In our cover letter requesting participation in this study, we indicated that we would identify the hotels and other companies who provided data for this study in the final report. On the following pages please find the names, addresses, and telephone numbers of the participants in the Hotel Personnel Association of Central Florida's 1996 Wage and Benefit Survey. Thank you for your cooperation in making this necessary and valuable report a success.

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WAGE AND BENEFIT SURVEY**

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