

# 2012 HFTP

## Compensation and Benefits

### Survey Report

By Tanya Venegas

The *HFTP Compensation and Benefits Survey* was developed to not only determine salaries and benefits, but also to devise a profile of accounting/finance and technology professionals in the hospitality industry. The information in this survey is intended for several purposes including salary comparisons, budgeting processes, staffing guidelines, contract negotiation and benefits standards.

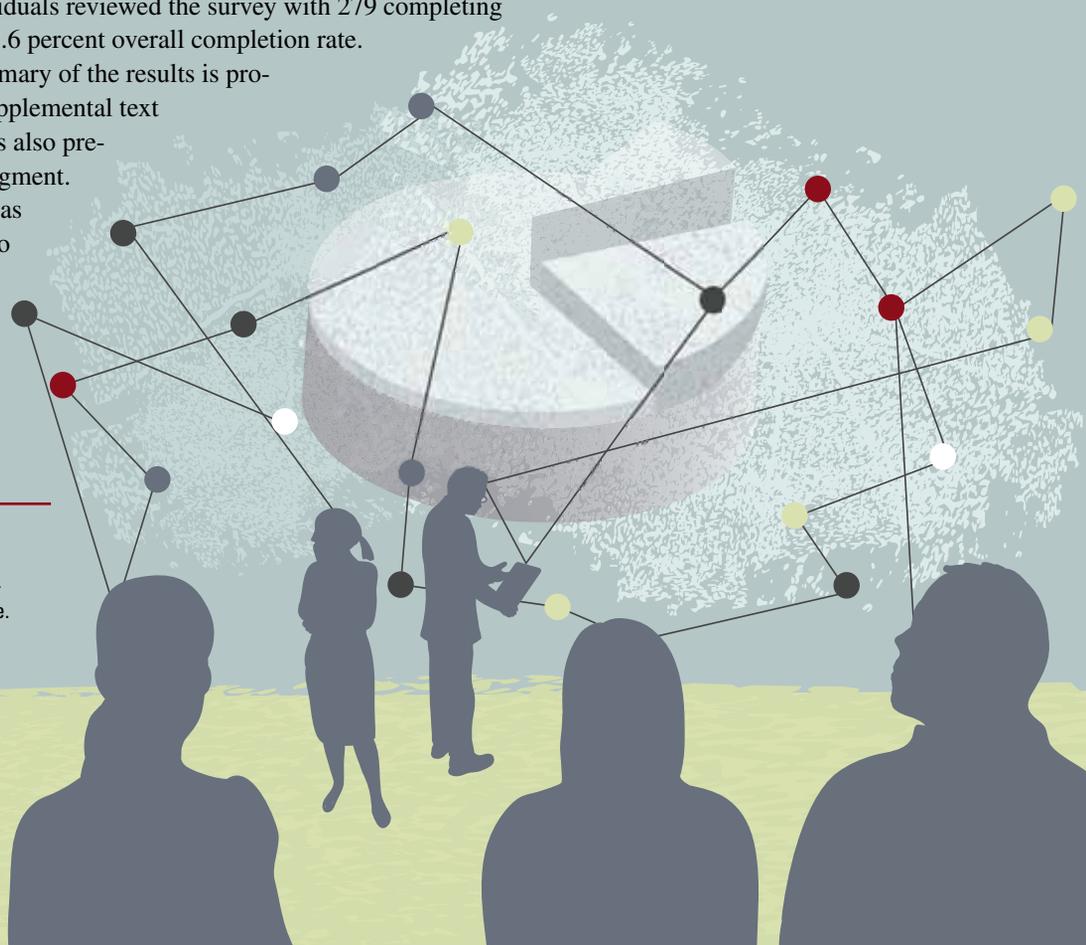
The *2012 HFTP Compensation and Benefits Survey* was first distributed on January 23, 2012 to the HFTP membership and 2,830 nonmembers affiliated with HFTP. The nonmembers receiving the survey held hotel, club and casino positions in Asia and Europe. Overall, the HFTP membership consists of approximately 4,400 members. Many segments of the HFTP membership received the survey, including principal, agent, education, allied, industry and apprentice members who have agreed to receive electronic communication. Certain groups were excluded from receiving the survey such as press, student members, retired and complimentary members.

The first distribution of the survey in January was viewed by 264 individuals and completed by 200 respondents for a 75.8 percent completion rate. In an effort to increase the number of responses the HFTP Research Institute shortened the survey and redistributed it on April 26, 2012. The shortened version omitted various questions on previous experience, employment contracts and retirement plans. This distribution added 91 views and 79 completed surveys. In total, after the second distribution, 355 individuals reviewed the survey with 279 completing the entire survey, resulting in a 78.6 percent overall completion rate.

In the pages that follow, a summary of the results is provided in charts and tables with supplemental text explanation. Sub-group analysis is also presented by job title and industry segment. In addition, further information was provided including comparisons to previous versions of the *HFTP Compensation and Benefits Survey*. If you have any comments or questions please contact the HFTP Research Institute.

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Tanya Venegas is executive director of the HFTP Research Institute based at the University of Houston and is a regular contributor to HFTP's *The Bottomline* magazine.



# Respondent Profile

Respondents were asked several questions pertaining to the property/company profile for where they work as well as their personal profiles. The questions included topics such as segment of the hospitality industry, job title and prior position. Many of these factors play a role in the level of compensation; therefore, were important to include in the survey.

## Segment of the Hospitality Industry

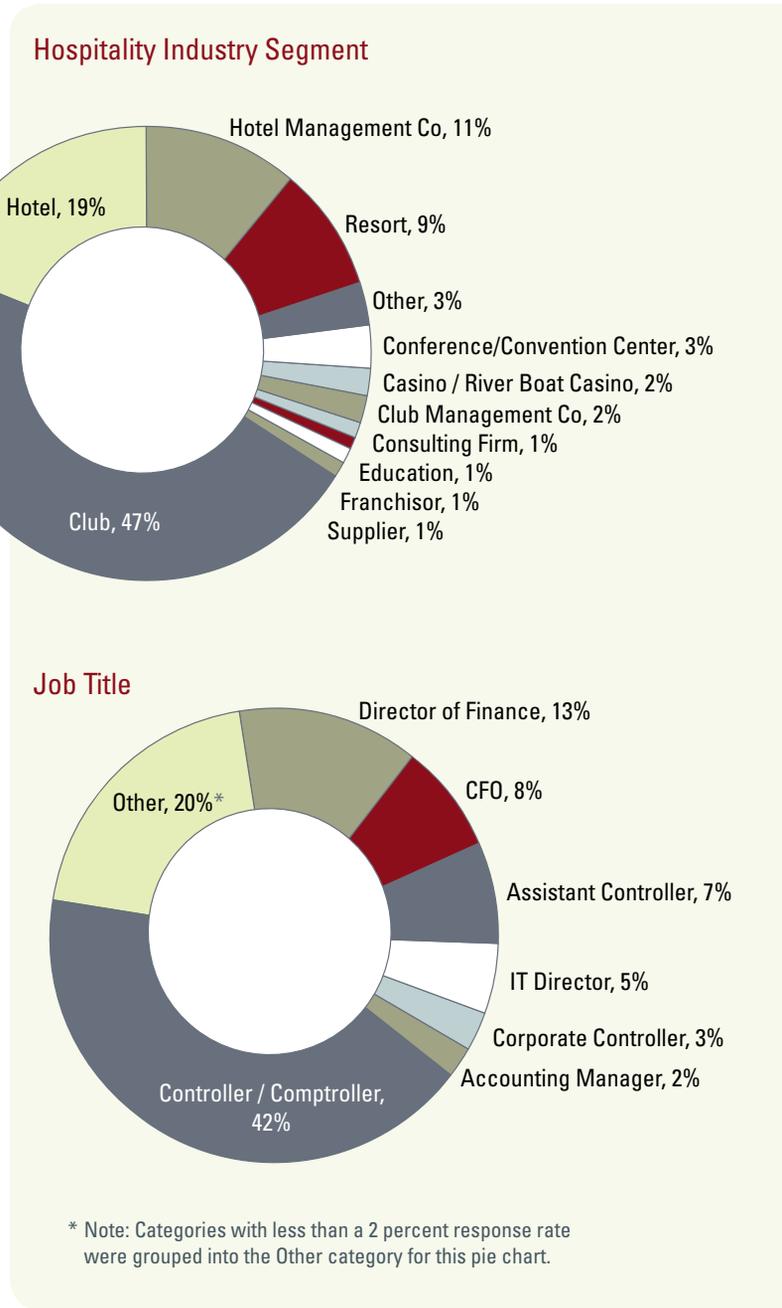
First, respondents were asked to indicate the segment of the hospitality industry in which they work. The majority of responses came from individuals working for clubs or club management companies (48.1 percent) followed closely by those working at lodging properties (45 percent). Lodging properties include the following lodging subsets: casino/riverboat casino, conference/convention center, franchisor, hotel, hotel management company and resort. The club and lodging segments account for 93.1 percent of all responses to the 2012 survey with the remaining responses coming from individuals in the following categories: consulting firm, education, supplier, association, healthcare, property management, real estate development and property owners association.

## Job Title

The majority of respondents (81.9 percent) hold accounting and finance positions such as controller, director of finance and regional controller. Controller/comptrollers made up the largest group of respondents with 151 responses (41.7 percent). The second largest group of respondents by title was those holding the title of director of finance (47 responses, 13 percent). Other accounting positions with a significant group of responses included assistant controller (23 responses, 6.4 percent) and CFO (30 responses, 8.3 percent). The number of respondents with technology positions totaled 37 responses which accounted for 10.3 percent of the overall response. This proved to be a slight increase from the 2010 survey in which only 8.7 percent of the responses came from technology positions. The greatest number of responses from those with IT job titles came from IT directors (19 responses, 5.2 percent). Titles for those in the Other category included: accounting firm manager, accounting manager, administrative manager, CIO, consultant, educator, general manager, human resource manager, internal auditor, MIS manager, partner, president/owner, regional/area IT manager, regional controller, sales/marketing representative, staff accountant, vice president of finance and vice president of information systems.

## Prior Positions

Respondents were also asked to provide information on their position held just prior to their current position. Most individuals indicated that they held the position of controller/comptroller (92 responses, 30.9 percent), followed by assistant controller (45 responses, 15.1 percent) and director of finance (30 responses, 10.1 percent). This was expected given the fact that the majority of the respondents



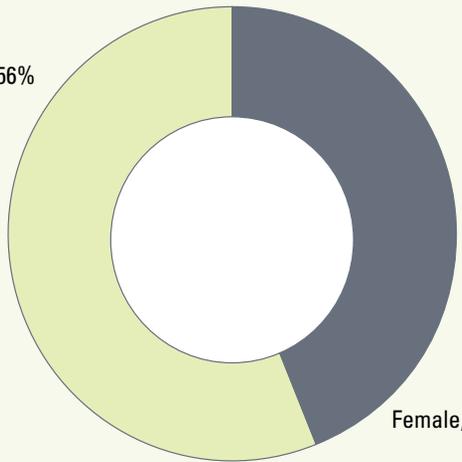
have the current title of controller/comptroller and the above-mentioned prior positions feed into this job. Other prior positions listed included: auditor (10 responses, 3.4 percent), corporate controller (22 responses, 7.4 percent), CFO (11 responses, 3.7 percent), IT director (9 responses, 3 percent) and staff accountant (8 responses, 2.7 percent).

# Demographic Information



## Gender

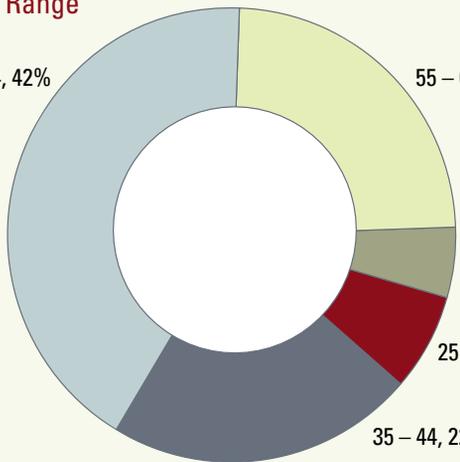
Male, 56%



Female, 44%

## Age Range

45 – 54, 42%



35 – 44, 22%

25 – 34, 7%

Over 65, 5%

## Region

Region	Clubs	Hotels
New England	4.0%	5.2%
Middle Atlantic	14.1%	6.0%
South Atlantic	42.3%	23.3%
East North Central	10.1%	7.8%
East South Central	4.7%	7.8%
West North Central	4.7%	0.9%
West South Central	6.7%	9.5%
Mountain	2.0%	8.6%
Pacific	10.1%	27.6%
Alberta	0.0%	2.6%
British Columbia	0.7%	0.9%
Ontario	0.7%	0.0%

## Participants: HFTP Members and Nonmembers

Given the fact that the survey this year was distributed to nonmembers, it was necessary to include a question to determine how many of the responses came from the HFTP membership. In total, 339 responses (96.9 percent) came from the HFTP membership with 11 responses (3.1 percent) coming from nonmembers. In the future, HFTP and the HFTP Research Institute will strive to reach more of the nonmember population to gain a better look at compensation levels across the hospitality industry.

## Gender and Age Range

Respondents were also asked to provide information on gender and age range. Historically, there have been slightly more male respondents than female, and this trend holds true for 2012. There were 160 male respondents (56.1 percent) and 125 female respondents (43.9 percent). In the two most previous surveys, men accounted for 58.2 percent (2010) and 56 percent (2008) of the responses. When analyzing the age range for respondents it is interesting to note that the age ranges are trending upwards for respondents to the *HFTP Compensation and Benefits Survey*. The most drastic decline can be seen in the 35 to 44 age range. In 2000, this group accounted for 40 percent of all responses, and now only accounts for 22 percent of the responses to this survey. There has also been a decline in the 25 to 34 age range which went from 14 percent in 2000, down to 7 percent in 2012. Of course, if these categories have declined, then there must be other categories which have increased. The greatest increases are in the 45 to 54 age range (2000: 31 percent, 2012: 42 percent) and the 55 to 64 age range (2000: 12 percent, 2012: 24 percent).

## Geographic Location

In total, 97.6 percent of all respondents were from North America (United States: 95.6 percent, Canada: 2 percent). Responses were also submitted from the following countries: Kuwait, Brazil, India, Macao, Saudi Arabia, Singapore and Spain. For respondents from the United States and Canada, responses were placed into regions for analysis purposes. Regional breakdown is provided for club and hotel respondents. For the regions with more than 10 responses, specialized reports can be requested by contacting the HFTP Research Institute.

# Employer Profile for all Respondents



## Number of Full-time Equivalents (FTEs)

The number of FTEs at a property is often an indicator of the size and complexity of an operation. Those with 51 to 100 FTEs comprise the largest group of respondents (25.1

percent), followed by 101 to 200 employees (22.1 percent), 201 to 500 employees (22.1), 501 and more (15.5 percent), and those with 50 or less full-time employees (15.2 percent).

	Less than 10	10–25	26–50	51–100	101–200	201–500	501 – 1,000	More than 1,000
Overall	2.0%	3.6%	9.6%	25.1%	22.1%	22.1%	8.6%	6.9%
Casino / Riverboat Casino	25%	0%	0%	0%	0%	0%	50%	25%
Club	1%	5%	17%	42%	25%	9%	1%	0%
Club Management Co	0%	0%	0%	50%	50%	0%	0%	0%
Conference / Convention Center	0%	0%	14%	29%	29%	14%	0%	14%
Consulting Firm	0%	100%	0%	0%	0%	0%	0%	0%
CPA Firm	0%	100%	0%	0%	0%	0%	0%	0%
Education	0%	0%	0%	0%	50%	50%	0%	0%
Franchisor (hotels)	0%	0%	0%	0%	0%	25%	25%	50%
Hotel	2%	0%	2%	7%	25%	47%	12%	5%
Hotel Management Co	3%	0%	3%	3%	14%	22%	27%	30%
Resorts	4%	0%	0%	4%	8%	54%	19%	12%

## Number of Employees Supervised

Overall, the largest group of responses came from those supervising between three and five employees (26.6 percent). The second largest category includes those supervising two employees (19.7 percent) followed closely by those supervising six to 10 employees (18.8 percent). When added together, just fewer than 60 percent of respondents supervise between one and five employees (59.9 percent) and nearly 80 percent

of respondents supervise between one and 10 employees (78.6 percent). These would most likely include controllers or directors of finance working at small- to medium-sized properties. The individuals working at types of properties/companies which fall into the categories above 16 employees include casinos, convention/conference centers, club management company, hotel and hotel management companies.

	0	1	2	3–5	6–10	11–15	16–20	21–30	More than 30
Overall	7.9%	13.5%	19.7%	26.6%	18.8%	5.6%	3.0%	1.6%	3.3%
Association	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Casino / Riverboat Casino	0.0%	0.0%	0.0%	0.0%	75.0%	0.0%	0.0%	0.0%	25.0%
Club	8.6%	24.3%	27.0%	27.6%	9.9%	1.3%	0.0%	0.7%	0.7%
Club Management Co	0.0%	0.0%	33.3%	16.7%	33.3%	0.0%	0.0%	0.0%	16.7%
Conference / Convention Center	0.0%	28.6%	0.0%	14.3%	28.6%	14.3%	0.0%	14.3%	0.0%
Consulting Firm	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%
CPA Firm	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Education	50.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Franchisor	25.0%	0.0%	50.0%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%
Hotel	6.8%	0.0%	16.9%	28.8%	27.1%	10.2%	6.8%	0.0%	3.4%
Hotel Management Co	8.1%	5.4%	5.4%	18.9%	24.3%	13.5%	10.8%	8.1%	5.4%
Resorts	3.8%	0.0%	7.7%	38.5%	26.9%	11.5%	3.8%	0.0%	7.7%

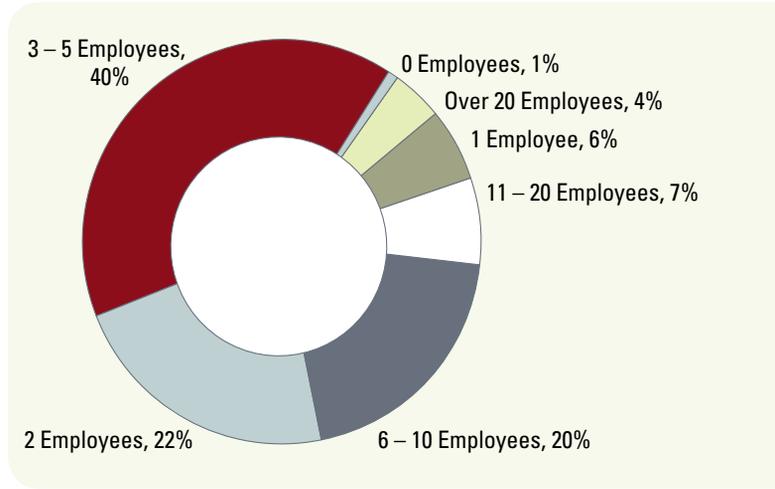
# Employer Profile for all Respondents

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## Number of Employees in the Accounting/Finance Department

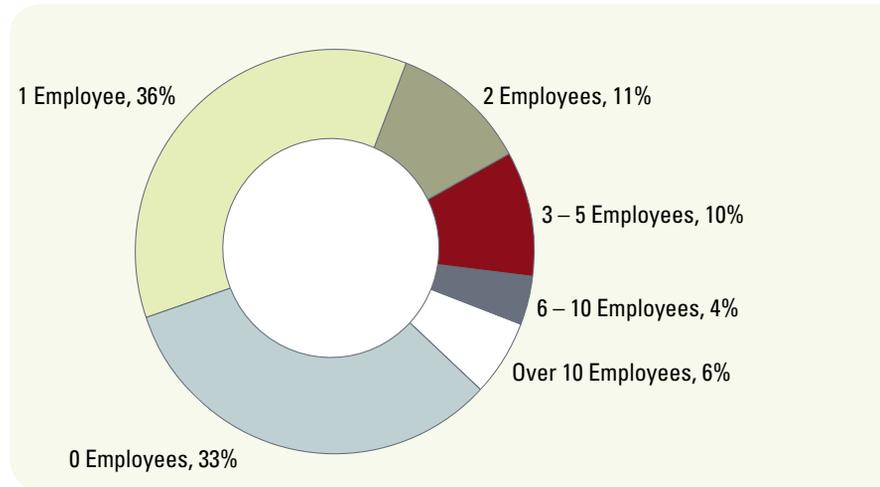
For the accounting/finance department, 40 percent of respondents indicate there are between three and five employees in this department. For clubs, 44.9 percent have between three and five employees, and at hotels 36.8 percent have the same number of accounting/finance employees. It is interesting to note that for hotels the next highest category is for properties with between six and 10 employees (35.3 percent) while their club counterparts indicate smaller accounting/finance departments with the second highest category noted at two accounting/finance employees (34.8 percent). Overall, 71.3 percent of respondents are responsible for the accounting/finance department.



	0	1	2	3-5	6-10	11-15	16-20	21-30	More than 30
Overall	0.7%	5.9%	22.4%	40.1%	19.7%	3.3%	3.6%	1.3%	3.0%
Association	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Casino/Riverboat Casino	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	50.0%	0.0%	25.0%
Club	0.0%	10.5%	36.2%	45.4%	5.9%	0.7%	1.3%	0.0%	0.0%
Club Management Co	16.7%	0.0%	0.0%	33.3%	50.0%	0.0%	0.0%	0.0%	0.0%
Conference/Convention Center	0.0%	0.0%	28.6%	28.6%	28.6%	0.0%	14.3%	0.0%	0.0%
Consulting Firm	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
CPA Firm	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Education	0.0%	0.0%	0.0%	50.0%	0.0%	50.0%	0.0%	0.0%	0.0%
Franchisor (hotels)	0.0%	25.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	25.0%
Hotel	0.0%	0.0%	6.8%	44.1%	32.2%	8.5%	3.4%	0.0%	5.1%
Hotel Management Co	0.0%	0.0%	8.1%	32.4%	35.1%	5.4%	8.1%	5.4%	5.4%
Resort	0.0%	3.8%	3.8%	26.9%	50.0%	0.0%	3.8%	7.7%	3.8%

### Number of Employees in the IT Department

In addition to the accounting/finance department, respondents were also asked to indicate responsibility and number of employees in the IT department. Forty-six percent of respondents to this survey indicate they are responsible for the IT department. In addition, 33.1 percent of respondents state that there are not any employees at their property solely responsible for the IT department and 36.1 percent indicate that there is only one IT employee in the IT department at their property/company.



	0	1	2	3-5	6-10	More than 10
Overall	33.1%	36.1%	11.5%	9.5%	3.6%	6.2%
Association	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%
Casino/Riverboat Casino	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%
Club	47.7%	41.8%	6.5%	2.0%	0.0%	2.0%
Club Management Co	50.0%	16.7%	0.0%	0.0%	33.3%	0.0%
Conference/Convention Center	28.6%	14.3%	28.6%	0.0%	14.3%	14.3%
Consulting Firm	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%
CPA Firm	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Education	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%
Franchisor (hotels)	0.0%	0.0%	0.0%	25.0%	0.0%	75.0%
Hotel	22.0%	45.8%	18.6%	8.5%	1.7%	3.4%
Hotel Management Co	10.8%	29.7%	10.8%	27.0%	10.8%	10.8%
Resort	15.4%	15.4%	26.9%	34.6%	0.0%	7.7%

## Annual Revenues and Tax Status

Annual revenues are an important indicator in the complexity of an organization and an employee's responsibilities who oversees the accounting/finance and technology functions of the company/property. Since the survey was distributed to individuals located in multiple countries around the world, it was important to determine the type of currency they use at their property/company. As expected, the majority reported in U.S. dollars (77.6 percent), followed by Canadian dollars (1.7 percent) and then other currencies (1.9 percent). Throughout this survey all financial figures are presented in U.S. dollars.

The greatest number of responses for annual revenues came from individuals at properties/companies which earned greater than \$25 million annually in revenues (23.6 percent). The types of companies that fall into this category are hotels, hotel management companies, casinos, conference/convention centers and resorts. Clubs tend

to have smaller operations and earned annual revenues from \$2.5 million to \$7.5 million a year (56.7 percent of club respondents). And last, 19 percent of individuals responding to this survey did not provide an answer to this question.

Tax status is another important factor in analyzing a hospitality business. Over half of the respondents to this survey indicate that they work for a for profit organization (51.6 percent), followed by 34.3 percent at a not-for-profit tax exempt company and 14.2 percent at a not-for-profit taxable organization. The table presented provides tax status broken down into the two major industry segments: clubs and lodging properties. The tax status for these segments is on opposite ends of the spectrum which is to be expected given the nature of these businesses. Nearly 90 percent of clubs (86.7 percent) are not-for-profit operations while the majority of hotels are for profit entities (93.7 percent).

Annual Revenues	Less than \$500,000	\$500,000 to \$1,000,000	\$1,000,001 to \$2,500,000	\$2,500,001 to \$5,000,000	\$5,000,001 to \$7,500,000	\$7,500,001 to \$10,000,000	\$10,000,001 to \$15,000,000	\$15,000,001 to \$20,000,000	\$20,000,001 to \$25,000,000	More than \$25,000,000
Overall	0.4%	0.4%	3.5%	17.7%	16.9%	12.6%	9.8%	9.4%	5.5%	23.6%
Casino/Riverboat Casino	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Club	0.7%	0.0%	6.7%	28.4%	28.4%	19.4%	9.0%	3.7%	3.0%	0.7%
Club Management Co	0.0%	0.0%	0.0%	20.0%	40.0%	0.0%	40.0%	0.0%	0.0%	0.0%
Conference/Convention Center	0.0%	0.0%	0.0%	0.0%	16.7%	16.7%	33.3%	16.7%	0.0%	16.7%
Consulting Firm	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
CPA Firm	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Franchisor (hotels)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	75.0%
Hotel	0.0%	0.0%	0.0%	4.0%	2.0%	6.0%	8.0%	20.0%	10.0%	50.0%
Hotel Management Co	0.0%	0.0%	0.0%	6.7%	3.3%	6.7%	10.0%	3.3%	6.7%	63.3%
Resort	0.0%	0.0%	0.0%	5.3%	0.0%	0.0%	5.3%	31.6%	15.8%	42.1%

Tax Status	Club	Lodging	Overall
For Profit	13.3%	93.7%	51.6%
Not-for-Profit, tax exempt	62.0%	3.5%	34.3%
Not-for-Profit, taxable	24.7%	2.8%	14.2%
Total	100.0%	100.0%	100.0%

# Job Responsibilities

## Departments Supervised by Respondents

Pertaining to job responsibilities, survey participants were asked questions related to their job responsibilities such as departments supervised, executive committee participation, role in the buying decision and number of hours worked per week. In order to understand the complexity of survey participants' job responsibilities, they were asked to indicate which departments they supervised. Overall, the majority (71.3 percent) indicate they are in charge of the accounting/finance department, 45.6 percent indicate they are in charge of the technology department, 30.4 percent have oversight in human resources, and 24.9 percent of respondents are in charge of the administrative and clerical staff. To better understand the breakdown of responsibilities, departments supervised was analyzed by industry (club vs. lodging properties).

It is interesting to note that responsibilities vary dramatically by industry with those holding positions at clubs primarily responsible for multiple departments, while their lodging counterparts focused strictly on accounting/finance and IT functions. At club properties, respondents supervise the following departments: accounting/finance (85.1 percent), administrative/office staff (40.2 percent), human resources (54.6 percent) and IT (54.6 percent). Those holding lodging positions were primarily responsible for the accounting/finance department (65.8 percent) and IT department (43.9 percent). Other departments supervised included: security, audio-visual, front office, marketing, purchasing, night audit and revenue management.

## Executive Committee Participation

Respondents also indicated their job responsibilities pertaining to participation on the executive committee and their role in the buying decision process at their property/company. In the 2012 survey, those on the executive committee (50 percent) were evenly matched with those not on the executive committee (50 percent) as part of their responsibilities. This is nearly the same as in the 2010 survey when 49.4 percent of respondents were members of the executive committee. When analyzed by industry, lodging properties have the greatest amount of individuals on the executive committee. Seventy-eight percent of respondents from hotels sit on the executive committee, followed by 60 percent working for hotel management companies. These numbers follow the trends from previous surveys except resort properties. In the 2010 survey 78.6 percent of resort respondents were on the executive committee which dropped dramatically to 45 percent in 2012. Executive committee participation analysis was also conducted by job title. There were increases in participation from all the major job titles except, CFO and controller. CFO decreased from 68.8 percent in 2010, down to 51.9 percent in 2012. Those holding the controller title held steady at a 45.2 percent participation rate (45.4 percent in 2010).

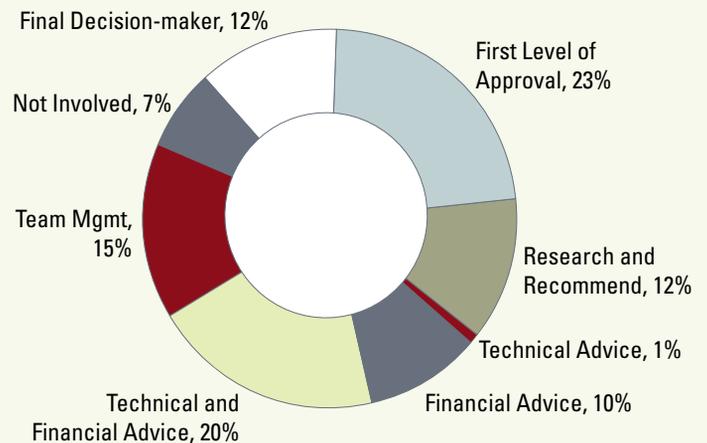
## Departments Supervised by Respondents

	Club	Lodging	Overall
Accounting/Finance	85.1%	65.8%	71.3%
Administrative/Office Staff	40.2%	11.0%	24.9%
Human Resources	54.6%	7.7%	30.4%
Purchasing	5.2%	11.6%	7.5%
Security	4.6%	3.9%	3.9%
Technology	54.6%	43.9%	45.6%

## Sit on Executive Committee

By Industry		By Job Title	
Clubs	34.2%	CFO	51.9%
Hotels	78.8%	Controller	45.2%
Hotel Mgmt Co	60.0%	Corp. Controller	77.8%
Resorts	45.0%	Dir. of Finance	94.3%
		IT Director	20.0%

## Role in the Buying Decision Process



## Role in the Buying Decision Process

Individuals were also asked to provide information on their role in the buying decision process. Continuing the trend from previous surveys, the largest group of respondents equaling 22.9 percent, provide the first level of approval (24.9 percent in 2010). The second largest group of respondents (20 percent) provides both technical and financial advice, followed by the team management approach with 15.2 percent. Overall, 92.9 percent of those who completed the survey are involved in the buying decision process. This is a slight increase from the 90.3 percent who were involved in the buying process in 2010.

## Hours Worked per Week

According to the respondents in the 2012 survey, the average work week has increased 2.3 hours from 49.2 hours in 2010 to 51.5 hours in 2012. When analyzed by job title, those with the longest work week are the vice president of information systems (56.7 hours) and those holding the director of finance position (55.9 hours). The shortest work weeks reported were for the positions of assistant controller (49.7 hours) and controller/comptroller (48.96 hours).

When analyzed by industry, those in education had the longest average work week at 63.3 hours, which is 3.7 hours longer than the next longest work week reported by those at conference/convention centers (59.7 hours). The shortest work weeks were for those in the club (48.1 hours) and franchisor (48.3 hours) segments. Overall, there were increases for every job title and industry except

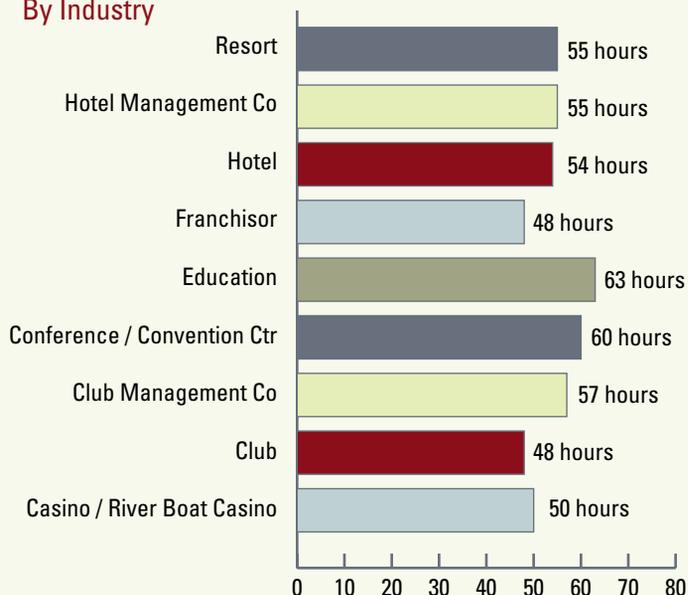
for the position of CFO which decreased a meager 0.7 hours per week.

In addition to hours worked per week, respondents were asked to provide the percentage of time they spend working at the office, at home, traveling and other. Overall, 76.6 percent of the respondents' time is spent working at the office, 10.4 percent at home, 8.9 percent spent traveling and 4.1 percent working in other places. When analyzed by industry, clubs and resorts both spent a similar amount of time in the office (club: 80.6 percent, resort: 82.1 percent), working from home (club: 8.7 percent, resort: 7.8 percent), and traveling (club: 6.4 percent, resort: 8.0 percent). Those working for hotel management companies spent the greatest amount of time working away from the office (home: 16.7 percent, travel: 15.7 percent), which totaled 32.4 percent of their time.

### By Job Title

By Job Title	Average No. of Hours
Accounting Manager	50.8
Assistant Controller	49.7
CFO	52.5
Controller / Comptroller	49.0
Corporate Controller	52.4
Director of Finance	55.9
IT Director	55.0
MIS Manager	51.7
Regional Controller	53.0
Sales/Marketing Representative	55.0
VP of Information Systems	56.7

### By Industry



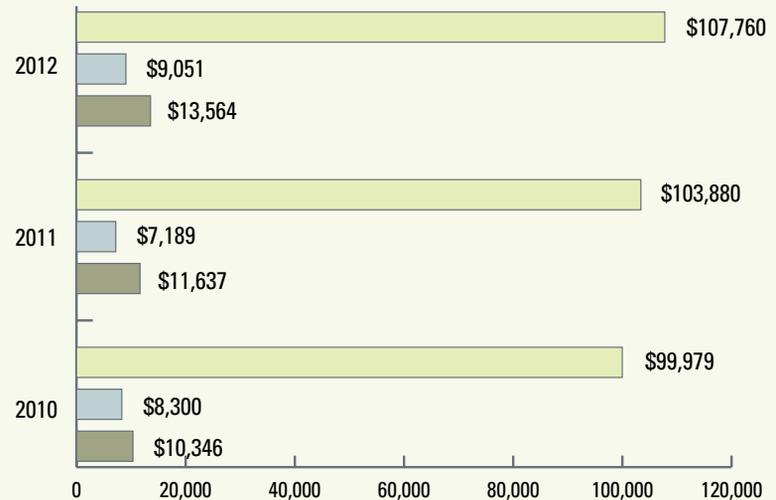
## Compensation

HFTP members responding to this survey projected that they will earn \$107,760 in 2012. Respondent salaries grew approximately \$3,900 from 2010 to 2011 and again from 2011 to 2012. Deferred compensation dropped slightly from \$8,300 in 2010 to \$7,189 in 2011 and then rebounded to \$9,051 in 2012 for an overall increase of \$751. Seventy-three percent of respondents indicate that they receive an annual bonus which was an increase from the 68.2 percent reported in the 2010 survey. From 2010 to 2012 bonuses increased \$3,218 from \$10,346 in 2010 to \$13,564 in 2012. When added together, total compensation (salary, deferred and bonus) increased \$11,750 from 2010 to 2012 yielding an overall compensation of \$130,375 in 2012.

Overall, respondents' salaries and compensation packages increased from previous surveys. In the 2010 survey the projected average 2010 salary was \$93,254 and actual salaries reported in the 2012 survey were \$99,979 for 2010. This illustrates a greater than \$6,000 difference between the projected and actual numbers. Please keep in mind that different sets of members responded to the 2010 and 2012 surveys, so only a general comparison can be made between the current and last survey responses. Over the years there has been a continued decline in deferred compensation and the 2012 survey continues the same trend. In 2008 the projected deferred compensation package was estimated to be \$25,570 which fell to \$17,240 for 2010. In

the most recent 2012 survey deferred compensation was projected to be a mere \$9,051, which equals a \$16,500 drop in four years. Bonus amounts have nearly remained the same in the past four years. In the 2010 survey, bonus amounts ranged from \$11,804 in 2008 up to \$13,683 in 2010; which illustrates only a \$119 difference for the most recent survey (2012: \$13,564). In total, 2010 compensation packages dropped from a projected \$124,177 in the 2010 survey down to only \$118,625 in the 2012 survey for a difference of \$5,500. The following tables detail the base salary, deferred compensation and bonus levels for 2012, 2011 and 2010 by job title.

### Average HFTP Member Compensation



Lodging	Base Salary	Deferred Comp.	Bonus
<b>2012</b>			
Accounting Manager	\$52,523		
Assistant Controller	\$70,173	\$4,501	\$6,553
CFO	\$196,901		\$6,667
Controller / Comptroller	\$90,514	\$6,200	\$16,935
Corporate Controller	\$101,782		\$22,941
Director of Finance	\$108,211	\$8,057	\$22,955
IT Director	\$93,722		\$9,571
Regional Controller	\$115,500		\$22,375
<b>2011</b>			
Accounting Manager	\$50,703		
Assistant Controller	\$66,940	\$3,803	\$4,442
CFO	\$183,226		\$4,333
Controller / Comptroller	\$87,122	\$4,978	\$11,544
Corporate Controller	\$93,599		
Director of Finance	\$104,727	\$7,321	\$19,407
IT Director	\$91,889		\$4,971
Regional Controller	\$110,700		\$22,000
<b>2010</b>			
Accounting Manager	\$49,000		
Assistant Controller	\$64,140	\$2,533	\$2,031
CFO	\$145,135		\$6,667
Controller / Comptroller	\$85,586	\$5,361	\$10,586
Corporate Controller	\$89,715		\$21,095
Director of Finance	\$98,613	\$6,465	\$15,144
IT Director	\$78,833		\$3,667
Regional Controller	\$111,600		\$14,067

Club	Base Salary	Deferred Comp.	Bonus
<b>2012</b>			
Assistant Controller	\$81,901		\$4,769
CFO	\$125,970	\$12,172	\$16,030
Controller / Comptroller	\$119,473	\$5,137	\$6,726
Director of Finance	\$121,330	\$7,847	\$16,648
<b>2011</b>			
Assistant Controller	\$73,180		\$5,274
CFO	\$119,268	\$5,168	\$13,349
Controller / Comptroller	\$116,027	\$4,715	\$7,007
Director of Finance	\$118,418	\$8,009	\$13,813
<b>2010</b>			
Assistant Controller	\$68,053		\$4,063
CFO	\$112,066	\$4,990	\$12,576
Controller / Comptroller	\$113,624	\$4,828	\$6,358
Director of Finance	\$113,715	\$7,845	\$9,950

Note: Gray shaded boxes indicate categories with less than three responses.

# Salaries for Certification Holders

HFTP members hold various industry related designations such as the Certified Hospitality Accounting Executive (CHAE), Certified Hospitality Technology Professional (CHTP), and the Certified Public Account (CPA). Overall, the number of respondents holding professional designations increased from 43.2 percent in 2010 up to 48.3 percent in 2012. Of those responding to the 2012 survey, 22.7 percent indicated they held the CHAE designation. This was a slight increase from 2010 when 21.3 percent of the total respondents held the CHAE designation. The positions with the greatest percentage of respondents holding the CHAE designation include accounting managers (66.7 percent), corporate controller (66.7 percent), director of finance (64.3 percent) and educators (100 percent). The other major designation provided by HFTP is the CHTP. Overall, 6.4 percent of respondents hold the CHTP designation which was slightly lower than in the 2010 survey (7.7 percent). Those individuals with the CHTP designation have the following job titles: CFO, consultant, controller/comptroller, director of finance, IT director, MIS manager, regional/area IT manager and vice president of information systems. The number of respondents with the CPA designation increased from 11.6 percent in 2010 up to 16.0 percent in 2012. Upper-level accounting professionals such as CFO (51.7 percent), controller/comptroller (37.9 percent) and vice president of finance (50 percent) tended to have the greatest percentage of respondents holding the CPA designation.

Other designations noted in the survey included the Certified Management Accountant (CMA), Certified Hospitality Administrator (CHA), Certified Hospitality Educator (CHE) and Community Association Manager (CAM).

Respondents with a professional designation such as the CHAE or CHTP earned more than their counterparts without certifications. Overall, the highest paid group includes those with the CHAE designation who were projected to earn \$140,145 in 2012. The second highest paid group includes those with both the CHAE and CHTP who indicated that they will earn \$127,011 in 2012. It is interesting to note that those with the CPA designation averaged a lower projected 2012 salary than those with other designations. This is inconsistent with past surveys in which those with the CPA designation typically averaged the highest salaries. This may indicate that the CHAE and CHTP are being held in higher esteem than in the past.

When analyzing individual positions, the CHAE makes the greatest impact on controller/comptroller salaries with those holding this designation earning \$155,476, which is over \$50,000 more than their counterparts without designations (\$104,166). Again, those with the CPA designation tended to earn less than their counterparts without the CPA designation. In addition, IT directors with the CHTP certification also realized an increase from \$71,667 up to \$113,625 for those with the certification, for an increase of nearly \$42,000.

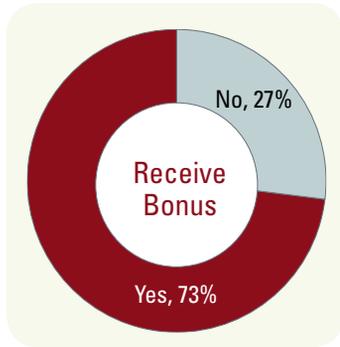
All Respondents	None	CHAE	CPA	CHAE & CPA	CHTP	CHAE & CHTP
2012 Average Base Salary	\$98,622	\$140,145	\$106,032	\$99,061	\$115,030	\$127,011
2011 Average Base Salary	\$95,926	\$132,439	\$99,634	\$96,437	\$110,500	\$123,856
2010 Average Base Salary	\$91,902	\$131,390	\$94,887	\$93,450	\$99,300	\$120,683

Controller/Comptroller	None	CHAE	CPA	CHAE & CPA	CHAE & CHTP
2012 Average Base Salary	\$104,166	\$155,476	\$93,670	\$96,728	\$125,876
2011 Average Base Salary	\$102,206	\$146,169	\$89,957	\$94,319	\$122,039
2010 Average Base Salary	\$99,347	\$145,372	\$87,922	\$92,030	\$117,243

IT Director	None	CHTP
2012 Average Base Salary	\$71,667	\$113,625
2011 Average Base Salary	\$70,750	\$110,250
2010 Average Base Salary	\$65,167	\$88,500

## Bonus Determination

Individuals responding to this survey were asked a series of questions on bonuses. First of all, it was determined that 73.2 percent of the respondents typically receive an annual bonus which was a 5 percent increase from 2010 (68.2 percent). Bonus criteria have changed since the 2010 survey. The previous survey showed that there was an even divide between the use of objective (52 percent) and subjective (48 percent) criteria. In the most recent 2012 version, bonus criteria were primarily based on objective criteria (70.7 percent). When analyzed by industry segment, respondents at lodging properties stated their bonuses were based on an objective basis, while their club counterparts stated their bonuses were determined evenly on both objective and subjective criteria. Respondents were also asked to provide the specific sources (or basis) for their bonuses. There were four criteria which were evenly distributed including: meeting budget goals (18.1 percent), profit (17.9 percent), board/executive committee decision (17.4 percent) and meeting personal goals (16.1 percent). The criteria unique to hotel properties included: profit percentage, increased sales and guest satisfaction. The highest categories for clubs included holiday fund and board/executive committee decision. Other sources of bonus determination included: accounts receivable percentages, associate opinion survey, length of service and RevPAR index.

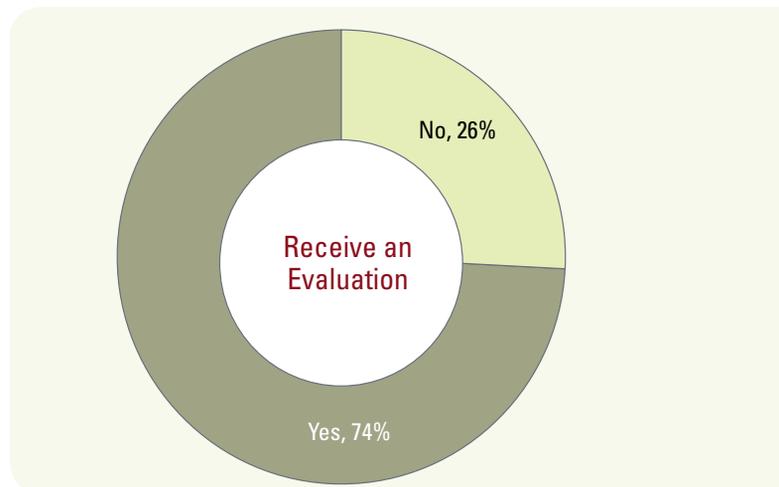


Bonus Criteria	Average %
Objective	70.7%
Subjective	29.3%

Source of Bonus	Average %
Profit	17.9%
Holiday Fund	7.3%
Increased Sales	4.4%
Guest Satisfaction	10.8%
Meeting Budget Goals	18.1%
Meeting Personal Goals	16.1%
Board / Executive Committee	17.4%
Other	8.0%

## Performance Evaluation

Performance evaluations can often play a part in compensation determination which is why they are included in the compensation section of this report. Overall, 190 of the 258 respondents indicate they receive a performance evaluation (73.6 percent). The majority of these evaluations were conducted on an annual basis (88.2 percent), followed by semiannually (10.2 percent), quarterly (1.1 percent), and biannually (0.5 percent).



## Club Profile and Staff Salaries

Clubs (clubs and club management companies) and lodging properties (hotels, hotel management companies, resorts, etc.) made up the majority of responses (90.9 percent) to the 2012 survey. For this reason, the profiles of the respondents in these segments are highlighted in the following sections.

### Classification of Club Facilities

In the 2012 survey, there were 170 responses received from individuals that work at a club or club management company of which 74.1 percent were from full service country clubs. Other types of clubs included golf course/club (13.5 percent), yacht club (5.3 percent), city/athletic club (3.5 percent) and tennis/racquet club (1.8 percent). Fewer than 2 percent of respondents indicated that they worked at another type of club such as an arts club, equestrian club or women's social club. The majority of responses came from private member or investor owned clubs (95.9 percent) with the remaining responses coming from public, daily fee, municipal (1.2 percent) or semi-private facilities (2.9 percent).

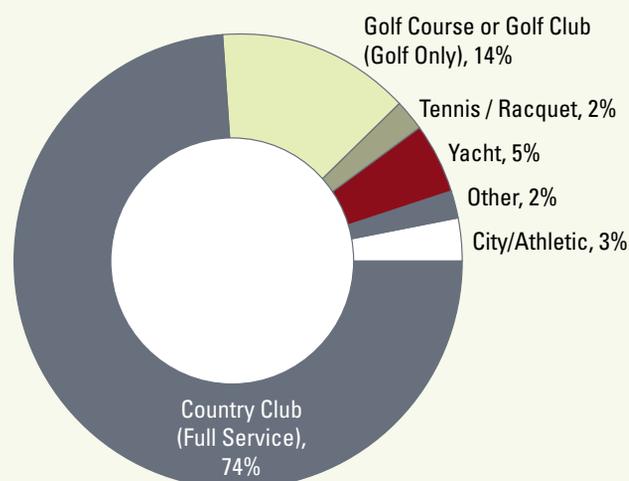
### Club Membership

When analyzing club membership size the largest group includes clubs with 250 to 500 members (38.5 percent), which is nearly the same as in the 2010 survey (39.3 percent). The next largest group of clubs has greater than 1,000 members (20.7 percent), followed by 501 to 750 members (16 percent), less than 250 members (13 percent), and 751 to 1,000 members (11.8 percent). In the group with more than 1,000 members, the majority range from 1,000 to 1,500 members, but there are a few very large clubs ranging from 3,000 members up to 11,000 members.

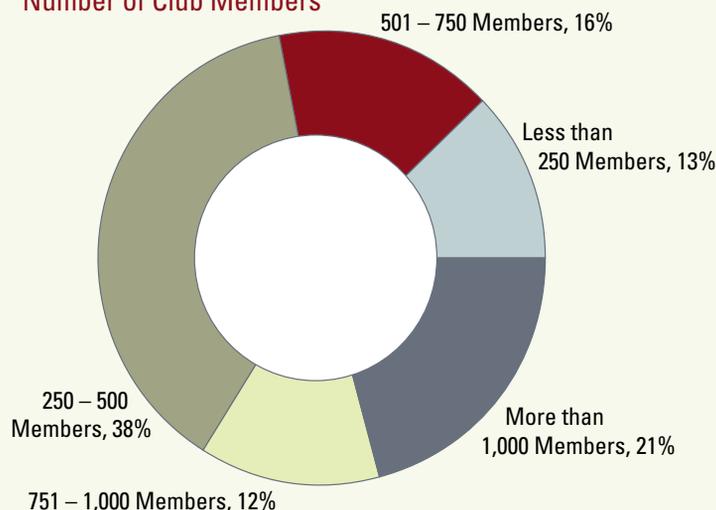
### Club Staff Salaries

The tables at right (page 43) provide information on club staff salaries for 2012. In addition to their own salaries, respondents were asked to provide information on staff salaries at their properties. Although this information may not be directly beneficial for the respondents to determine their individual salaries, it is provided to assist in developing budgets, hiring new employees or considering employee merit raises. Annual salary and hourly wages are provided where information was available.

#### Club Class



#### Number of Club Members



## Lodging Property Profile and Staff Salaries

Lodging properties made up nearly 43 percent of all respondents to the 2012 HFTP Compensation and Benefits Survey. For the purpose of this survey the following industry segments were included under lodging properties: casino/riverboat casino, conference/convention center, hotel franchisor, hotel, hotel management company, and resort. Given the fact that not all casinos and conference/convention centers have

a lodging component these segments were analyzed individually before adding them into this portion of the analysis. It was found that all of the properties, minus one under the conference/convention center segment, incorporated a lodging component. While looking at the data, the reader must keep in mind that many managers oversee multiple types of properties; therefore, statistics will typically add up to greater than 100 percent.

## Club Accounting, Finance and Technology Staff Salaries and Hourly Wages

	Annual Salary/ Hourly Rate	25th Percentile	50th Percentile	75th Percentile	Bonus
Accountant / Controller	\$81,728	\$66,700	\$77,650	\$95,250	\$7,142
Accounts Payable Clerk — Salary					\$1,757
Salary	\$40,908	\$35,000	\$42,000	\$45,175	
Hourly	\$16.51	\$14.00	\$16.00	\$18.00	
Accounts Receivable Clerk					\$1,219
Salary	\$38,902	\$32,000	\$36,750	\$40,052	
Hourly	\$16.92	\$15.00	\$17.00	\$19.00	
Assistant Controller					\$2,898
Salary	\$60,028	\$43,752	\$55,000	\$72,588	
Hourly	\$22.36	\$18.75	\$21.00	\$26.30	
Director of Information Systems Technology	\$64,046	\$50,326.00	\$64,500	\$73,750	\$6,698
Information Systems/Technology Manager	\$68,250	\$56,750	\$69,000	\$79,000	
Staff Accountant					\$1,234
Salary	\$42,000	\$35,690	\$42,750	\$47,304	
Hourly	\$22.00	\$16.00	\$24.00	\$26.00	

## Club Staff Salaries and Hourly Wages

	Annual Salary	25th Percentile	50th Percentile	75th Percentile	Bonus
Chief Staff Executive / General Manager	\$169,165	\$129,500	\$157,813	\$185,048	\$28,088
Assistant General / Clubhouse Manager	\$78,702	\$59,637	\$75,500	\$88,300	\$7,230
Executive / Head Chef	\$101,695	\$88,000	\$70,000	\$91,250	\$7,908
Catering Manager	\$54,287	\$45,000	\$52,000	\$65,000	\$4,571
Food & Beverage Director	\$64,703	\$46,088	\$60,550	\$79,000	\$6,574
Head Golf Professional	\$105,649	\$72,375	\$95,000	\$133,050	\$12,734
Head Superintendent	\$124,700	\$92,750	\$119,340	\$153,628	\$12,828
Health and Fitness Director	\$55,348	\$40,000	\$51,000	\$64,500	\$4,777
Human Resources Manager	\$75,930	\$47,500	\$60,000	\$93,239	\$6,162
Membership Director	\$55,855	\$40,000	\$50,250	\$64,625	\$7,230
Head Tennis Professional	\$63,485	\$40,000	\$51,500	\$82,441	\$7,754

# Lodging Property Profile and Staff Salaries

(Continued)

## Classification of Lodging Facilities

The majority of respondents from the lodging segment indicate that they work at full service properties (57.4 percent). The second largest group of responses came from individuals working at resort properties (34.8 percent). Other classifications included convention/conference centers, limited service properties, all suite properties and a bed & breakfast establishment.

## Hotel Ownership

As seen in previous surveys, the greatest number of respondents in the lodging category indicate that the properties they oversee are either independently owned or owned by a partnership (49 percent). The second largest group of properties are chain-leased/managed (20 percent), followed by chain-franchised (18.1 percent), chain-company owned (14.8 percent), member owned (7.7 percent) and affiliate ownership (1.9 percent).

## Location of Hotel Properties

Nearly 50 percent of respondents indicate they work at or supervise an urban located lodging property (49.7 percent). The second largest group of lodging properties analyzed by location belongs to resort properties (40.6 percent). In total, over 90.0 percent of lodging respondents supervise resort and/or urban properties. Following at a distant third are suburban properties (18.1 percent). Other property locations included small metro town (12.3 percent), airport (10.3 percent) and interstate (7.1 percent).

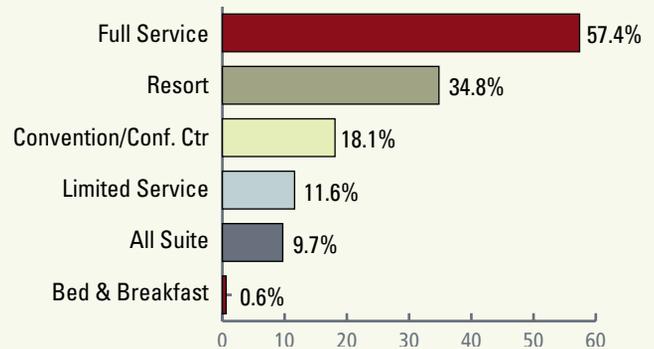
## Market Price Segment for Hotel Properties

Hotels can also be analyzed by market price segment which categorizes lodging properties by their average room rate. The largest group of lodging responses came from those working at upscale properties (49 percent), followed by mid-price (29.7 percent), and luxury (29 percent) properties. The market price segment comprising the smallest group of responses was from the economy segment (3.2 percent), which is consistent with the 2010 survey when only 2 percent of responses came from this segment.

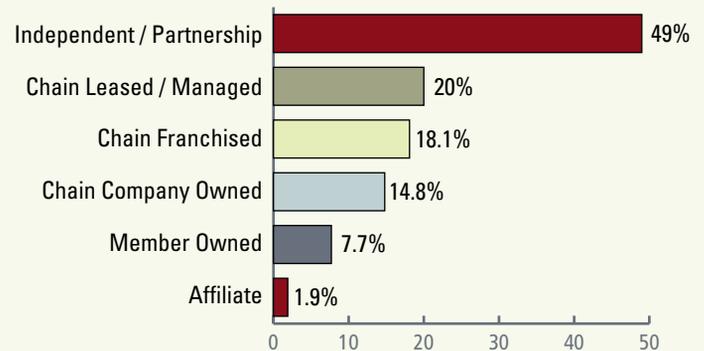
## Number of Hotel Guest Rooms Supervised

When analyzing compensation it is important to analyze the complexity of an individual's responsibilities to help determine the correct pay structure. For this reason it was important to ask respondents how many guest rooms they supervise. An individual who supervises less than 500 rooms probably has less responsibility and job complexity than someone who is overseeing the other end of the spectrum (more than 10,000 rooms). The most responses came from those overseeing less than 500 rooms (58.7 percent). The majority of individuals in this category are probably responsible for only one property or multiple smaller

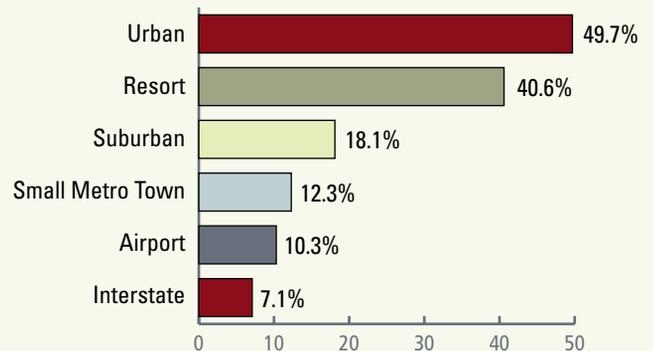
### Class



### Ownership

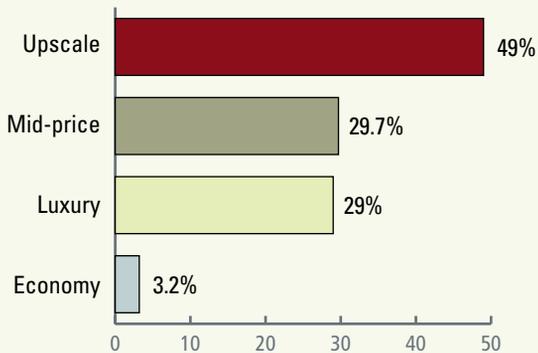


### Location



properties. Those overseeing 1,001 to 2,500 rooms and 501 to 1,000 rooms both had equal amounts of responses (13.5 percent). Only 9.7 percent of responses came from individuals supervising more than 2,501 rooms.

## Market Price Segment



## Hotel Staff Salaries

The following tables provide information on hotel staff salaries. The information is presented in two tables below, and annual salary and hourly wages are provided where information was available as well as percentiles for each position. A percentile provides a better view of the distribution of the responses. For example, in the case of the hotel accountant/controller the salary at the 75th percentile is \$109,192. This means that 75 percent of the responses lie below this value and 25 percent of the responses lie above the value. In addition, the 50th percentile would equal the median value.

### Hotel Accounting, Finance and Technology Staff Salaries and Hourly Wages

	Annual Salary	25th Percentile	50th Percentile	75th Percentile	Bonus
Accountant / Controller	\$91,336	\$77,000	\$94,750	\$109,192	\$16,453
Accounts Payable Clerk					\$836
Salary	\$36,741	\$30,750	\$37,720	\$41,135	
Hourly	\$16.19				
Accounts Receivable Clerk					\$1,618
Salary	\$38,644	\$31,500	\$38,000	\$44,500	
Hourly	\$15.83	\$12.75	\$15.50	\$18.25	
Assistant Controller	\$60,092	\$50,000	\$60,000	\$68,750	\$7,292
Assistant IT Manager					\$26,510
Salary	\$63,000	\$48,000	\$55,000	\$80,500	
Hourly	\$20.92	\$15.51	\$19.00	\$28.25	
Dir. of Information Systems Technology	\$77,193	\$62,823	\$71,000	\$93,500	\$10,544
Internal Auditor	\$56,550	\$40,000	\$65,000	\$71,500	
Revenue Manager	\$69,719	\$58,000	\$71,600	\$81,500	\$10,159
Staff Accountant					\$3,750
Salary	\$44,346	\$35,000	\$45,000	\$53,500	
Hourly	\$18.72	\$16.00	\$18.34	\$22.00	

### Hotel Staff Salaries and Hourly Wages

	Annual Salary	25th Percentile	50th Percentile	75th Percentile	Bonus
Assistant Manager	\$57,250	\$40,000	\$50,000	\$62,500	\$9,930
Catering Manager	\$52,103	\$45,000	\$50,000	\$60,000	\$9,769
Executive / Head Chef	\$91,764	\$70,000	\$90,000	\$116,500	\$15,275
Food & Beverage Director	\$93,438	\$77,100	\$90,000	\$110,000	\$17,108
General Manager	\$169,599	\$131,250	\$154,500	\$214,740	\$48,818
Head of Maintenance	\$83,396	\$61,500	\$76,618	\$95,000	\$14,660
Sales & Marketing Manager	\$77,901	\$51,493	\$70,000	\$91,250	\$18,823

## Retirement Plans

Retirement plans are an important part of an employee's overall compensation package. The largest group of respondents state that their employer offers a defined contribution plan (80.1 percent). An example of a defined contribution plan is a 401K, which allows individuals to save money in a tax-deferred account and the employee can withdraw money for living expenses at retirement. Other retirement plans included: defined benefit plan (3.7 percent), SEP IRA or Simple IRA (3.4 percent) and a 457 plan (2.1 percent). In addition, 7.1 percent of all respondents indicate that their employer does not offer them a retirement plan.

## HFTP Related Expenses Paid by Employer

In addition to monetary compensation, benefits such as paid expenses are also an important part of the overall compensation package. Even though there were increases in overall salaries, the percentage of those receiving benefits related to HFTP decreased in every category. The greatest decrease pertained to HFTP dues. Seventy-one percent of respondents indicate their employer pays for their HFTP dues which was a 20.9 percent decrease from 2010 (91.9 percent). Other areas where there was a significant decrease included chapter meetings, annual convention expenses, HITEC expenses, professional development and certification expenses.

## Benefits Paid by Employer

Respondents to the survey were also asked to provide information on benefits paid by their employer which included general, automotive and out-of-pocket expenses. As with HFTP related expenses, the benefits analyzed in every category dropped since 2010 and dramatically for most categories. The highest received benefit is mobile phone expenses (41.4 percent), followed by meals at the facility for yourself or family (self: 18.2 percent, family: 30.7 percent), 100 percent medical reimbursement (24.3 percent) and business travel allowance (22.1 percent). Other benefits offered by employers include charitable contributions matched, club membership for the employee's family, stock options and maternity leave.

## Medical Plan Expenses Paid by Employer

General benefits offered by employers may have decreased since 2010, but the percentage receiving medical plan benefits has increased in nearly every category. In the case of HMO coverage, the percentage of respondents receiving full or partial coverage increased from 32.5 percent in 2010 up to 53 percent in 2012. There was also an increase in PPO coverage from 45.6 percent in 2010 up to 78.3 percent (full and partial coverage) in 2012. Other benefits with high percentage rates included dental programs, hospitalization, life insurance, major medical and prescription drugs. Previous versions of the survey included additional columns/

## Type of Retirement Plan

457	2.1%
403(b)	0.3%
Defined Benefit Plan	3.7%
Defined Contribution Plan	80.1%
ESOP	0.3%
None	7.1%
Other	0.6%
Profit Sharing	2.5%
SEP IRA or Simple IRA	3.4%

## HFTP Related Expenses Paid by Employer

HFTP Dues	71.0%
Chapter Meetings	46.1%
Annual Convention Self	37.8%
Annual Convention Spouse	3.0%
HITEC Self	14.4%
HITEC Spouse	0.6%
Professional Development	22.4%
Professional Publications, Media and Videos	13.3%
Certification Expenses	18.8%
Foundation Scholarship	0.6%
Chapter Scholarships	0.6%

## Benefits Paid by Employer

100% Medical Reimbursement	24.3%
Business Travel Allowance	22.1%
Club Membership for Self	4.7%
Dry Cleaning	19.6%
Employee Assistance Program	7.7%
Golf	8.0%
Health / Fitness Center Use	8.8%
Home Computer	5.2%
Home Internet Access	4.7%
Meals at Facility — Family	30.7%
Meals at Facility — Self	18.2%
Mobile Phone	41.4%
Parking	19.9%
Tuition Assistance	19.9%

## Medical Plan Expenses Paid by Employer

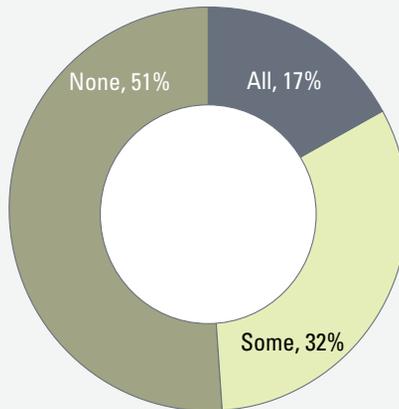
	Employee	
	Full	Partial
Dental Program	33.8%	74.7%
Disability — Long Term	53.5%	31.3%
Disability — Short Term	42.9%	28.3%
Health and Accident	27.8%	48.5%
HMO	12.6%	40.4%
Hospitalization	24.2%	75.8%
Life Insurance	78.8%	38.9%
Major Medical	26.8%	75.8%
Medical/Surgical	11.1%	49.0%
Medical Checkups	26.8%	62.1%
PPO	21.7%	56.6%
Prescription Drugs	23.2%	80.8%
Vision Care	21.2%	56.1%

questions pertaining to full and partial family coverage. Instead of detailed questions pertaining to all of the individual items, respondents were simply asked to indicate if their employer offers either full or partial family health coverage. Sixty-four percent of individuals responding to this survey stated that their employer does offer some form of family health coverage.

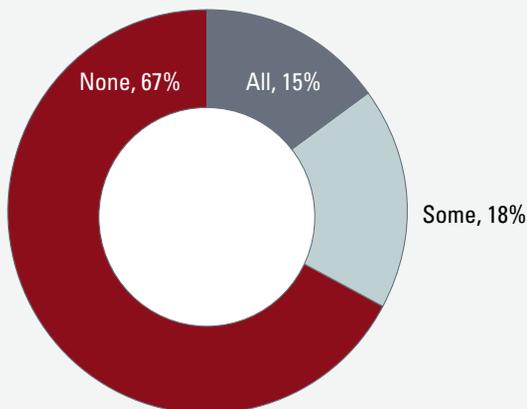
### Paid Leave

Paid leave is another form of benefits offered by employers which can come in the form of sick leave, vacation time and paid time off (PTO). Many employers (40.9 percent) are starting to offer their employees PTO days which can be used for sick leave or vacation time. This is an increase from 2010 when 36.2 percent of respondents received PTO. For those who receive PTO days, employers provide an average of 19.5 days per year and half (50 percent) have to use all of their days within the year and cannot carry any forward. Those receiving vacation days average 22.37 days per year and 8.73 days of sick leave. Again, the majority of individuals indicated that they cannot carry forward any sick days or vacation days from year to year (vacation days: 51.1 percent, sick days: 66.5 percent).

### Vacation Days Carried Forward



### Sick Days Carried Forward



### PTO Days Carried Forward

