


7-1-2001

## Hotel 2001 Wage and Benefit Survey

Dick Pope Sr. Institute for Tourism Studies

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### Recommended Citation

Dick Pope Sr. Institute for Tourism Studies, "Hotel 2001 Wage and Benefit Survey" (2001). *Dick Pope Sr. Institute Publications*. 44.  
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# Hotel

July 1, 2001

2001 Wage and Benefit Survey

## Hotel Human Resource Association Of Central Florida

Prepared By

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

Larry Staton, Research Analyst



Dick Pope Sr. Institute for Tourism Studies, Rosen School of Hospitality Management,  
University of Central Florida, P.O. Box 161450, Orlando, FL 32816-1450

PHONE - 407-823-2188 ♦ FAX - 407-823-5696





July 1, 2001

Dear General Manager and Human Resource Manager:

Thank you for participating in the Hotel Human Resources Association of Central Florida's 2001 Wage and Benefit Survey. It is our pleasure to provide you with your copy of the final report. This year, 410 survey questionnaires were sent to human resource managers in the Central Florida hospitality community.

We received 54 responses from hotels and companies that provided data on Central Florida hospitality industry employees. This is the eighth year that the Rosen School of Hospitality Management's Dick Pope Sr. Institute for Tourism Studies at the University of Central Florida has compiled these data. We are confident that the Total Central Florida data and most of the sub-group (e.g. location and size) data are representative of the wages and salaries earned by employees in the industry.

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

It certainly was enjoyable to work with you again this year on this project, and should you have any questions, please feel free to call (407) 823-5064.

Sincerely,

A handwritten signature in black ink, reading 'Stephen M. LeBruto'.

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



## **EXECUTIVE SUMMARY**

### **INTRODUCTION**

During the summer months of 1994 through 2001, the Rosen School of Hospitality Management's Dick Pope Sr. Institute for Tourism Studies at the University of Central Florida has conducted a survey of Central Florida hospitality industry properties regarding wage rates and employee benefits. This ongoing project has been sponsored by the Hotel Human Resource Association of Central Florida and has been supported by the Central Florida Hotel and Lodging Association. This comprehensive study solicits and reports data on wages and benefits from 410 hospitality organizations covering 120 occupational/hourly job titles and 47 management/supervisory positions. It also requests data on 29 positions unique to the Vacation Ownership Industry. The first final report in 1994 summarized data from 32 companies. The 2001 report includes data from 54 reporting organizations. An attempt was made to collect data on vacation ownership positions, including the methods and bases for computing commissions, however due to insufficient response this information is not being reported.

### **METHODOLOGY**

On April 23, 2001 questionnaires and instructions were sent to the Director of Human Resources at each of the 410 hotels and hospitality companies in the sample along with a personalized letter explaining the project. The database for this project includes all members of the Hotel Human Resource Association of Central Florida, all member properties of the Central Florida Hotel and Lodging Association, and all other Central Florida lodging properties identified in the November 2000 BellSouth Greater Orlando Yellow Pages.

To help stimulate participation, some hotels and hospitality companies received multiple packets of the survey addressed to employees other than the Director of Human Resources. Both letters referenced the fact that the survey was sponsored by the Hotel Human Resource Association of Central Florida and supported by the Central Florida Hotel and Lodging Association.

Data were collected on 120 occupational/hourly job titles for entry, average and maximum position rates. Questions were also included on other forms of compensation for occupational/hourly employees such as: provision of meals, and payment of a shift differential.

For the questions on the provision of meals, respondents were asked to indicate "yes" or "no" if they received free or discounted meals. For the question on shift differential, respondents were asked to indicate "yes" or "no" if they received a shift differential. These results are not reported due to the small number of respondents to each of these questions (4 and 5).

The table that requested turnover data was only populated by 8 respondents. Therefore this statistic is not reported.

Data were collected on 47 management/supervisory salary positions for annual entry-level rates, average rates, and maximum position rates. For the question on bonuses, respondents were asked to estimate the percentage of total compensation that were paid in the form of bonuses or incentive compensation. Respondents were asked to identify other forms of compensation for management personnel as either having 1) an automobile provided; 2) having an automobile allowance; 3) having an expense allowance; 4) being provided free dry cleaning; 5) having a special separation agreement; or 6) some other form of compensation.

The data on the 29 special Vacation Ownership positions is not reported due to a low response rate.



The benefit portion of the questionnaire divided employees into three categories: full-time hourly employees; part-time hourly employees; and management/supervisory employees. Data were collected on paid holidays, vacation, sick, and personal time; health care coverage; the employer and employee share of health care costs; medical benefits offered; retirement options, and other benefits. Demographic information (e.g. size, type of hotel, market segment, location, and number of employees) on each hotel or hospitality company responding was also gathered.

In order to insure that these data remained confidential, only one researcher of the Rosen School of Hospitality Management's Dick Pope Sr. Institute for Tourism Studies accessed the data. This same researcher then compiled the results. The individual responses will be destroyed one month after the issuance of this final report.

## RESULTS

There were 54 properties responding to the survey for a usable response rate of 12.7%. Although this percentage is small, it is the result of an attempt on our part to be inclusive, giving an opportunity for every hospitality operation to participate. What is encouraging is that many full-time hourly employees, part-time hourly employees, and management/supervisory employees working in the hospitality industry are represented in this report. Data were reported for each job classification: full-time hourly employees, part-time hourly employees, and management/supervisory employees, provided there were at least three respondents to the particular employment position. Data not provided were treated as missing values. In addition to presenting average rates of pay on the total Central Florida area, we have included tables on average rates of pay by four categories of property size, and three geographic areas. The questionnaire provided four choices for respondents to self determine their size. These choices are shown below:

Hotels With up to 300 Rooms  
Hotels With 301 to 500 Rooms  
Hotels With 501 to 750 Rooms  
Hotels With Over 750 Rooms

We found that we had 15 properties with less than 300 rooms, 11 properties sized between 301 and 500 rooms, 12 properties with between 500 and 750 rooms, and 13 properties with more than 750 rooms. The remaining surveys had missing data for this field.

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

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

We are reporting wages for the total Central Florida area, and three individual geographic areas where the responses were large enough to report. These areas include:

International Drive Area: 13 properties  
Lake Buena Vista Area: 11 properties  
Kissimmee Area: 11 properties



## **ORGANIZATION OF THE REPORT**

There are two major sections of the report: Average Rates of Pay and Benefits. The Average Rates of Pay tables for each job title show the average of the reported entry rates of pay; the average of the "average" rates of pay; and an average of the maximum reported rates of pay. These tables are presented for the total Central Florida area, and the four categories of property size and three different geographic areas.

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.

## **INTERPRETATIONS AND USE OF THESE DATA**

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

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

## **IDENTIFICATION OF THE CONTRIBUTORS**

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

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

Identification of responding properties and other reporting issues were explained in the cover letter that invited Human Resource Directors to participate in the study.

The final report was completed on July 1, 2001, and it was mailed with an invoice only to those properties responding to the survey. One copy was also provided to the Central Florida Hotel and Lodging Association. All proceeds from the sale of this report belong to the Dick Pope Sr. Institute for Tourism Studies.



**Participating properties were:**

Bay Hill Club and Lodge	Holiday Inn Select – Orlando Airport
Best Inn Orlando	Holiday Inn Select – UCF
Best Western Lake Buena Vista Resort	Howard Johnson Inn – Maingate East
Best Western Movie Land	HW Suites
Caribe Royal Resort Suites & Villas	Hyatt Orlando
Comfort Inn Lake Buena Vista	Hyatt Regency Grand Cypress
Courtyard by Marriott WDW	Island One Resorts Management Co.
Days Inn Disney East	Loews Hotels
Days Inn East of Universal Studios	Meristar Hotels & Resorts
Days Inn Lake Buena Vista Hotel	Orange Lake Resort
Days Inn Lakeside	Orlando Airport Marriott
Days Inn Suites	Orlando World Center Marriott
Diplomat Resort	Quality Inn International
Doubletree Guest Suites Resort	Radisson Barcelo Hotel
Doubletree Guest Suites Resorts	Radison Hotel Orlando
Embassy Suites Hotel	Radisson Plaza Hotel Orlando
Embassy Suites Orlando North	Radisson Resort Parkway
Embassy Suites Orlando South	Radisson Plaza Hotel Gateway
Embassy Suites Resort	Renaissance Orlando Hotel – Airport
Four Points Sheraton Hotel	Renaissance Orlando Resort
Four Points Sheraton Lakeside	Rodeway Inn
Grand Cypress Resort	Rosen Centre Hotel
Grosvenor Resort	Rosen Hotels and Resort
Hilton at WDW Resort	Rosen Plaza
Holiday Inn Family Suites	Shades of Green
Holiday Inn International Drive Resort	The Peabody Orlando
Holiday Inn Maingate East	Westgate Lakes



# Demographics

## Number of respondents

### Size:

300 or fewer rooms	15
301 to 500 rooms	11
501 to 750 rooms	12
751 or more rooms	13

### Type:

Hotel Properties	37
Suite Hotels	10
Extended Stay	1
Vacation Ownership	3

### Market segment:

Economy	6
Mid-Price	19
Upscale	20
Luxury	4

### Location:

Lake Buena Vista	11
International Drive	13
Airport	5
Kissimmee	11
Downtown Orlando	1
Seminole County	1
South Orange Blossom Trail	1
Other	3

## Other Demographics

### Guest profile:

Average percentage leisure guests	53%
Average percentage business guests	19%
Average percentage group or convention guests	28%

### Hourly employees:

Average Number of Hourly Employees	270
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### Management employees:

Average Number of Management Employees	48
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# Average Rates of Pay Hourly Positions Total Central Florida Area

No.	Front Office	Entry Rate	Average Rate	Max Rate
1	Front Desk Shift Supervisor	8.77	9.51	11.57
2	Lead Front Desk Clerk	7.98	8.77	10.31
3	Front Desk Clerk	7.27	7.83	9.55
4	Reservationist Supervisor	8.66	9.26	11.08
5	Lead Reservationist	8.39	8.52	12.30
6	Reservationist	7.33	8.19	9.76
7	Telephone Supervisor	8.39	9.16	10.92
8	Telephone Operator	6.87	7.66	9.06
9	Lead Concierge	9.12	10.02	11.09
10	Concierge	7.12	7.88	9.66
12	Day Care Attendant	6.56	6.88	9.20
14	Valet Parker	3.77	4.16	5.94
16	Door Person	4.13	4.58	6.26
17	Bell Captain	6.35	7.00	9.31
18	Bell Person	4.69	5.34	6.21
19	Van Driver	6.90	7.93	8.84

No.	Food & Beverage	Entry Rate	Average Rate	Max Rate
20	Restaurant Supervisor	8.16	9.09	10.70
21	Restaurant Host Person	6.44	6.84	8.12
22	Restaurant Cashier	6.75	7.29	8.66
23	Restaurant Cashier/Host	6.73	7.30	8.51
24	Restaurant Server	3.07	3.53	4.44
25	Restaurant Bus Person	5.51	6.12	7.37
26	Buffet Attendant	6.49	7.24	8.71
27	Deli Prep/Cashier	6.84	7.44	8.89
28	Deli Cashier	6.80	7.97	9.61
29	Deli Attendant	6.71	7.28	8.76
30	Lead Bartender	7.10	8.02	8.41
31	Bartender	4.94	5.49	6.58
32	Cocktail Server	2.95	3.10	4.00
33	Barback	5.53	6.33	8.71
34	Service Bartender	5.93	5.61	7.65
35	Servi-Bar Attendant	5.50	6.76	7.67



# Average Rates of Pay Hourly Positions Total Central Florida Area

No.	Food & Beverage	Entry Rate	Average Rate	Max Rate
36	Setup Lead - Convention	7.60	9.14	10.63
37	Set-up Attendant	6.59	7.25	8.95
38	Banquet Captain	6.55	6.61	7.83
39	Banquet Server	3.08	3.25	3.78
40	Banquet Bartender	3.79	4.26	4.85
41	Lead Baker	10.57	11.58	15.20
42	Baker	8.83	10.15	12.53
43	Cook I (lowest)	7.37	8.04	9.61
44	Cook II (2nd lowest)	8.17	8.84	10.95
45	Cook III (next to highest)	8.82	9.95	11.85
46	Cook IV (highest)	9.49	10.52	12.25
47	Garde Manger	10.55	10.18	13.66
48	Cafeteria Attendant	6.56	7.34	9.25
49	Lead Storeroom Clerk	7.84	10.52	11.47
50	Storeroom Clerk	7.09	8.18	10.91
51	Receiver	7.34	8.16	10.19
52	Dishwasher	6.64	7.43	8.61
53	Pot Washer	6.70	7.55	8.54
54	Kitchen Utility	6.36	7.28	8.27
55	Captain, Room Service	5.60	6.29	7.31
56	Cashier, Room Service	6.78	7.62	9.95
57	Server, Room Service	3.99	4.58	5.46
58	Bus Person, Room Service	5.78	6.54	7.28

No.	Security	Entry Rate	Average Rate	Max Rate
59	Security Supervisor	9.16	10.26	12.47
60	Security Officer	7.56	8.33	10.19



# Average Rates of Pay Hourly Positions Total Central Florida Area

No.	Finance and Accounting	Entry Rate	Average Rate	Max Rate
61	Accounting Clerk	8.65	10.18	12.53
62	Accounts Receivable Clerk	8.87	10.59	12.04
63	Accounts Payable Clerk	8.90	10.40	12.00
64	Payroll Supervisor	10.39	14.88	16.26
65	Payroll Clerk	9.03	10.53	12.58
66	General Cashier	8.34	9.88	11.71
67	Lead Night Auditor	10.23	11.21	12.94
68	Night Auditor	8.77	9.46	11.58
69	Mail Clerk	7.60	9.21	9.45

No.	Laundry and Housekeeping	Entry Rate	Average Rate	Max Rate
70	Laundry Supervisor	7.82	9.30	10.52
71	Laundry Attendant	6.54	7.38	8.64
72	Washer/Sorter	6.35	7.69	8.88
73	Machine Operator	6.71	7.98	9.68
74	Housekeeping Supervisor	8.21	9.10	11.13
75	Housekeeping Inspector	6.87	8.18	9.25
76	Supervisor/Inspector	7.55	8.84	9.91
77	Room Attendant	6.43	7.49	8.97
78	Houseperson	6.46	7.40	8.76
79	Uniform Attendant	6.29	8.28	10.51
80	Seamer/Alterations	7.15	7.96	9.95
81	Lead Houseperson	7.88	8.75	10.63
82	Public Area Attendant	6.49	7.50	8.81
83	Turn Down Attendant	6.58	7.91	10.29



## Average Rates of Pay Hourly Positions Total Central Florida Area

No.	Finance and Accounting	Entry Rate	Average Rate	Max Rate
85	Administrative Asst. to GM	11.01	13.20	15.06
86	Highest Level Secretary	10.00	11.89	14.12
87	Entry Level Secretary	8.70	10.08	12.62
88	General Office Clerk	7.75	8.19	10.71
89	Receptionist	8.39	9.18	11.79

No.	Engineering and Maintenance	Entry Rate	Average Rate	Max Rate
90	Skilled Trades	10.24	12.11	14.46
91	Semi Skilled Trades	9.39	10.65	12.52
92	General Maintenance	8.07	9.19	11.10
93	Grounds Person	6.89	7.93	9.56
94	Pool Maintenance Person	7.67	8.31	9.71
95	Grounds/Pool Person	6.94	7.54	9.94
96	Floor Care Person	7.45	8.12	9.92

No.	Recreational Activities	Entry Rate	Average Rate	Max Rate
99	Irrigation Technician	9.92	11.13	14.34
100	Mechanic	9.50	10.58	13.62
102	Golf Professional	8.69	9.41	13.49
103	Starter/Ranger	5.81	6.98	9.54
112	Health Club Attendant	6.75	7.90	11.00

No.	Other Positions	Entry Rate	Average Rate	Max Rate
116	Tour/Travel Coordinator	9.15	10.52	12.82
117	Catering Coordinator	9.69	10.85	12.82
118	HR Coordinator	9.51	10.47	12.44
120	Gift Shop Clerk	6.68	8.03	11.04



# Average Rates of Pay Salaried Positions Total Central Florida Area

No.	Position	Entry	Average	Maximum	Bonus
121	General Manager	72,526	97,364	104,827	20%
122	Assistant General Manager	49,528	61,493	72,080	19%
123	Controller	49,667	57,154	66,990	16%
124	Assistant Controller	34,382	39,711	47,738	10%
125	Credit Manager	39,796	37,862	44,883	10%
126	Food & Beverage Controller	23,426	31,290	36,295	10%
128	Director of MIS	46,885	56,942	49,011	10%
129	Purchasing Manager	31,826	35,322	45,350	8%
130	Human Resource Director	47,680	55,309	68,251	16%
131	Assistant Human Resource Director	32,917	39,525	47,381	10%
132	Employment/Benefits Manager	27,213	32,473	38,300	10%
133	Benefits Coordinator	25,685	32,898	27,414	
134	Training & Development Manager	32,242	44,030	45,350	10%
135	Director of Convention Services	44,874	59,640	66,241	13%
136	Director of Rooms	50,766	48,107	77,313	15%
137	Front Desk Manager	29,153	33,906	39,807	12%
138	Front Office Manager	32,745	37,429	48,088	11%
139	Assistant Front Office Manager	26,641	32,331	38,948	8%
140	Reservations Manager	30,015	36,219	42,438	11%
141	Guest Services Manager	30,585	49,506	48,000	13%
142	Assistant Guest Services Manager	23,510	34,797	36,440	10%
143	Food & Beverage Director	53,304	61,519	76,705	18%
144	Assistant Food & Beverage Manager	36,707	39,874	56,089	10%
145	Restaurant Manager	27,364	31,046	38,994	10%
146	Assistant Restaurant Manager	23,884	27,674	36,887	10%
147	Beverage Manager	26,929	37,171	40,320	10%
148	Banquet & Catering Manager	31,097	43,642	44,998	10%
149	Assistant Banquet Manager	26,828	28,061	34,378	10%
150	Executive Chef	49,055	51,663	69,607	14%
151	Sous Chef	32,309	35,202	46,420	10%
152	Executive Steward	29,472	34,920	46,308	10%
153	Head Steward	22,750	46,880	39,317	10%
154	Director of Sales	55,486	62,258	75,295	17%
155	Director of Marketing	61,780	72,100	75,648	16%
156	Director of Sales and Marketing	65,356	74,524	91,074	21%
157	Senior Sales Manager I	46,485	52,261	56,871	13%
158	Sales Manager II	34,939	43,338	46,987	13%
159	Conference Manager	29,219	36,284	46,068	11%
160	Catering and Sales Manager	29,214	35,931	41,185	12%
161	Executive Housekeeper	35,400	40,189	48,579	14%
162	Assistant Housekeeper	25,045	29,971	36,031	10%
163	Laundry Manager	26,292	39,710	35,600	10%
164	Chief Engineer	43,300	48,639	62,154	15%
165	Assistant Chief Engineer	29,735	36,114	42,689	11%
166	Engineering Supervisor	29,542	35,725	48,690	7%
167	Director of Security	34,597	40,689	52,693	8%



## Properties With Less Than 300 rooms

Bay Hill Club & Lodge  
Best Inn Orlando  
Days Inn East of Universal Studios  
Days Inn Lake Buena Vista Hotel  
Doubletree Guest Suites Resorts - Kissimmee  
Doubletree Guest Suites Resorts Lake Buena Vista  
Embassy Suites Hotel Orlando North  
Embassy Suites Hotel  
Four Points Sheraton Hotel  
Grand Cypress Resort  
Holiday Inn Select - Orlando Airport  
Holiday Inn Select UCF  
HW Suites  
Renaissance Orlando Hotel - Airport  
Shades of Green



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

No.	Front Office	Entry Rate	Average Rate	Max. Rate
1	Front Desk Shift Supervisor	8.63	9.41	11.07
2	Lead Front Desk Clerk	8.42	9.23	9.77
3	Front Desk Clerk	7.46	7.99	9.41
4	Reservationist Supervisor	8.89	9.47	10.49
6	Reservationist	7.64	8.27	9.37
8	Telephone Operator	7.25	7.77	8.78
17	Bell Captain	6.69	7.55	9.43
18	Bell Person	5.76	6.59	7.29

No.	Food & Beverage	Entry Rate	Average Rate	Max. Rate
20	Restaurant Supervisor	7.81	8.95	10.83
23	Restaurant Cashier/Host	6.68	6.88	8.59
24	Restaurant Server	3.75	4.22	4.94
25	Restaurant Bus Person	5.80	6.06	7.09
30	Lead Bartender	7.62	7.85	8.10
31	Bartender	5.58	5.97	6.58
37	Set-up Attendant	6.79	7.14	8.84
38	Banquet Captain	5.79	6.43	7.98
39	Banquet Server	2.95	3.12	3.67
43	Cook I (lowest)	7.64	8.76	9.69
44	Cook II (2nd lowest)	8.55	9.22	10.65
45	Cook III (next to highest)	8.92	9.86	11.76
46	Cook IV (highest)	9.58	10.18	10.66
52	Dishwasher	6.92	7.41	8.35
57	Server, Room Service	4.23	4.85	5.44



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

No.	Security	Entry Rate	Average Rate	Max. Rate
59	Security Supervisor	9.30	10.23	14.14
60	Security Officer	8.05	8.57	11.04

No.	Finance & Accounting	Entry Rate	Average Rate	Max. Rate
61	Accounting Clerk	8.44	10.00	14.56
62	Accounts Receivable Clerk	9.38	11.37	12.14
63	Accounts Payable Clerk	9.38	10.19	12.08
68	Night Auditor	8.77	9.94	12.76

No.	Laundry and Housekeeping	Entry Rate	Average Rate	Max. Rate
71	Laundry Attendant	6.79	7.25	8.17
74	Housekeeping Supervisor	8.35	9.05	11.30
75	Housekeeping Inspector	7.14	8.00	8.25
77	Room Attendant	6.64	7.19	8.66
78	Houseperson	6.70	7.20	8.47
82	Public Area Attendant	6.69	7.09	8.71

No.	Office Staff	Entry Rate	Average Rate	Max. Rate
85	Administrative Asst. to GM	10.12	11.80	14.94
86	Highest Level Secretary	9.07	9.47	14.50



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

No.	Engineering and Maintenance	Entry Rate	Average Rate	Max. Rate
90	Skilled Trades	9.76	10.50	12.38
91	Semi Skilled Trades	9.30	10.35	11.74
92	General Maintenance	8.43	9.17	10.60
99	Irrigation Technician	10.37	11.67	15.03

No.	Other Positions	Entry Rate	Average Rate	Max. Rate
118	HR Coordinator	10.25	11.01	13.11



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

No.	Position	Entry	Average	Maximum
121	General Manager	60,667	88,144	88,316
122	Assistant General Manager	41,500	55,609	57,667
123	Controller	33,743	50,513	54,436
124	Assistant Controller	36,133	38,067	51,517
129	Purchasing Manager	27,227	34,002	44,033
130	Human Resource Director	35,538	43,580	53,100
139	Front Desk Manager	25,820	33,489	36,143
140	Front Office Manager	28,034	30,675	44,008
141	Assistant Front Office Manager	25,100	27,000	41,200
142	Reservations Manager	23,200	26,522	36,651
143	Food & Beverage Director	44,014	53,929	63,156
144	Restaurant Manager	25,395	29,649	34,291
148	Banquet & Catering Manager	30,333	35,250	42,375
150	Executive Chef	40,859	43,162	60,592
154	Director of Sales	47,700	53,000	66,667
156	Director of Sales and Marketing	35,500	49,237	65,625
157	Senior Sales Manager I	34,600	39,106	54,763
158	Sales Manager II	27,926	33,583	42,950
160	Catering and Sales Manager	28,398	34,624	37,038
161	Executive Housekeeper	27,765	34,229	42,023
162	Assistant Housekeeper	24,058	29,721	34,833
164	Chief Engineer	34,604	40,518	52,055
165	Assistant Chief Engineer	25,263	29,012	41,688



## Properties With 301 To 500 rooms

Best Western Lake Buena Vista  
Courtyard by Marriott WDW  
Days Inn – Disney East  
Diplomat Resort  
Embassy Suites Resort  
Grosvenor Resort  
MeriStar Hotels & Resorts  
Orlando Airport Marriott  
Radisson Plaza Hotel Orlando  
Ramada Plaza Hotel Gateway  
Rodeway Inn



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

No.	Front Office	Entry Rate	Average Rate	Max. Rate
1	Front Desk Shift Supervisor	8.61	9.25	11.94
3	Front Desk Clerk	6.96	7.49	8.99
4	Reservationist Supervisor	8.22	8.73	11.55
6	Reservationist	7.14	8.02	9.65
8	Telephone Operator	6.72	7.52	8.66
18	Bell Person	4.13	4.80	5.83

No.	Food and Beverage	Entry Rate	Average Rate	Max. Rate
20	Restaurant Supervisor	7.96	8.48	9.45
21	Restaurant Host Person	5.84	6.41	7.40
22	Restaurant Cashier	6.43	6.81	7.91
23	Restaurant Cashier/Host	6.57	7.21	8.32
24	Restaurant Server	2.79	3.00	3.77
25	Restaurant Bus Person	5.76	6.37	7.47
26	Buffet Attendant	6.44	7.15	8.32
27	Deli Prep	6.58	7.26	8.89
28	Deli Cashier	6.75	8.30	10.00
31	Bartender	4.66	5.03	6.01
32	Cocktail Server	3.24	3.34	4.07
36	Setup Lead - Convention	6.88	8.31	9.40
37	Set-up Attendant	6.44	6.91	7.97
38	Banquet Captain	6.38	7.15	8.54
39	Banquet Server	2.70	2.39	2.44
40	Banquet Bartender	4.57	4.68	5.38
43	Cook I (lowest)	7.38	8.76	9.26
44	Cook II (2nd lowest)	7.86	8.47	10.38
45	Cook III (next to highest)	9.08	9.96	11.50
46	Cook IV (highest)	9.35	10.04	12.13
48	Cafeteria Attendant	6.69	7.42	8.64
52	Dishwasher	6.54	7.03	7.60
54	Kitchen Utility	6.15	7.22	8.32
57	Server, Room Service	4.13	4.61	5.63



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

No.	Security	Entry Rate	Average Rate	Max. Rate
59	Security Supervisor	9.02	10.03	10.50
60	Security Officer	6.84	7.89	9.19

No.	Finance and Accounting	Entry Rate	Average Rate	Max. Rate
61	Accounting Clerk	8.60	10.22	12.07
62	Accounts Receivable Clerk	8.67	9.86	12.08
63	Accounts Payable Clerk	8.75	9.81	11.97
65	Payroll Clerk	8.67	10.14	12.55
66	General Cashier	8.50	10.74	13.13
68	Night Auditor	9.08	9.59	11.29

No.	Laundry and Housekeeping	Entry Rate	Average Rate	Max. Rate
70	Laundry Supervisor	7.88	9.44	11.79
71	Laundry Attendant	6.50	7.35	8.40
74	Housekeeping Supervisor	7.99	8.60	10.24
76	Supervisor/Inspector	7.69	8.33	9.75
77	Room Attendant	6.37	7.25	8.70
78	Houseperson	6.41	7.33	8.47
82	Public Area Attendant	6.44	7.27	8.45



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

No.	Office Staff	Entry Rate	Average Rate	Max. Rate
85	Administrative Asst. to GM	10.27	11.52	13.13
87	Entry Level Secretary	9.19	9.94	12.35

No.	Engineering and Maintenance	Entry Rate	Average Rate	Max. Rate
90	Skilled Trades	10.14	11.74	14.27
91	Semi Skilled Trades	9.70	10.85	12.68
92	General Maintenance	8.05	8.98	10.92
93	Grounds Person	6.79	7.64	8.73

No.	Other Positions	Entry Rate	Average Rate	Max. Rate
118	HR Coordinator	10.00	10.65	13.68



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

No.	Position	Entry	Average	Maximum
121	General Manager	75,938	88,012	105,562
122	Assistant General Manager	42,600	46,992	60,267
123	Controller	45,665	46,191	54,349
124	Assistant Controller	32,240	35,640	43,216
130	Human Resource Director	45,986	59,144	74,067
138	Front Office Manager	28,350	34,283	40,115
139	Assistant Front Office Manager	23,033	25,375	33,667
140	Reservations Manager	26,182	34,770	39,000
141	Food & Beverage Director	49,843	57,561	70,727
145	Restaurant Manager	26,871	30,143	36,322
146	Assistant Restaurant Manager	24,500	27,728	33,050
148	Banquet & Catering Manager	28,757	34,210	43,060
150	Executive Chef	44,129	44,865	59,104
151	Sous Chef	31,825	31,500	39,300
154	Director of Sales	61,000	59,328	66,267
156	Director of Sales and Marketing	57,400	66,172	78,833
157	Senior Sales Manager I	37,995	42,915	48,066
158	Sales Manager II	30,900	39,760	43,749
160	Catering and Sales Manager	29,334	30,658	39,899
161	Executive Housekeeper	32,301	35,359	43,537
162	Assistant Housekeeper	21,888	25,521	32,164
164	Chief Engineer	40,489	44,888	55,075
165	Assistant Chief Engineer	27,825	33,533	40,875



## Properties With 501 to 750 Rooms

Comfort Inn Lake Buena Vista  
Days Inn Lakeside  
Days Inn Suites  
Four Points Hotel Lakeside  
Holiday Inn International Drive Resort  
Holiday Inn - Maingate East  
Hyatt Regency Grand Cypress  
Island One Resorts Management Co.  
Quality Inn International  
Radisson Barcelo Hotel  
Radisson Resort Parkway  
Radisson Hotel Orlando



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

No.	Front Office	Entry Rate	Average Rate	Max. Rate
1	Front Desk Shift Supervisor	8.77	9.52	10.87
3	Front Desk Clerk	7.18	7.85	9.44
4	Reservationist Supervisor	8.91	9.39	10.87
6	Reservationist	7.23	8.05	9.92
8	Telephone Operator	6.71	7.64	8.81
18	Bell Person	4.98	5.80	6.97

No.	Food and Beverage	Entry Rate	Average Rate	Max. Rate
20	Restaurant Supervisor	8.04	8.94	10.12
23	Restaurant Cashier/Host	6.75	7.39	9.30
24	Restaurant Server	2.80	3.28	4.29
25	Restaurant Bus Person	5.49	5.90	6.92
28	Deli Cashier	6.85	7.56	8.32
29	Deli Attendant	6.67	6.79	8.38
31	Bartender	4.91	5.37	7.08
32	Cocktail Server	2.90	2.66	2.66
37	Set-up Attendant	6.48	7.16	8.35
38	Banquet Captain	5.50	6.25	7.61
39	Banquet Server	3.15	3.30	3.64
40	Banquet Bartender	4.35	4.53	5.15
43	Cook I (lowest)	7.00	7.40	8.40
44	Cook II (2nd lowest)	8.01	8.70	9.87
45	Cook III (next to highest)	8.08	9.49	10.05
46	Cook IV (highest)	9.21	10.39	11.79



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

No.	Food and Beverage	Entry Rate	Average Rate	Max. Rate
52	Dishwasher	6.55	7.17	8.59
57	Server, Room Service	4.56	5.39	6.98

No.	Security	Entry Rate	Average Rate	Max. Rate
59	Security Supervisor	9.41	10.54	11.97
60	Security Officer	7.59	8.26	9.77

No.	Finance and Accounting	Entry Rate	Average Rate	Max. Rate
61	Accounting Clerk	8.88	10.27	11.32
62	Accounts Receivable Clerk	8.89	11.36	11.46
63	Accounts Payable Clerk	8.88	10.91	11.41
65	Payroll Clerk	9.15	11.05	11.55
66	General Cashier	8.38	9.69	10.33
67	Lead Night Auditor	9.50	10.81	12.00
68	Night Auditor	8.66	9.06	10.59

No.	Laundry and Housekeeping	Entry Rate	Average Rate	Max. Rate
70	Laundry Supervisor	7.72	8.19	9.00
71	Laundry Attendant	6.54	7.41	8.44
74	Housekeeping Supervisor	7.85	8.71	9.86
76	Supervisor/Inspector	7.63	8.67	9.77
77	Room Attendant	6.36	7.63	8.99
78	Houseperson	6.35	7.51	8.62
82	Public Area Attendant	6.43	7.99	8.61



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

No.	Office Staff	Entry Rate	Average Rate	Max. Rate
85	Administrative Asst. to GM	12.35	14.71	17.11
86	Highest Level Secretary	10.50	12.60	13.90
87	Entry Level Secretary	8.47	10.85	10.75

No.	Engineering and Maintenance	Entry Rate	Average Rate	Max. Rate
90	Skilled Trades	9.48	12.09	13.94
91	Semi Skilled Trades	8.54	10.11	11.43
92	General Maintenance	7.78	9.46	11.11
93	Grounds Person	6.89	8.07	9.14
94	Pool Maintenance Person	8.00	8.77	9.36

No.	Other Positions	Entry Rate	Average Rate	Max. Rate
116	Tour/Travel Coordinator	9.30	11.35	12.70
117	Catering Coordinator	9.00	11.10	13.19
118	HR Coordinator	9.02	10.21	10.66



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

No.	Position	Entry	Average	Maximum
121	General Manager	67,500	87,827	105,851
123	Controller	53,780	58,980	72,671
124	Assistant Controller	34,060	38,370	42,887
130	Human Resource Director	47,594	52,257	64,057
131	Assistant Human Resource Director	32,200	36,031	39,487
138	Front Office Manager	35,235	40,447	46,853
139	Assistant Front Office Manager	28,500	30,167	37,588
140	Reservations Manager	30,027	35,515	40,693
143	Food & Beverage Director	50,382	55,528	70,330
145	Restaurant Manager	27,976	31,500	37,337
150	Executive Chef	46,656	50,723	60,830
151	Sous Chef	28,100	29,421	38,433
154	Director of Sales	54,125	55,457	66,118
156	Director of Sales and Marketing	65,250	85,470	100,625
157	Senior Sales Manager I	38,032	43,813	56,835
158	Sales Manager II	29,490	36,794	49,102
160	Catering and Sales Manager	29,550	31,554	40,633
161	Executive Housekeeper	37,380	41,396	50,934
162	Assistant Housekeeper	23,910	27,416	34,414
164	Chief Engineer	46,145	56,487	64,947
165	Assistant Chief Engineer	30,040	32,524	38,275
167	Director of Security	30,607	37,637	46,328



## Properties With Over 750 Rooms

Best Western Movie Land  
Caribe Royal Resort Suites & Villas  
Hilton at WDW Resort  
Holiday Inn Family Suites  
Howard Johnson Inn – Maingate East  
Hyatt Orlando  
Loews Hotels  
Orange Lake Resort  
Renaissance Orlando Resort  
Rosen Centre Hotel  
Rosen Plaza  
The Peabody Hotel  
Westgate Lakes



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

No.	Front Office	Entry Rate	Average Rate	Max. Rate
1	Front Desk Shift Supervisor	8.93	9.67	12.02
2	Lead Front Desk Clerk	7.81	8.31	9.86
3	Front Desk Clerk	7.42	7.93	9.97
4	Reservationist Supervisor	8.67	9.34	10.83
6	Reservationist	7.32	8.44	9.95
7	Telephone Supervisor	8.55	9.17	11.21
8	Telephone Operator	6.93	7.88	9.69
16	Door Person	4.25	4.82	5.71
18	Bell Person	4.07	4.77	5.46

No.	Food and Beverage	Entry Rate	Average Rate	Max. Rate
20	Restaurant Supervisor	8.97	9.97	11.79
21	Restaurant Host Person	6.59	7.07	8.75
22	Restaurant Cashier	6.90	7.57	9.12
23	Restaurant Cashier/Host	7.00	7.79	7.75
24	Restaurant Server	2.93	3.69	4.88
25	Restaurant Bus Person	5.21	6.15	8.06
26	Buffet Attendant	6.63	7.46	9.28
27	Deli Prep/Cashier	7.25	7.88	8.28
28	Deli Cashier	6.83	8.03	9.73
29	Deli Attendant	6.83	7.51	9.16
30	Lead Bartender	6.58	7.36	8.71
31	Bartender	4.76	5.82	6.39
32	Cocktail Server	2.59	2.97	4.14
35	Servi-Bar Attendant	6.69	7.17	9.00
36	Setup Lead - Convention	7.53	9.95	11.07
37	Set-up Attendant	6.56	7.57	9.56
38	Banquet Captain	8.59	6.55	8.16



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

No.	Food and Beverage	Entry Rate	Average Rate	Max. Rate
39	Banquet Server	3.75	4.16	5.68
40	Banquet Bartender	3.61	4.58	5.11
41	Lead Baker	10.88	11.32	13.86
42	Baker	8.61	9.78	12.18
43	Cook I (lowest)	7.39	8.16	10.45
44	Cook II (2nd lowest)	8.21	8.91	11.63
45	Cook III (next to highest)	9.21	10.26	12.98
46	Cook IV (highest)	9.78	10.81	13.98
48	Cafeteria Attendant	6.44	7.43	9.13
49	Lead Storeroom Clerk	7.91	10.08	11.38
50	Storeroom Clerk	6.96	7.77	10.13
51	Receiver	7.22	8.06	10.32
52	Dishwasher	6.58	7.67	9.24
53	Pot Washer	6.67	7.44	8.55
55	Captain, Room Service	5.14	5.84	7.02
56	Cashier, Room Service	6.88	7.80	9.84
57	Server, Room Service	3.61	4.28	4.90
58	Bus Person, Room Service	5.13	6.46	6.48

No.	Security	Entry Rate	Average Rate	Max. Rate
59	Security Supervisor	8.90	10.11	11.94
60	Security Officer	7.52	8.35	10.21
61	Accounting Clerk	8.75	10.21	12.41
62	Accounts Receivable Clerk	8.88	10.37	12.50
63	Accounts Payable Clerk	8.94	10.55	12.43
65	Payroll Clerk	9.42	10.74	12.91
66	General Cashier	8.18	9.69	11.61
67	Lead Night Auditor	10.50	10.99	13.87
68	Night Auditor	8.57	9.15	11.31



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

No.	Security	Entry Rate	Average Rate	Max. Rate
70	Laundry Supervisor	7.93	10.15	11.11
71	Laundry Attendant	6.49	7.63	9.19
72	Washer/Sorter	6.50	7.43	8.39
73	Machine Operator	7.08	8.10	9.17
74	Housekeeping Supervisor	8.51	9.64	11.81
76	Supervisor/Inspector	7.22	9.51	9.86
77	Room Attendant	6.41	7.79	9.35
78	Houseperson	6.41	7.63	9.27
79	Uniform Attendant	6.17	8.26	9.06
81	Lead Houseperson	7.85	8.75	10.45
82	Public Area Attendant	6.53	7.83	9.14
83	Turn Down Attendant	6.56	7.39	9.12

No.	Security	Entry Rate	Average Rate	Max. Rate
85	Administrative Asst. to GM	11.46	14.19	14.96
86	Highest Level Secretary	9.99	12.89	13.89
87	Entry Level Secretary	8.77	9.82	12.52
89	Receptionist	8.13	8.93	11.13

No.	Engineering and Maintenance	Entry Rate	Average Rate	Max. Rate
90	Skilled Trades	11.39	13.37	16.39
91	Semi Skilled Trades	9.95	11.19	14.26
92	General Maintenance	8.05	9.28	11.60
93	Grounds Person	6.94	8.05	9.90
94	Pool Maintenance Person	7.55	8.15	9.35
96	Floor Care Person	7.50	8.36	9.57

No.	Other Positions	Entry Rate	Average Rate	Max. Rate
118	HR Coordinator	9.57	10.37	12.71



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

No.	Position	Entry	Average	Maximum
121	General Manager	94,964	129,109	173,875
123	Controller	64,236	76,346	100,150
124	Assistant Controller	35,506	44,597	54,148
125	Credit Manager	27,393	36,081	43,190
128	Director of MIS	49,898	59,570	57,725
129	Purchasing Manager	34,874	40,083	52,289
130	Human Resource Director	65,063	71,103	98,018
131	Assistant Human Resource Director	37,200	50,593	55,636
132	Employment/Benefits Manager	26,460	32,372	41,033
134	Training & Development Manager	33,100	46,791	47,200
135	Director of Convention Services	50,837	68,724	76,653
136	Director of Rooms	55,057	57,363	86,540
137	Front Desk Manager	32,928	39,763	52,351
138	Front Office Manager	42,053	44,049	71,000
139	Assistant Front Office Manager	27,445	39,301	43,644
140	Reservations Manager	34,192	40,524	50,180
141	Guest Services Manager	32,892	40,300	47,301
143	Food & Beverage Director	66,442	73,829	116,192
144	Assistant Food & Beverage Manager	36,441	43,477	67,050
145	Restaurant Manager	28,979	33,478	48,828
146	Assistant Restaurant Manager	23,975	28,980	41,625
147	Beverage Manager	26,392	38,118	43,533
148	Banquet & Catering Manager	32,906	34,567	51,472
149	Assistant Banquet Manager	27,968	52,201	34,500
150	Executive Chef	59,020	63,031	99,412
151	Sous Chef	36,725	39,469	57,550
152	Executive Steward	29,675	35,505	48,370
153	Head Steward	22,750	37,967	39,317
154	Director of Sales	65,133	77,444	102,786
156	Director of Sales and Marketing	91,638	100,025	136,750
157	Senior Sales Manager I	67,543	78,207	75,740
158	Sales Manager II	49,028	55,731	57,410
159	Conference Manager	29,519	40,139	49,038
160	Catering and Sales Manager	29,479	41,169	47,401
161	Executive Housekeeper	45,186	50,763	63,901
162	Assistant Housekeeper	29,225	36,827	43,300
163	Laundry Manager	28,417	42,392	38,325
164	Chief Engineer	55,400	58,056	88,497
165	Assistant Chief Engineer	31,969	44,529	52,990
167	Director of Security	36,150	43,768	57,840



## Properties In The International Drive Area

Caribe Royal Resort Suites & Villas  
Days Inn East of Universal Studios  
Days Inn Lakeside  
Embassy Suites Orlando South  
Holiday Inn International Drive Resort  
Howard Johnson Inn Maingate  
Loews Hotels  
Quality Inn International  
Radisson Hotel Orlando  
Renaissance Orlando Resort  
Rodeway Inn  
Rosen Plaza  
The Peabody Hotel



## Average Rates of Pay Hourly Positions International Drive Area

No.	Front Office	Entry Rate	Average Rate	Max. Rate
1	Front Desk Shift Supervisor	8.42	9.40	11.27
2	Lead Front Desk Clerk	7.80	8.47	9.13
3	Front Desk Clerk	6.95	7.80	9.30
4	Reservationist Supervisor	8.93	9.59	10.23
6	Reservationist	7.12	7.94	9.43
7	Telephone Supervisor	8.33	9.11	11.21
8	Telephone Operator	6.68	7.77	9.05
16	Door Person	4.33	4.85	5.91
17	Bell Captain	6.88	7.19	8.66
18	Bell Person	4.16	4.61	5.95

No.	Food and Beverage	Entry Rate	Average Rate	Max. Rate
20	Restaurant Supervisor	8.43	9.14	10.84
21	Restaurant Host Person	6.56	7.31	8.50
22	Restaurant Cashier	6.69	7.70	8.56
23	Restaurant Cashier/Host	6.43	7.56	8.37
24	Restaurant Server	2.45	3.12	4.26
25	Restaurant Bus Person	5.55	6.25	7.07
27	Deli Prep	7.08	7.61	8.52
28	Deli Cashier	6.43	7.61	9.14
29	Deli Attendant	6.80	7.47	9.11
30	Lead Bartender	7.25	7.52	8.53
31	Bartender	4.43	4.79	6.75
32	Cocktail Server	2.48	2.69	3.10
36	Setup Lead - Convention	7.63	8.88	10.35
37	Set-up Attendant	6.60	7.53	8.91



## Average Rates of Pay Hourly Positions International Drive Area

No.	Food and Beverage	Entry Rate	Average Rate	Max. Rate
38	Banquet Captain	9.80	6.62	8.06
39	Banquet Server	2.50	2.74	3.05
40	Banquet Bartender	3.49	3.39	3.38
43	Cook I (lowest)	6.82	7.67	9.05
44	Cook II (2nd lowest)	7.86	8.85	10.51
45	Cook III (next to highest)	8.30	9.87	11.86
46	Cook IV (highest)	9.43	10.88	12.34
50	Storeroom Clerk	6.92	8.08	9.78
52	Dishwasher	6.54	7.38	8.62
54	Kitchen Utility	6.25	7.47	7.93
55	Captain, Room Service	6.20	6.63	8.03
56	Cashier, Room Service	6.44	7.39	9.22
57	Server, Room Service	3.93	4.29	5.48

No.	Security	Entry Rate	Average Rate	Max. Rate
59	Security Supervisor	8.89	9.92	11.65
60	Security Officer	7.22	8.28	9.98



## Average Rates of Pay Hourly Positions International Drive Area

No.	Finance and Accounting	Entry Rate	Average Rate	Max. Rate
61	Accounting Clerk	9.19	10.34	12.34
62	Accounts Receivable Clerk	8.90	10.89	12.39
63	Accounts Payable Clerk	9.00	10.84	12.30
65	Payroll Clerk	9.38	11.43	13.06
66	General Cashier	7.94	9.46	10.66
67	Lead Night Auditor	9.50	10.61	12.22
68	Night Auditor	8.28	9.18	10.76

No.	Laundry and Housekeeping	Entry Rate	Average Rate	Max. Rate
70	Laundry Supervisor	7.65	9.24	10.26
71	Laundry Attendant	6.43	7.36	8.33
72	Washer/Sorter	5.99	7.86	8.39
74	Housekeeping Supervisor	8.29	9.31	10.81
76	Supervisor/Inspector	7.28	9.28	9.49
77	Room Attendant	6.17	7.70	8.66
78	Houseperson	6.19	7.66	8.49
82	Public Area Attendant	6.17	7.71	8.57
83	Turn Down Attendant	6.25	7.13	8.47

No.	Office Staff	Entry Rate	Average Rate	Max. Rate
85	Administrative Asst. to GM	11.06	14.15	15.60
86	Highest Level Secretary	10.63	12.07	14.01
87	Entry Level Secretary	8.44	10.17	11.57
89	Receptionist	8.58	9.61	12.38



## Average Rates of Pay Hourly Positions International Drive Area

No.	Office Staff	Entry Rate	Average Rate	Max. Rate
90	Skilled Trades	9.86	11.90	13.90
91	Semi Skilled Trades	9.17	10.73	12.45
92	General Maintenance	7.80	9.92	11.67
93	Grounds Person	6.64	8.14	9.09

No.	Other positions	Entry Rate	Average Rate	Max. Rate
116	Tour/Travel Coordinator	9.39	11.38	12.59
117	Catering Coordinator	9.63	10.73	13.20
118	HR Coordinator	8.69	10.42	11.73



# Average Rates of Pay Salaried Positions International Drive Area

No.	Position	Entry	Average	Maximum
121	General Manager	68,103	96,827	128,125
122	Assistant General Manager	58,203	70,112	100,246
123	Controller	48,525	64,371	78,521
124	Assistant Controller	32,746	43,520	50,886
129	Purchasing Manager	30,034	36,618	47,969
130	Human Resource Director	43,591	60,367	71,887
131	Assistant Human Resource Director	36,204	47,799	55,327
135	Director of Convention Services	46,244	59,644	70,013
138	Front Office Manager	35,078	39,194	51,900
139	Assistant Front Office Manager	26,339	30,406	37,244
140	Reservations Manager	28,501	39,840	42,129
143	Food & Beverage Director	49,505	67,856	92,393
144	Assistant Food & Beverage Manager	33,662	45,392	61,667
145	Restaurant Manager	26,522	32,240	42,624
147	Assistant Restaurant Manager	22,490	28,317	35,700
148	Banquet & Catering Manager	34,585	36,800	49,391
149	Assistant Banquet Manager	28,233	45,093	33,625
150	Executive Chef	54,208	66,296	85,732
151	Sous Chef	29,510	37,415	52,310
152	Executive Steward	36,117	38,833	45,583
154	Director of Sales	49,500	64,410	81,168
156	Director of Sales and Marketing	72,092	106,736	127,850
157	Senior Sales Manager I	39,960	51,404	72,017
158	Sales Manager II	30,983	43,731	55,358
159	Conference Manager	27,032	40,289	44,950
160	Catering and Sales Manager	30,019	34,334	46,421
161	Executive Housekeeper	34,265	39,289	52,163
162	Assistant Housekeeper	25,011	31,005	36,963
164	Chief Engineer	41,811	48,314	70,986
165	Assistant Chief Engineer	29,108	44,828	44,375
167	Director of Security	34,733	48,063	57,600



## Properties In The Kissimmee area

Days Inn – Disney East  
Days Inn Suites  
Diplomat Resort  
Doubletree Guest Suites Resorts  
Four Points Hotel Lakeside  
Holiday Inn - Maingate East  
Hyatt Orlando  
Island One Resorts Management Co.  
Orange Lake Resort  
Radisson Resort Parkway  
Ramada Plaza Hotel Gateway



# Average Rates of Pay Hourly Positions Kissimmee Area

No.	Front Office	Entry Rate	Average Rate	Max. Rate
1	Front Desk Shift Supervisor	9.00	9.84	11.36
2	Lead Front Desk Clerk	8.00	8.73	10.36
3	Front Desk Clerk	7.18	7.62	9.70
4	Reservationist Supervisor	8.25	9.26	12.03
5	Lead Reservationist	9.33	9.81	12.67
6	Reservationist	7.28	8.37	10.11
8	Telephone Operator	6.66	7.38	8.64
18	Bell Person	5.08	5.82	6.66

No.	Food and Beverage	Entry Rate	Average Rate	Max. Rate
20	Restaurant Supervisor	7.58	9.06	10.43
22	Restaurant Cashier	6.92	7.17	8.27
23	Restaurant Cashier/Host	6.63	7.39	8.99
24	Restaurant Server	2.57	3.00	3.59
25	Restaurant Bus Person	5.48	6.05	7.47
26	Buffet Attendant	6.88	7.78	9.15
28	Deli Cashier	6.97	7.87	9.07
31	Bartender	5.09	5.62	6.03
32	Cocktail Server	3.52	3.69	4.92
37	Set-up Attendant	6.29	7.14	9.28



# Average Rates of Pay Hourly Positions Kissimmee Area

No.	Food and Beverage	Entry Rate	Average Rate	Max. Rate
39	Banquet Server	4.35	4.57	5.51
43	Cook I (lowest)	7.42	8.13	9.34
44	Cook II (2nd lowest)	8.19	8.60	11.36
45	Cook III (next to highest)	8.45	10.25	11.67
46	Cook IV (highest)	9.08	10.38	12.98
51	Receiver	7.42	7.96	10.93
52	Dishwasher	6.40	7.58	8.75
54	Kitchen Utility	6.16	6.77	7.14

No.	Security	Entry Rate	Average Rate	Max. Rate
59	Security Supervisor	9.40	10.08	12.09
60	Security Officer	7.39	8.15	10.06

No.	Finance and Accounting	Entry Rate	Average Rate	Max. Rate
61	Accounting Clerk	8.59	10.52	11.45
62	Accounts Receivable Clerk	8.59	10.68	11.54
63	Accounts Payable Clerk	8.68	10.40	11.43
65	Payroll Clerk	8.71	10.08	11.06
66	General Cashier	8.25	10.65	12.30
67	Lead Night Auditor	10.38	11.25	13.60
68	Night Auditor	8.94	9.27	10.63



# Average Rates of Pay Hourly Positions Kissimmee Area

No.	Laundry and Housekeeping	Entry Rate	Average Rate	Max. Rate
70	Laundry Supervisor	8.00	9.62	10.60
71	Laundry Attendant	6.54	7.75	9.01
74	Housekeeping Supervisor	7.96	8.70	10.37
76	Supervisor/Inspector	7.63	8.74	9.65
77	Room Attendant	6.44	7.44	9.04
78	Houseperson	6.53	7.38	8.79
82	Public Area Attendant	6.54	7.84	8.60

No.	Office Staff	Entry Rate	Average Rate	Max. Rate
85	Administrative Asst. to GM	10.00	11.45	12.46
87	Entry Level Secretary	8.17	10.85	12.62

No.	Engineering and Maintenance	Entry Rate	Average Rate	Max. Rate
90	Skilled Trades	10.43	13.18	16.12
91	Semi Skilled Trades	9.21	10.94	13.15
92	General Maintenance	7.60	8.91	10.47
93	Grounds Person	7.17	8.42	9.79
94	Pool Maintenance Person	7.92	8.83	9.93

No.	Other Positions	Entry Rate	Average Rate	Max. Rate
116	Tour/Travel Coordinator	8.44	10.49	11.17
118	HR Coordinator	9.25	10.89	11.57



## Average Rates of Pay Salaried Positions Kissimmee Area

No.	Position	Entry	Ave.	Max.
121	General Manager	78,325	94,316	91,976
122	Assistant General Manager	48,912	56,103	59,171
123	Controller	52,433	63,986	64,535
124	Assistant Controller	32,347	40,537	46,853
125	Credit Manager	37,752	45,233	52,125
130	Human Resource Director	53,723	65,146	72,548
131	Assistant Human Resource Director	33,050	42,048	41,740
138	Front Office Manager	33,488	37,274	41,353
139	Assistant Front Office Manager	27,737	33,514	34,533
140	Reservations Manager	34,740	37,285	44,940
143	Food & Beverage Director	48,880	49,916	63,384
145	Restaurant Manager	25,191	29,253	36,762
150	Executive Chef	41,595	42,620	77,610
154	Director of Sales.	58,875	54,367	66,061
156	Director of Sales and Marketing	46,667	59,707	69,250
157	Senior Sales Manager I	63,227	68,497	49,028
158	Sales Manager II	49,027	57,787	45,736
161	Executive Housekeeper	37,792	40,757	44,758
162	Assistant Housekeeper	22,335	26,546	31,498
164	Chief Engineer	44,883	53,100	55,624
165	Assistant Chief Engineer	31,088	31,908	43,191
167	Director of Security	31,280	32,698	47,882



## Properties In The Lake Buena Vista Area

Best Western Lake Buena Vista  
Courtyard by Marriott WDW  
Days Inn Hotel Lake Buena Vista  
Doubletree Guest Suites Resorts Lake Buena Vista  
Embassy Suites Resort  
Grand Cypress Resort  
Grosvenor Resort  
Hilton at WDW Resort  
Holiday Inn Family Suites Resort  
Meristar Hotels & Resorts  
Shades of Green Resort



## Average Rates of Pay Hourly Positions Lake Buena Vista Area

No.	Front Office	Entry Rate	Average Rate	Max. Rate
1	Front Desk Shift Supervisor	8.80	9.32	11.96
3	Front Desk Clerk	7.48	8.01	9.66
4	Reservationist Supervisor	8.36	9.04	10.94
6	Reservationist	7.39	8.11	9.69
8	Telephone Operator	6.96	7.62	9.14
17	Bell Captain	6.75	6.96	9.63
18	Bell Person	4.60	5.40	6.07

No.	Food and Beverage	Entry Rate	Average Rate	Max. Rate
20	Restaurant Supervisor	7.94	8.75	10.46
21	Restaurant Host Person	6.60	7.29	9.01
22	Restaurant Cashier	6.78	7.42	8.75
23	Restaurant Cashier/Host	7.07	7.01	7.93
24	Restaurant Server	4.00	4.37	5.37
25	Restaurant Bus Person	5.78	6.71	8.15
31	Bartender	5.39	6.15	7.03
36	Set-up Lead - Convention	6.83	7.68	9.80
38	Banquet Captain	5.26	7.13	7.21
39	Banquet Server	2.79	2.43	3.07
43	Cook I (lowest)	7.46	8.41	9.71
44	Cook II (2nd lowest)	7.97	8.60	10.57
45	Cook III (next to highest)	8.78	9.54	11.22
46	Cook IV (highest)	9.55	10.34	11.83
48	Cafeteria Attendant	6.31	7.20	8.62
51	Receiver	7.33	8.68	9.73
52	Dishwasher	6.78	7.30	8.63



## Average Rates of Pay Hourly Positions Lake Buena Vista Area

No.	Security	Entry Rate	Average Rate	Max. Rate
59	Security Supervisor	8.77	9.95	14.90
60	Security Officer	7.83	8.23	11.47

No.	Finance and Accounting	Entry Rate	Average Rate	Max. Rate
61	Accounting Clerk	8.38	10.36	14.44
62	Accounts Receivable Clerk	8.60	10.70	12.47
63	Accounts Payable Clerk	8.90	10.21	12.53
65	Payroll Clerk	9.05	10.89	13.52
66	General Cashier	8.25	9.28	12.72
68	Night Auditor	9.05	10.39	14.11

No.	Laundry and Housekeeping	Entry Rate	Average Rate	Max. Rate
70	Laundry Supervisor	7.68	8.90	10.50
71	Laundry Attendant	6.87	7.64	8.58
74	Housekeeping Supervisor	8.47	9.70	12.56
76	Supervisor/Inspector	7.66	8.53	10.38
77	Room Attendant	6.78	7.57	9.63
78	Houseperson	6.80	7.51	9.27
82	Public Area Attendant	6.86	7.66	9.57



## Average Rates of Pay Hourly Positions Lake Buena Vista Area

No.	Office Staff	Entry Rate	Average Rate	Max. Rate
85	Administrative Asst. to GM	10.00	12.02	15.56
87	Entry Level Secretary	8.50	9.95	16.05

No.	Engineering and Maintenance	Entry Rate	Average Rate	Max. Rate
90	Skilled Trades	9.88	11.22	13.68
91	Semi Skilled Trades	9.27	10.81	12.99
92	General Maintenance	8.55	9.73	12.01
93	Grounds Person	7.05	8.06	9.21

No.	Other Positions	Entry Rate	Average Rate	Max. Rate
118	HR Coordinator	9.70	11.01	15.32



## Average Rates of Pay Salaried Positions Lake Buena Vista Area

No.	Position	Entry	Average	Maximum
121	General Manager	62,200	88,192	99,586
122	Assistant General Manager	41,133	45,137	54,600
123	Controller	43,813	47,261	63,721
124	Assistant Controller	32,467	36,040	49,430
128	Director of MIS	42,188	50,333	60,650
129	Purchasing Manager	28,180	33,901	43,940
130	Human Resource Director	48,157	57,121	79,933
132	Benefits Manager	23,700	31,475	38,667
135	Director of Convention Services	40,383	55,507	63,483
136	Director of Rooms	43,175	48,670	73,120
138	Front Office Manager	30,593	33,180	49,294
139	Assistant Front Office Manager	28,525	28,125	46,250
140	Reservations Manager	27,478	34,273	39,356
143	Food & Beverage Director	50,388	60,755	82,321
144	Assistant Food & Beverage Director	33,750	37,000	51,000
145	Restaurant Manager	24,908	33,865	39,255
148	Banquet & Catering Manager	26,320	28,375	38,800
150	Executive Chef	45,300	41,625	68,969
151	Sous Chef	27,821	30,907	45,665
156	Director of Sales and Marketing	50,875	60,149	81,500
157	Senior Sales Manager I	34,725	41,644	54,631
158	Sales Manager II	27,504	37,618	45,231
160	Catering and Sales Manager	27,532	32,290	39,321
161	Executive Housekeeper	35,220	40,979	49,811
162	Assistant Housekeeper	27,250	32,191	37,600
163	Laundry Manager	23,145	33,168	42,333
164	Chief Engineer	39,883	48,675	60,939
165	Assistant Chief Engineer	27,993	32,170	45,025
167	Director of Security	35,020	41,057	57,975



## Employee Benefits Total Central Florida Area

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

<b>Medical Benefits Offered</b>	<b>Full-Time Hourly Employees</b>	<b>Part-Time Hourly Employees</b>	<b>Management/ Supervisory Employees</b>
Preferred Provider Organization	66%	12%	77%
Health Maintenance Organization	70%	12%	75%
Other Health Plan	21%	12%	25%
Vision Care Plan	83%	25%	86%
Prescription Plan	95%	22%	95%
Dental Care Plan	98%	22%	98%
Substance Abuse Program	67%	25%	67%
Employee Counseling/EAP	67%	30%	67%
Mental Health Care Plan	67%	15%	67%

<b>Other Benefits Offered</b>	<b>Full-Time Hourly Employees</b>	<b>Part-Time Hourly Employees</b>	<b>Management/ Supervisory Employees</b>
Pension Plan	15%	7%	16%
Profit Sharing Plan Matched Funds	16%	10%	16%
Savings Plan (company sponsored)	16%	11%	18%
401(k) Plan (before tax savings)	83%	33%	87%
Group Term Life Insurance	93%	25%	93%
Accid. Death & Dismemberment	80%	20%	82%
Long Term Disability	56%	10%	79%
Short Term Disability	60%	8%	65%
Childcare	4%	2%	4%
Paid Dressing & Changing Time	6%	5%	1%
Tuition Assistance	58%	10%	58%
Average Tuition Assistance Paid	\$951	\$923	\$951
Average Number of Paid Holidays	6.83	6.25	6.75
Average Number of Paid Sick/Personal Days	5.50	4.25	5.83



## Medical Costs and 401K Plans Total Central Florida Area

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

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

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

<b>Medical Benefits Cost Single Coverage</b>	<b>Full-Time Hourly Employees</b>	<b>Part-Time Hourly Employees</b>	<b>Management/ Supervisory Employees</b>
Average Paid by the Company	\$ 129.46	\$ 125.50	\$ 133.33
Average Paid by the Employee	\$ 55.21	\$ 84.83	\$ 46.65

<b>Medical Benefits Cost Single Plus 1 Coverage</b>	<b>Full-Time Hourly Employees</b>	<b>Part-Time Hourly Employees</b>	<b>Management/ Supervisory Employees</b>
Average Paid by the Company	\$ 191.03	\$ 120.48	\$ 212.97
Average Paid by the Employee	\$ 131.08	\$ 116.10	\$ 127.59

<b>Medical Benefits Cost Family Coverage</b>	<b>Full-Time Hourly Employees</b>	<b>Part-Time Hourly Employees</b>	<b>Management/ Supervisory Employees</b>
Average Paid by the Company	\$ 289.93	\$ 278.81	\$ 294.50
Average Paid by the Employee	\$ 212.72	\$ 213.33	\$ 175.80

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

<b>401K Retirement Plans</b>	<b>Full-Time Hourly Employees</b>	<b>Part-Time Hourly Employees</b>	<b>Management/ Supervisory Employees</b>
Percent 401K Match	3.98%	4.92%	3.95%
Employees maximum 401K contribution	15.50%	16.00%	15.33%
Number of years to become eligible	0.67	0.75	0.67
Number of years to become partially vested	1.35	1.11	1.35
Number of years to become fully vested	4.55	4.67	4.44



## Vacation Total Central Florida Area

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

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

How Many Years of Service Are Required To Earn:	Full-Time Hourly Employees	Part-Time Hourly Employees	Management/ Supervisory Employees
1 week of vacation	0.90	0.98	0.84
2 weeks of vacation	1.58	1.90	1.34
3 weeks of vacation	5.33	5.92	5.09
4 weeks of vacation	10.89	12.05	9.90
5 weeks of vacation	16.67	15.00	16.67

### CARRYOVER POLICY FOR VACATION AND SICK/PERSONAL DAYS

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

Policy	Full-Time Hourly Employees	Part-Time Hourly Employees	Management/ Supervisory Employees
Allow Carryover of Vacation Days	52.7%	50.0%	45.2%
Require Vacation to be Taken	27.3%	56.3%	78.7%
Allow Carryover of Sick & Personal Days	46.7%	33.3%	54.5%

### OTHER COMPENSATION

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



# Other Compensation

Percent of total respondents indicating the compensation or benefit is offered

No.	Position	Auto Provided	Auto Allowance	Other Expense Allow.	Free Dry Cleaning	Separation Agreement	Other Compensation
121	General Manager	25%	20%	20%	40%	4%	8%
122	Assistant General Manager	2%	2%	8%	20%	2%	3%
123	Controller			10%	20%	3%	5%
124	Assistant Controller			3%	8%		3%
125	Credit Manager			3%	4%		
126	Food & Beverage Controller			2%	2%		
127	Operations Analyst (Systems)			2%			
128	Director of MIS			2%	2%		2%
129	Purchasing Manager			5%			
130	Human Resource Director			10%	20%	4%	5%
131	Assistant Human Resource Director			3%			
132	Employment/Benefits Manager			3%	3%		
133	Training & Development Manager			3%	3%		
134	Director of Convention Services			4%	10%		3%
135	Director of Rooms		2%	4%	10%		5%
136	Front Desk Manager			2%	5%		3%
137	Front Office Manager			3%	8%		
138	Assistant Front Office Manager			3%	6%		
139	Reservations Manager			4%	6%		2%
140	Guest Services Manager			3%	4%		
141	Assistant Guest Services Manager			2%			
142	Food & Beverage Director		2%	8%	20%	3%	5%
143	Assistant Food & Beverage Manager			2%	3%		
144	Restaurant Manager			2%	6%		
145	Assistant Restaurant Manager			2%	6%		
146	Beverage Manager			2%			2%
147	Banquet & Catering Manager			2%	4%		2%
148	Assistant Banquet Manager			2%	4%		2%
149	Executive Chef			2%	8%		4%
150	Sous Chef			4%	6%		
151	Executive Steward			4%	4%		
152	Head Steward			2%	2%		
153	Director of Sales			8%	10%	2%	6%
154	Director of Marketing			4%	10%		5%
155	Director of Sales and Marketing	2%	6%	12%	20%	2%	2%
156	Senior Sales Manager I		4%	10%		2%	6%
157	Sales Manager II			8%			8%
158	Conference Manager			4%			5%
159	Catering and Sales Manager			4%			5%
160	Executive Housekeeper			5%	10%		5%
161	Assistant Housekeeper			2%			5%
162	Laundry Manager			4%	3%		2%
163	Chief Engineer			8%	16%	2%	6%
164	Assistant Chief Engineer			4%	4%		6%
165	Engineering Supervisor			2%			2%
166	Director of Security			4%	5%		5%