

2022



Compensation & Benefits Report

Results to the biannual survey conducted by Hospitality Financial and Technology Professionals (HFTP®). Information includes data on compensation and benefit trends for finance and technology professionals in the club and lodging industries.

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For nearly 30 years, HFTP had been producing a biannual Compensation and Benefits Survey (*established in 1989*), collecting data from hospitality accounting, finance and technology professionals. This member benefit served as a consistent resource for comparing information on salaries and other compensation information broken down by industry, job type, region and more. The previous report was published in 2018, and right as the expected 2020 survey was distributed in March 2020, the world was turned upside down with the widespread beginning of the COVID-19 pandemic. Because the business environment was hit with uncertainty at the moment, HFTP suspended the survey that year. Now, four years following the previous report (*vs. the typical two*), HFTP is pleased to release the *2022 HFTP Compensation and Benefits Survey Report*. This tradition once again continues with information that can be used to conduct salary comparisons, budgeting processes, staffing guidelines, contract negotiation and benefits standards.

The 2022 survey was distributed in February 2022 to HFTP members, as well as other industry professionals affiliated with HFTP. As HFTP continues to expand globally and align with like-minded organizations internationally, the 2022 survey takes on a greater global view of the finance and technology professional. The response rate grew slightly for this year's survey with a total of 452 individuals accessing the survey (396 in 2018) and 307 respondents completed the entire survey (68 percent). Participants came from multiple world regions such as the Caribbean, Middle East, Europe and Asia Pacific. In the pages that follow, a summary of the survey 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 to the typical questions asked in the survey, HFTP added a special section asking participants to comment on their pandemic experience, challenges and recovery. This was a unique, worldwide epoch and the survey offered a distinctive opportunity to record a historical glimpse that can serve as a reference for future events which may similarly disrupt the industry. The responses were analyzed and presented as challenges during the pandemic, how the challenges were addressed, what challenges continue and what lasting changes have been made.

We hope you find this information useful in your professional and strategic planning. If you need further analysis of this data (i.e. specific regional comparisons) or have any questions, do not hesitate to contact the HFTP Communications Department at publications@hftp.org.

PROFILE OF RESPONDENTS

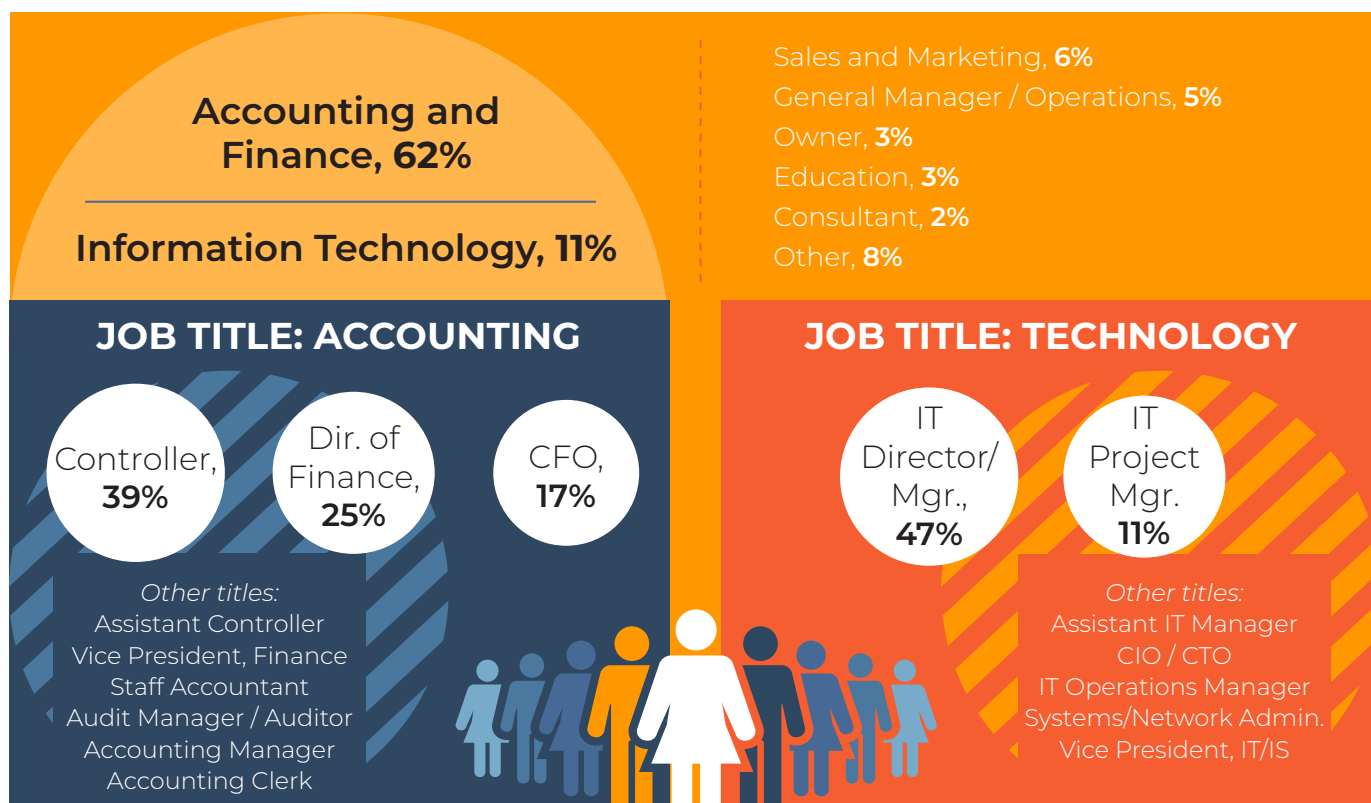
In addition to specific job-related information such as supervisory responsibilities, respondents to the 2022 HFTP Compensation and Benefits Survey were asked questions pertaining to the property and/or company for which they currently work. For the purposes of this survey, it is important to gather information such as hospitality industry segment, job title and prior positions to properly analyze the data and make accurate comparisons.

WHO PARTICIPATED

The survey was organized around primary job functions such as accounting and finance, IT and human resources. As anticipated, the majority of responses came from individuals who held positions in the accounting and finance arena (62 percent), which was slightly lower than in the 2018 survey when 67 percent of respondents fell into this category. The second highest percentage of responses were from those in technology positions (11 percent). Throughout this report, a majority of the analysis will be centered on these two arenas, either combined or through the lens of club (36 percent of respondents) or lodging (46 percent of respondents) industries.

The following charts illustrate the respondents' professional profile, job responsibilities, location, designations and further demographic details.

PRIMARY JOB FUNCTION



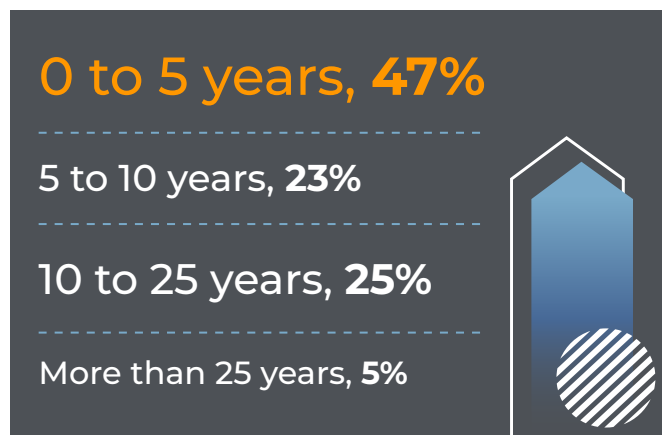
PROFILE OF RESPONDENTS

SEGMENT OF THE HOSPITALITY INDUSTRY

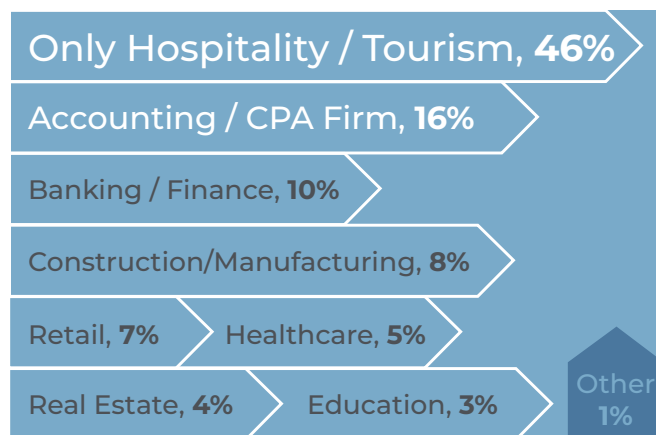


When analyzing compensation and benefits information, it is important to compare individuals working in similar types of organizations. For this reason, respondents were asked to provide information about the segment of the hospitality industry in which they work. For the second time in the history of this report, respondents from the lodging segment (2022: 45 percent; 2018: 39.5 percent) surpassed the club segment (2022: 36 percent; 2018: 39.3 percent) — yet significant representation in each is provided for meaningful analysis. Throughout this report segmented comparisons of these two industries are presented.

YEARS AT CURRENT EMPLOYER

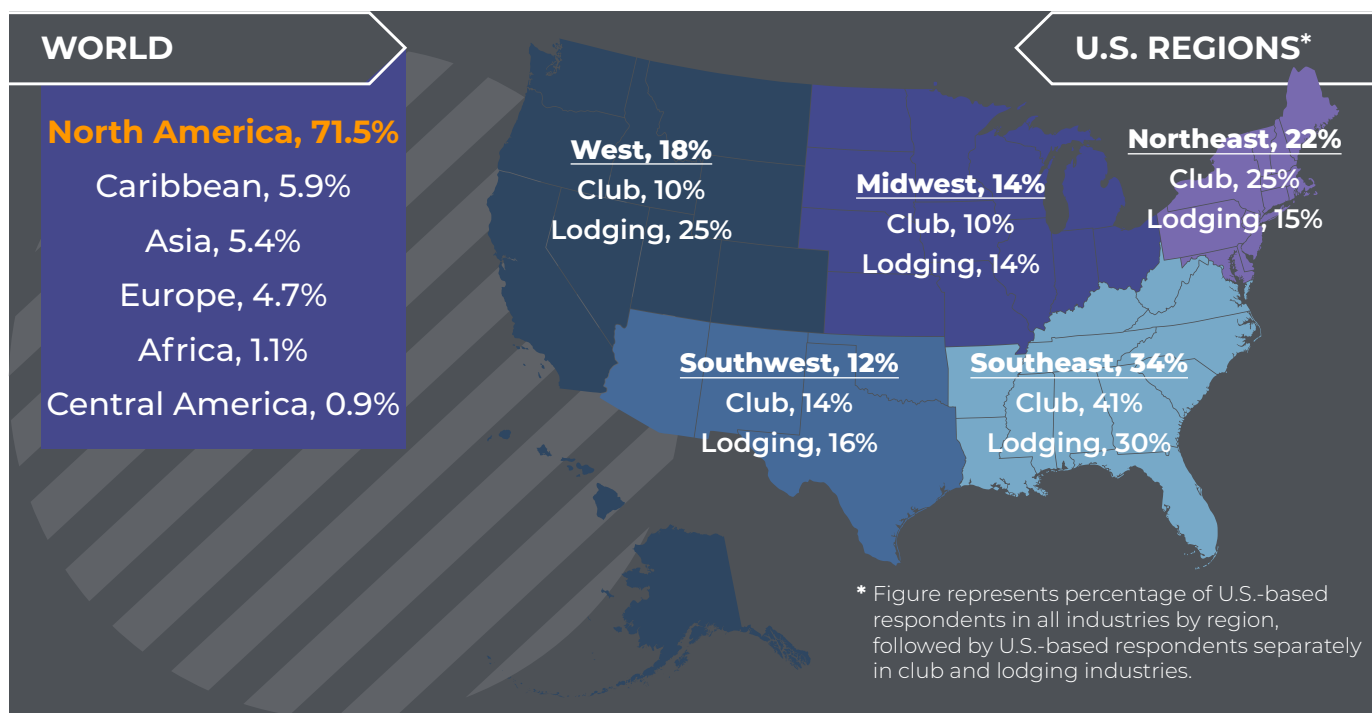


EMPLOYMENT BEFORE HOSPITALITY



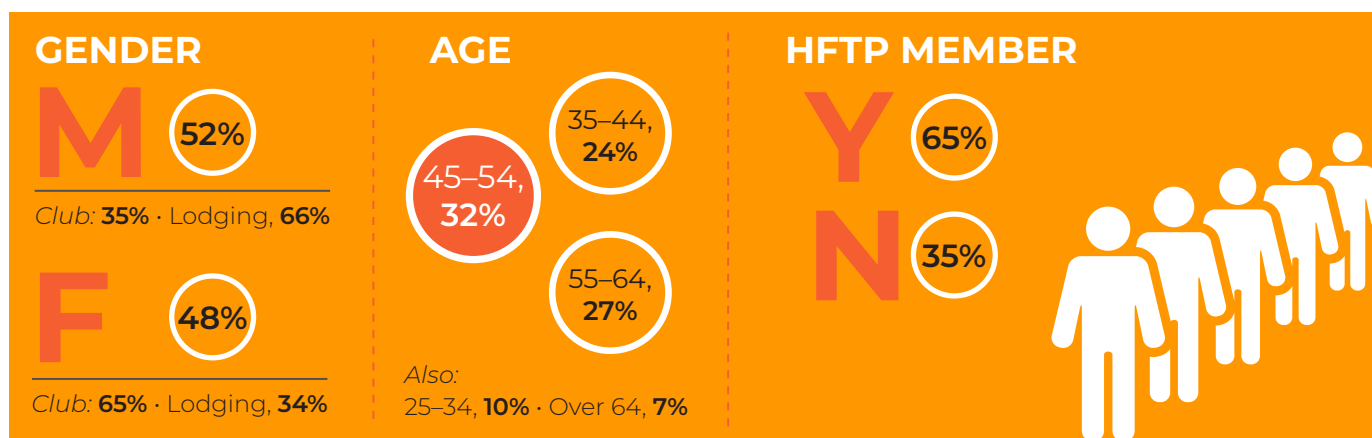
Recently, employee recruitment and retention are frequently mentioned as a top concern for hospitality employers. Brought on by the pandemic, hospitality organizations have had to contend with less than optimal staffing levels and competitive candidate pools, while potential employees explore new professional opportunities — maybe even outside hospitality. Responses reflect this fluid trend, with the top percentage of years at current employer selected is 0 to 5 years (47 percent); almost double the percentage of the second-most selected option (10 to 25 years, 25 percent). While close to a majority say they have only worked in hospitality, the other industries listed serve as good references of where to search for potential employees.

GEOGRAPHIC LOCATION



For 2022, the survey's reach has incrementally expanded beyond its primary audience in North America. Based on the world regions defined by the U.S. Department of Homeland Security, participation grew in Europe by 1 percent (2022: 4.7 percent; 2018: 3.6 percent); as well as drew data from the Caribbean (5.9 percent) and Asia (5.4 percent) — which is quite a culturally diverse area within the defined parameters). Responses outside of North America included the following locales (*not comprehensive*): Bulgaria, Greece, Belize, Germany, Spain, the United Kingdom, Netherlands, United Arab Emirates, Qatar, Japan, Trinidad and Tobago, Barbados, Saint Lucia, Grenada, and Aruba. For respondents within the United States, responses have been categorized into regions, with the Southeast representing the largest group (34 percent).

DEMOGRAPHICS



Gender-wise the responses between male and female has equalized slightly when compared to the 2018 survey (2022: 53 percent male / 47 percent female vs. 2018: 55 percent male / 45 percent female). Interestingly, the gender differences in 2022 are opposites between the lodging and club respondents.

DESIGNATIONS

CHAE, 24%

Certified Hospitality Accountant Executive

MBA, 16%

Masters of Business Administration

CPA, 14%

Certified Public Accountant

CHTP, 7%

Certified Hospitality Technology Professional

CHA, 2%

Certified Hotel Administrator

CA, 2%

Chartered Accountant

Others:

CHRM — Certified Hospitality Revenue Mgr

CMA — Certified Management Accountant

CIA — Certified Internal Auditor

CFE — Certified Fraud Examiner

Reasons for professional certification

Personal accomplishment
59%

Career advancement
51%

Salary increase
26%

Industry recognition
40%

Others:

Encouraged by supervisor, **13%**

Job requirement, **11%**

Lodging



CHAE, 21%

MBA, 15%

CPA, 8%

CHTP, 8%

Clubs



CHAE, 33%

CPA, 24%

MBA, 17%

CHTP, 7%

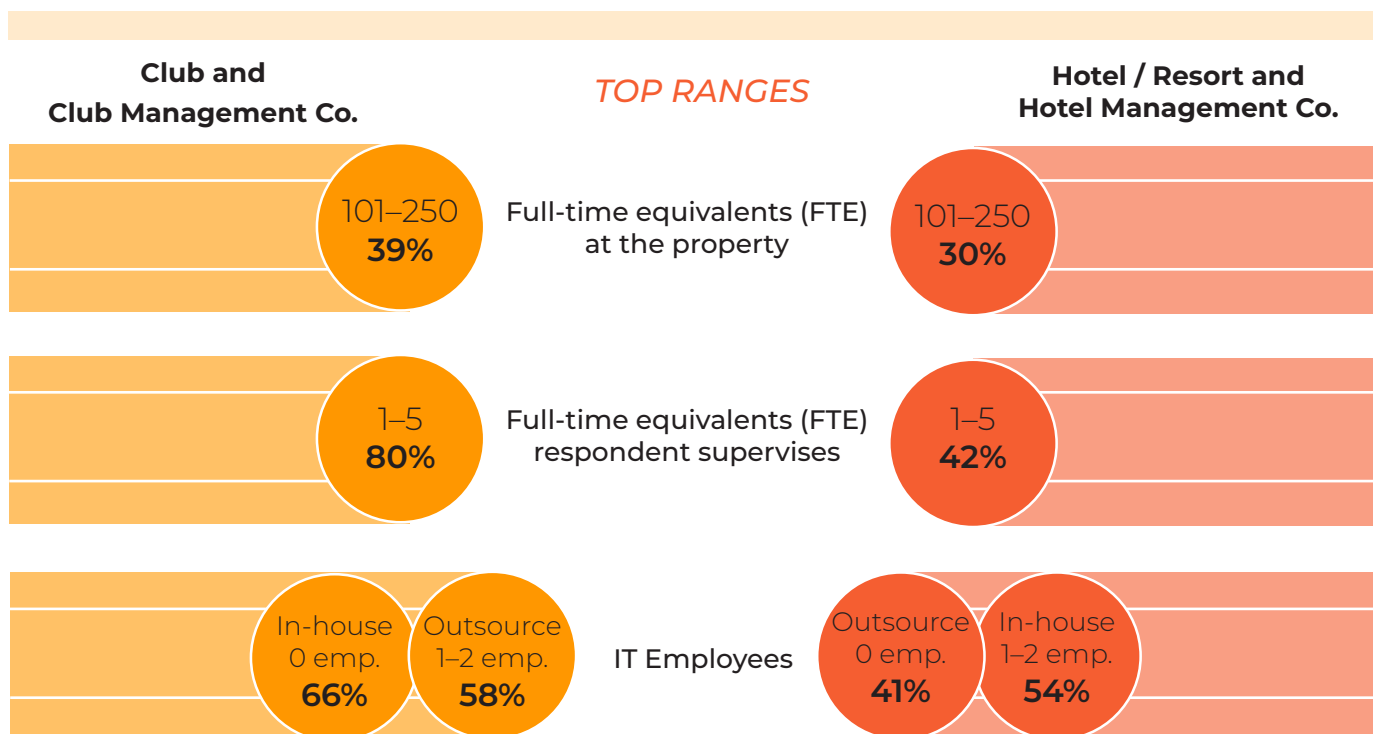
Respondents to the 2022 survey held multiple industry related designations such as the Certified Hospitality Accountant Executive — CHAE® (24 percent), Masters of Business Administration (16 percent), the Certified Public Accountant — CPA (14 percent) and Certified Hospitality Technology Professional — CHTP® (7 percent). These certifications have shown a decrease from 2018 which amounted to: CHAE — 38 percent, CHTP — 8 percent and CPA — 27 percent. The HFTP Academy, which oversees the CHAE and CHTP, has noted the reduction and explained some reasons for it were spurred by the pandemic. These include designees leaving hospitality for other industries and/or not maintaining a certification through this period due to the economic slow down. Another reason for the lower percentage in this survey is that these designations are primarily known in North American and the larger pool of respondents outside of this region changes the total percentage. The good news is that the HFTP Academy is seeing professionals return to get their certifications, organizations looking for certifications as a hiring qualification, and expansion of the CHAE and CHTP outside of North America.

Analyzed by industry, designations were more dominant in the club industry over lodging. The top selection, the CHAE, was 11 percent higher on the club side. The designations ranked the same except in the number two and three slots. For lodging, second place was MBA (15 percent), followed by a tie for third place with CPA and CHTP (8 percent). For clubs, second place was CPA (24 percent), followed by third place MBA (17 percent) and CHTP following in fourth (7 percent).

EMPLOYER PROFILE

NUMBER OF EMPLOYEES

The complexity of an organization can be analyzed by looking at the number of employees it takes to properly operate the business on a daily basis. The largest responses came from operations with either 101 to 250 employees (34.2 percent), followed by 51 to 100 employees (19.6 percent). When analyzed by industry segment, clubs tended to employ 101 to 250 employees (38.8 percent) or 51 to 100 employees (25.7 percent). Hotel and hotel management companies, when analyzed together, shifted to larger staff ranges, averaging somewhere between 101 to 250 employees (29.5 percent) or 251 to 500 employees (28 percent).



RANGE OF FULL-TIME EQUIVALENTS (FTE)

	No.	<25	25 – 50	51 – 100	101 – 250	251 – 500	501<
Overall	265	7.5%	12.0%	19.6%	34.2%	16.9%	9.4%
Hotel/Hotel Mgmt. Co.	108	10.1%	2.8%	11.0%	29.5%	28.0%	18.4%
Club/Club Mgmt. Co.	152	5.9%	18.4%	25.7%	38.8%	8.6%	2.6%

Squares shaded red denote the highest range in FTEs.

FTE RESPONDENT SUPERVISES

	No.	0	1 – 5	6 – 25	26 – 50	50+
Overall	267	9.7%	64.4%	19.1%	2.3%	4.5%
Hotel/Hotel Mgmt. Co.	109	11.9%	42.2%	34.0%	2.8%	9.2%
Club/Club Mgmt. Co.	153	8.5%	79.7%	9.2%	1.3%	1.3%

Squares shaded red denote the highest range in FTEs supervised by respondent.

EMPLOYER PROFILE

Number of Employees continued from previous page.

NUMBER OF IT EMPLOYEES

		0	1 – 2	3 – 5	6 – 10	10 <
Overall	In-house	42.9%	40.6%	11.1%	1.4%	4.2%
	Outsourced	28.3%	49.8%	11.2%	2.9%	7.8%
Hotel/Hotel Mgmt. Co.	In-house	18.2%	53.5%	19.2%	3.0%	6.1%
	Outsourced	41.3%	34.9%	12.7%	1.6%	10.0%
Club/Club Mgmt. Co.	In-house	65.5%	30.1%	2.7%	0.0%	1.8%
	Outsourced	21.0%	58.0%	10.9%	3.6%	6.5%

Squares shaded purple denote the highest range in IT employees in that category.

ANNUAL REVENUES

The size and complexity of an operation is often reflected in the average annual revenues earned by the organization. The greatest concentration of respondents to the 2022 survey tended to recognize annual revenues between \$10 and \$50 million (42.6 percent). This range was the top for all industry segments except for the club management company category, which was in the \$5 to 10 million range (33.3 percent). The revenue disparity between the two industries is seen in the second-most selection, where clubs were lower at \$5 to \$10 million (36.2 percent) and hotels were higher at more than \$50 million (18.8 percent).

2021 REVENUES AT PROPERTY LEVEL

Respondents combined revenues if they oversee more than one property. *Note: All currency is in U.S. Dollars.*



LODGING

Hotel

10 to 50 million, 43.5%
More than 50 million, 18.8%

Hotel Management Co.

10 to 50 million, 77.8%



CLUBS

Club

10 to 50 million, 42.6%
5 to 10 million, 36.2%

Club Management Co.

5 to 10 million, 33.3%

	No. of Respondents	Less than \$1,000,000	\$1,000,001 to \$2,500,000	\$2,500,001 to \$5,000,000	\$5,000,001 to \$10,000,000	\$10,000,001 to \$50,000,000	More than \$50,000,000
Overall	251	6.0%	5.6%	11.6%	25.9%	42.6%	8.4%
Hotel	85	9.4%	10.6%	7.1%	9.4%	43.5%	18.8%
Hotel Mgmt. Co.	9	11.1%	–	–	–	77.8%	11.1%
Club	141	1.4%	3.5%	15.0%	36.2%	42.6%	1.4%
Club Mgmt. Co.	9	22.2%	–	22.2%	33.3%	22.2%	–

Squares shaded pink denote the highest range in annual revenue in that category.

JOB RESPONSIBILITIES

Survey participants were asked questions related to their job responsibilities such as departments supervised, role in the buying decision process and number of hours worked per week. Analyzing compensation data by job title provides a starting point, but by gathering information on job responsibilities it provides a better picture of the current trends and complexities of job responsibilities. When looking at the overall profile of respondents to the 2022 survey, the majority oversaw the accounting/finance (66.8 percent). Other frequent departments include technology (40.3 percent), human resources (33.0 percent) and administrative or office staff (28.0 percent). Across the board, these responsibilities increased for all departments by at least several percentage points from 2018. This is likely due to shrinking staff support over the past four years, leading to an all hands on deck adjustment in responsibilities.

DEPARTMENTS SUPERVISED

Majority: Accounting / Finance
Overall, 67% • Lodging, 66% • Club, 89%

	Overall	Lodging	Club
Number	397	176	148
Accounting / Finance	66.8%	65.9%	89.2%
Admin. / Office Staff	28.0%	19.3%	41.9%
Human Resources	33.0%	18.8%	59.5%
Marketing / Revenue Mgmt.	13.9%	17.1%	6.1%
Membership	7.3%	2.8%	16.2%
Purchasing	16.1%	23.9%	10.1%
Security	5.5%	7.4%	5.4%
Spa or Recreation	2.5%	4.6%	1.4%
Technology	40.3%	42.6%	43.2%

Respondents selected all that applied.

Squares shaded orange denote the highest department selected in that category.

ROLE IN THE DEPARTMENT BUYING DECISION PROCESS

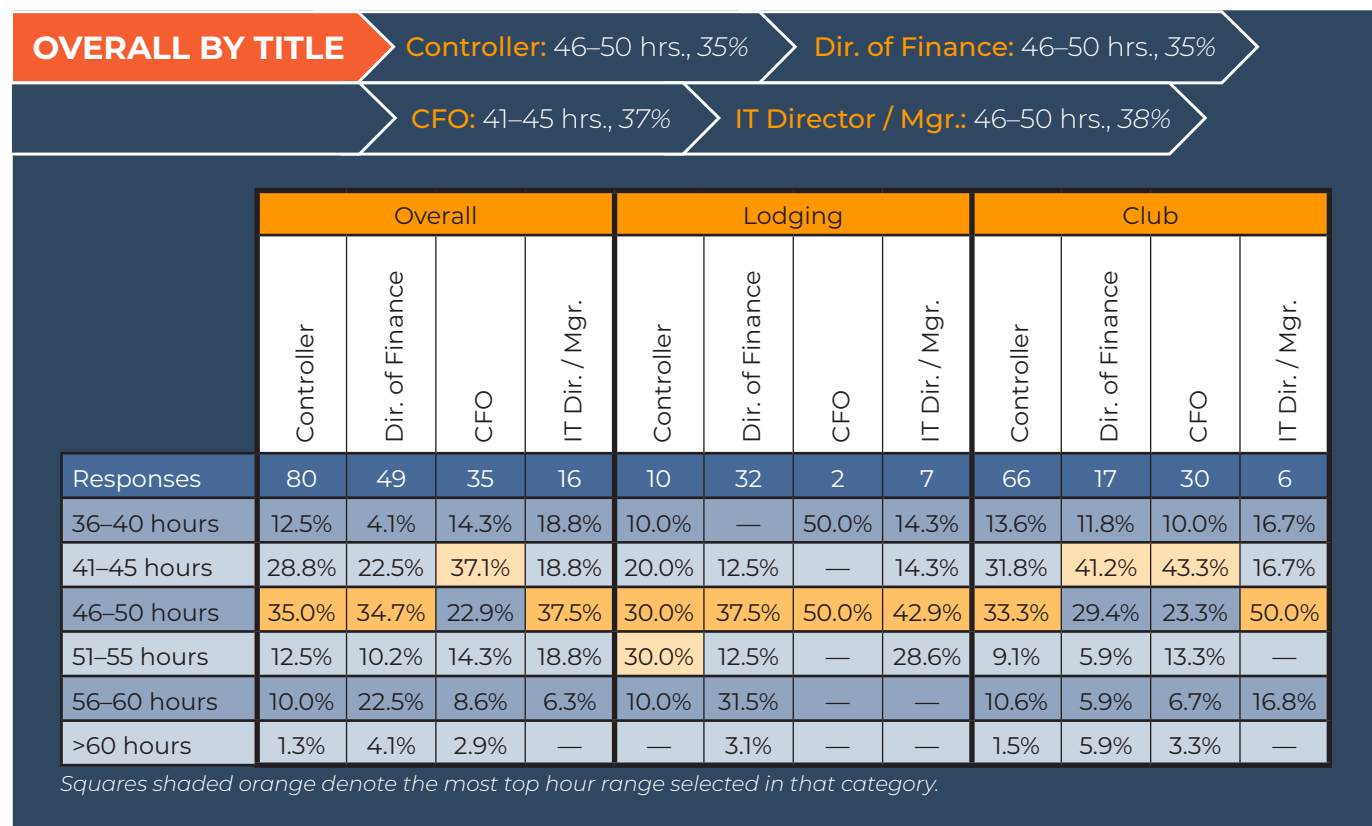
Top role: Final Decision-maker
Overall, 36% • Lodging, 36% • Club, 40%

	Overall	Lodging	Club
Final decision-maker	36.0%	35.6%	39.9%
First-level of approval	22.9%	28.3%	22.3%
Research alternatives and provide recommendations	8.1%	6.8%	8.8%
Provide technical and/or financial advice	13.1%	10.2%	14.2%
Team management decision process	11.1%	10.7%	9.5%
Not involved	8.8%	8.5%	5.4%

Squares shaded purple denote the most frequent role selected in that category.

NUMBER OF HOURS WORKED PER WEEK

In the 2022 survey, respondents indicated that they worked between 46–50 hours per week. This was the top range for most titles across industries, except for club directors of finance (41–45 hours at 41.2 percent) and club CFOs (41–45 hours at 43.3 percent). Looking at the overall second-most selected range, respondents next chose less hours at 41–45 hours. The IT director/manager was the one title that was equal above and below the most selected range for its second most popular range (41–45 and 51–55 hours at 18.8 percent).



WORKPLACE: HOME OR OFFICE

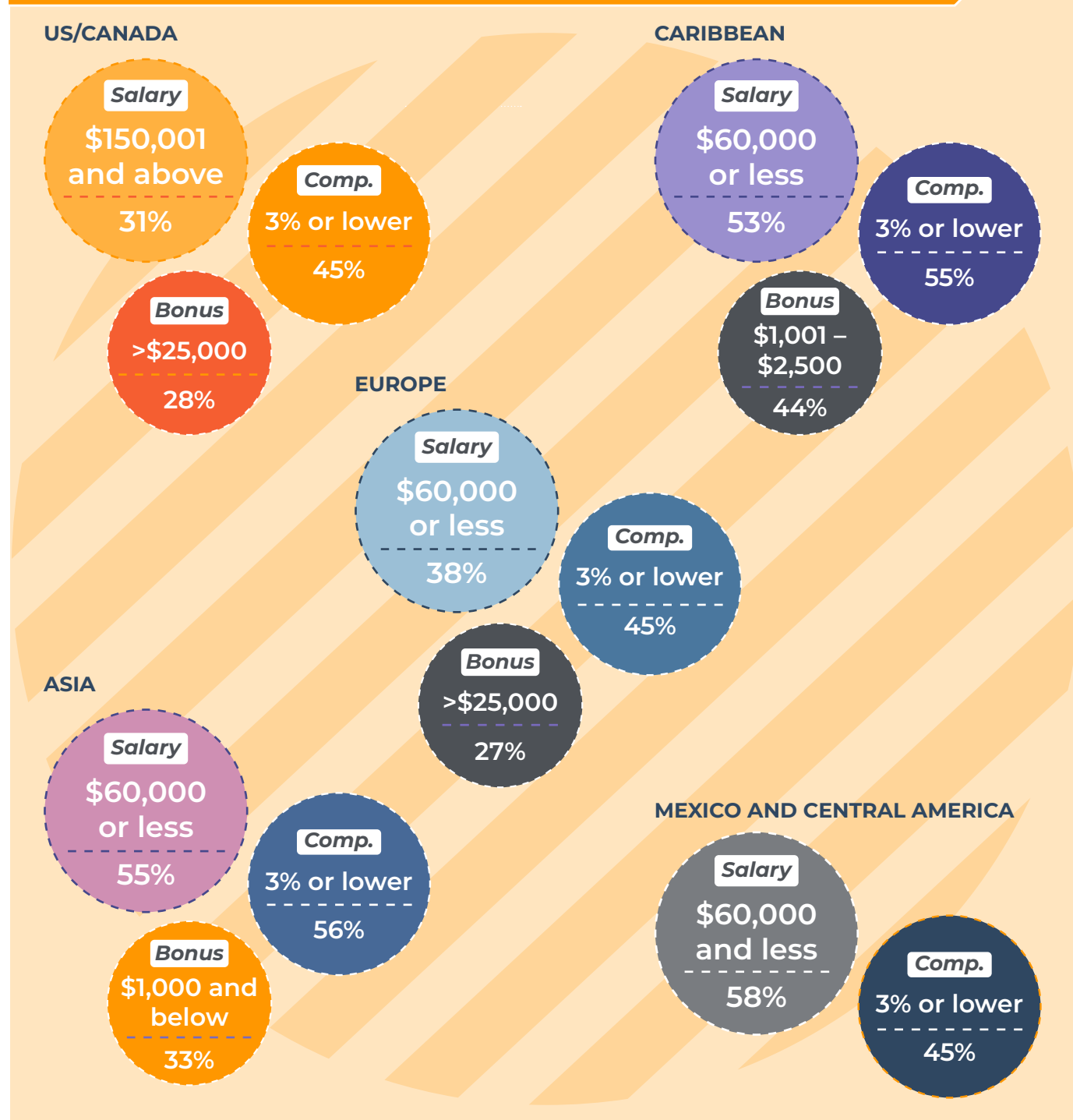
When asked how they divide their week between working at the office or home, the respondents indicated that the majority of their time was spent working at the office (70.5 percent). Considering that there has been a mass migration to working from home in the overall business world, this trend is not reflected in this group, with a majority of time still spent at the office. This is not surprising due to the fact that the hospitality industry is service-oriented and necessitates on-site service. The 2022 did show a slight increase of home working hours from 2018 (12.9 percent), so there seems to be some influence from this trend.

Percent of work hours			
	Overall	Lodging	Club
Home	29.5%	31.2%	18.5%
Office	70.5%	68.8%	81.5%

COMPENSATION

Salaries and other compensation are the central data to this survey. This information helps HFTP stakeholders measure the responses against their own, as well their staff. With responses from across the globe submitted, reporting on compensation by region was available to report. In addition, comparison by job title and industry is provided.

TOP 2022 RANGES: SALARY, DEFERRED COMPENSATION AND BONUS



ANNUAL COMPENSATION BY REGION

BASE ANNUAL SALARY: 2022, 2021, 2020

In the charts below, "n" represents the number of respondents.

United States and Canada

	\$60,000 or under		\$60,001 – \$75,000		\$75,001 – \$85,000		\$85,001 – \$95,000		\$95,001 – \$105,000		\$105,001 – \$115,000		\$115,001 – \$125,000		\$125,001 – \$135,000		\$135,001 – \$150,000		\$150,001 and above	
	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n
2022	5.6%	14	6.8%	17	8.8%	22	7.2%	18	7.2%	18	8.0%	20	6.4%	16	8.0%	20	11.6%	29	30.7%	77
2021	7.8%	19	9.0%	22	8.2%	20	6.9%	17	8.2%	20	6.9%	17	9.0%	22	10.2%	25	9.8%	24	24.1%	59
2020	8.6%	19	10.0%	22	10.9%	24	7.3%	16	9.6%	21	9.1%	20	9.6%	21	7.7%	17	7.3%	16	20.0%	44

Caribbean

	\$60,000 or under		\$60,001 – \$75,000		\$75,001 – \$85,000		\$85,001 – \$95,000		\$95,001 – \$105,000		\$105,001 – \$115,000		\$115,001 – \$125,000		\$125,001 – \$135,000		\$135,001 – \$150,000		\$150,001 and above	
	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n
2022	52.9%	9	23.5%	4	5.9%	1	–	0	–	0	5.9%	1	–	0	–	0	–	0	11.8%	2
2021	62.5%	10	12.5%	2	6.3%	1	–	0	6.3%	1	–	0	–	0	–	0	6.3%	1	6.3%	1
2020	57.1%	8	14.3%	2	7.1%	1	–	0	7.1%	1	–	0	–	0	–	0	7.1%	1	7.1%	1

Europe

	\$60,000 or under		\$60,001 – \$75,000		\$75,001 – \$85,000		\$85,001 – \$95,000		\$95,001 – \$105,000		\$105,001 – \$115,000		\$115,001 – \$125,000		\$125,001 – \$135,000		\$135,001 – \$150,000		\$150,001 and above	
	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n
2022	38.5%	5	7.7%	1	15.4%	2	7.7%	1	7.7%	1	–	0	–	0	–	0	7.7%	1	15.4%	2
2021	33.3%	4	25.0%	3	16.7%	2	–	0	–	0	–	0	–	0	–	0	8.3%	1	16.7%	2
2020	33.3%	3	44.4%	4	11.1%	1	–	0	–	0	–	0	–	0	11.1%	1	–	0	–	0

Annual Salary by Region continued on the following page.

BASE ANNUAL SALARY: 2022, 2021, 2020 • Continued

Asia

	\$60,000 or under		\$60,001 – \$75,000		\$75,001 – \$85,000		\$85,001 – \$95,000		\$95,001 – \$105,000		\$105,001 – \$115,000		\$115,001 – \$125,000		\$125,001 – \$135,000		\$135,001 – \$150,000		\$150,001 and above	
	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n
2022	55.0%	11	5.0%	1	10.0%	2	–	0	5.0%	1	5.0%	1	–	0	–	0	0.0%	0	20.0%	4
2021	52.6%	10	10.5%	2	5.3%	1	5.3%	1	–	0	5.3%	1	–	0	–	0	10.5%	2	10.5%	2
2020	56.3%	9	12.5%	2	6.3%	1	6.3%	1	–	0	–	0	–	0	–	0	6.25%	1	12.5%	2

Mexico and Central America

	\$60,000 or under		\$60,001 – \$75,000		\$75,001 – \$85,000		\$85,001 – \$95,000		\$95,001 – \$105,000		\$105,001 – \$115,000		\$115,001 – \$125,000		\$125,001 – \$135,000		\$135,001 – \$150,000		\$150,001 and above	
	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n
2022	58.3%	7	16.7%	2	–	0	–	0	8.3%	1	8.3%	1	8.3%	1	–	0	–	0	–	0
2021	66.7%	8	16.7%	2	–	0	–	0	8.3%	1	8.3%	1	–	0	–	0	–	0	–	0
2020	70.0%	7	10.0%	1	–	0	–	0	10.0%	1	–	0	10.0%	1	–	0	–	0	–	0

BY TITLE

CLUB

Controller

\$150,001 and above • **16%**
 \$75,001 – \$85,000 • **14%**
 \$85,001 – \$95,000 • **13%**
 \$115,001 – \$125,000 • **13%**

CFO

\$150,001 and above • **41%**
 \$135,001 – \$150,000 • **26%**

Dir. of Finance

\$150,001 and above • **56%**
 \$135,001 – \$150,000 • **25%**

LODGING

Controller

\$95,001 – \$105,000 • **33%**
 \$125,001 – \$135,000 • **33%**
 \$135,001 – \$150,000 • **33%**

Dir. of Finance

\$150,001 and above • **52%**
 \$105,001 – \$115,000 • **14%**
 \$125,001 – \$135,000 • **14%**

CLUB PROFILE AND STAFF SALARIES

Clubs and club management companies accounted for 36 percent of the responses to the 2022 survey. The typical club respondent was a club controller working at a private, full service country club with 0 – 500 members. The establishment was most likely classified as not-for-profit, tax exempt; open 12 months out of the year; and employed between 101 – 250 employees.

CLUB CLASSIFICATION

Country Club (Full Service), **71%**

Golf Course/Club, **22%**

City/Athletic/Dinner Club, **8%**

Others:

Yacht, 8%

Community Association/HOA, 7%

Tennis/Racquet Club, 6%

NUMBER OF MEMBERS

0–500
members
40%

500–750
members
22%

751–1,000
members
16%

1,001 – 1,500
members
13%

OWNERSHIP STRUCTURE

Private
98%

Public
2%

NUMBER OF MONTHS OPEN

12 mos., **73%**
10 mos., **9%**
11 mos., **7%**

STAFF SALARIES

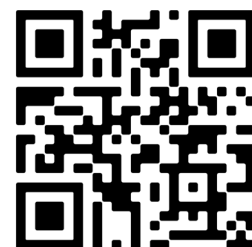
The following tables provide information on current club staff salaries. The information is presented in two tables: *Accounting, Finance and Technology Staff* and *Club Staff Salary and Hourly Wages*.

CLUB ACCOUNTING, FINANCE AND TECHNOLOGY STAFF SALARIES AND HOURLY WAGES				
	n	All Respondents	n	U.S. Respondents
Accounts Payable Clerk				
Salary	20	\$54,332	17	\$54,685
Hourly Rate	37	\$22.17	33	\$21.66
Accounts Receivable Clerk				
Salary	15	\$51,460	13	\$52,531
Hourly Rate	27	\$23.58	26	\$22.23
Assistant Controller/Director of Finance				
Salary	38	\$73,316	29	\$72,197
Controller/Director of Finance				
Salary	98	\$127,173	84	\$125,856
Staff Accountant				
Salary	19	\$59,727	17	\$60,946
Hourly Rate	21	\$24.45	19	\$25.19
Director of IT/IS				
Salary	4	\$83,575	3	\$90,433

Club Staff and Hourly Wages on the following page.

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CLUB STAFF SALARIES AND HOURLY WAGES				
	n	All Respondents	n	U.S. Respondents
Chief Staff Executive/General Manager				
Salary	94	\$233,197	83	\$232,921
Assistant General Manager/Clubhouse Manager				
Salary	56	\$115,600	48	\$109,874
Catering Manager				
Salary	57	\$71,114	48	\$69,527
Executive/Head Chef				
Salary	97	\$131,090	84	\$129,547
Food and Beverage Director				
Salary	75	\$84,922	65	\$84,349
Head Golf Professional				
Salary	82	\$140,936	73	\$137,200
Head Superintendent				
Salary	85	\$167,667	75	\$161,199
Health and Fitness Director				
Salary	28	\$76,672	23	\$77,179
Human Resources Manager				
Salary	37	\$85,805	33	\$84,208
Membership Director				
Salary	69	\$80,953	59	\$79,867
Head Tennis Professional				
Salary	57	\$83,397	47	\$77,213




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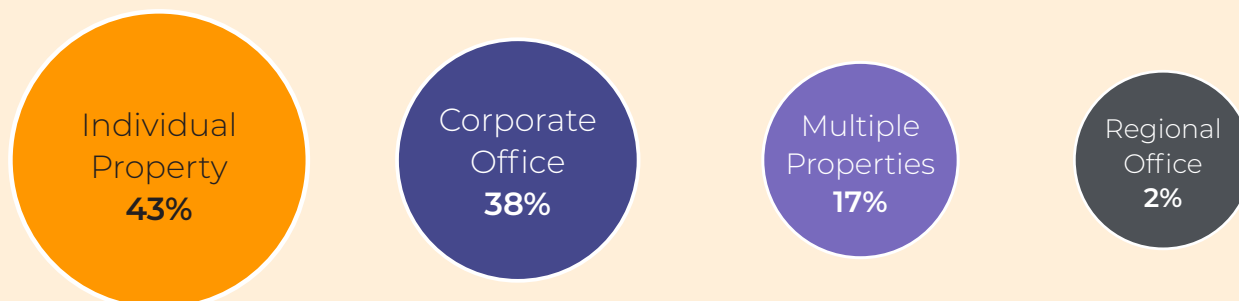
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LODGING PROFILE

Overall, 46 percent of responses to the 2022 survey were from professionals associated with lodging properties. The lodging profiles are divided into property level and regional/corporate office profiles. For this reason, 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.

PROPERTY PROFILE



CLASSIFICATION OF LODGING FACILITIES

For the 2022 survey, the classification of facility type varied by management level, with none of the classifications matching in rank. For those at the property level, the top facility type was resort (46.6 percent) followed closely by full service (44.1 percent); and coming in at a much further third place was convention/conference/executive center (15.3 percent). At the regional/corporate level, the top two positions were switched, with full service (70.0 percent) at the top, followed by resort (50.6 percent) and limited service (43.4 percent).

PROPERTY LEVEL

	No.	%
All Suite	14	11.1%
Bed and Breakfast / Inn	7	5.9%
Boutique	15	13.5%
Casino	1	1.0%
Convention / Conf. / Executive Center	18	15.3%
Extended Stay	4	3.4%
Full Service	52	44.1%
Limited Service	7	5.9%
Motel	2	1.7%
Resort	55	46.6%

REGIONAL/CORPORATE LEVEL

	No.	%
All Suite	17	20.5%
Bed and Breakfast / Inn	8	9.6%
Boutique	28	33.7%
Casino	1	1.2%
Convention / Conf. / Executive Center	25	30.1%
Extended Stay	20	24.1%
Full Service	58	70.0%
Limited Service	36	43.4%
Motel	9	10.8%
Resort	42	50.6%

HOTEL OWNERSHIP

Those respondents, working at the regional/corporate level were asked what type of ownership model the properties have. The greatest number of responses came from individuals working with independently owned properties (63.4 percent), followed by chain-franchised (30.5 percent) properties and chain company owned (24.4 percent).

REGIONAL/CORPORATE LEVEL

	No.	%
Affiliate	3	3.7%
Chain-co. Owned	20	24.4%
Chain-franchised	25	30.5%
Chain-leased/Managed	19	23.2%
Independent/Partnership	52	63.4%
Member Owned	7	8.5%

LOCATION OF HOTEL PROPERTIES

At the property level, 44.8 percent of respondents worked at or supervised a resort lodging property, closely followed by an urban property (41.4 percent). At the regional/corporate level, the greatest number of responses came from individuals at urban properties (60.2 percent). The following location types also made up a large portion of regional/corporate level respondents: resort (55.4 percent) and suburban (44.6 percent).

PROPERTY LEVEL

	No.	%
Airport	4	3.5%
Interstate	1	1.0%
Resort	52	44.8%
Small Metro Town	15	12.9%
Suburban	11	9.5%
Urban	48	41.4%

REGIONAL/CORPORATE LEVEL

	No.	%
Airport	23	27.7%
Interstate	15	18.1%
Resort	46	55.4%
Small Metro Town	29	34.9%
Suburban	37	44.6%
Urban	50	60.2%

MARKET PRICE SEGMENT FOR HOTEL PROPERTIES

Hotels can also be analyzed by market price segment which categorizes properties by their average room rate. At the property level, those working at luxury properties were top (41.9 percent), followed by upscale (22.2 percent) and upper upscale (18.8 percent). At the regional/corporate level, the following market price segments were identified: luxury (51.0 percent), upscale (50.6 percent) and upper midscale/midscale (41.0 percent).

PROPERTY LEVEL

	No.	%
Luxury	49	41.9%
Upper Upscale	22	18.8%
Upscale	26	22.2%
Upper Midscale	17	14.5%
Midscale	18	15.4%
Economy	11	9.4%
Independent	13	11.1%

REGIONAL/CORP. LEVEL

	No.	%
Luxury	42	51.0%
Upper Upscale	32	38.6%
Upscale	42	50.6%
Upper Midscale	34	41.0%
Midscale	34	41.0%
Economy	18	21.7%

STAFF SALARIES

The following tables provide information on hotel staff salaries. The information is presented in two tables: *Accounting, Finance, and Technology Staff* and *Hotel Management Staff*.

HOTEL ACCOUNTING, FINANCE AND TECHNOLOGY STAFF SALARIES AND HOURLY WAGES				
	n	All Respondents	n	U.S. Respondents
Assistant Director of Finance/Controller				
Salary	55	\$72,408	37	\$84,508
Accounts Payable Clerk				
Salary	36	\$36,570	16	\$51,923
Hourly	34	\$20.16	21	\$20.55
Accounts Receivable Clerk				
Salary	32	\$33,721	12	\$50,814
Hourly	24	\$19.93	19	\$20.00
Staff Accountant				
Salary	32	\$43,984	15	\$59,667
Hourly	22	\$21.00	21	\$21.00
Director of Finance/Controller				
Salary	65	\$124,052	41	\$142,191
Director of Information Systems Technology				
Salary	26	\$86,060	15	\$104,536
Information Systems/Technology Manager				
Salary	21	\$68,867	13	\$79,462
Assistant IT Manager				
Salary	17	\$54,677	8	\$76,000
Hourly	4	\$21.73	3	\$22.17

Hotel Staff and Hourly Wages on the following page.



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HOTEL STAFF SALARIES				
	n	All Respondents	n	U.S. Respondents
Assistant Manager				
Salary	34	\$67,690	21	\$76,719
Catering Manager				
Salary	33	\$69,211	27	\$75,239
Executive Chef/Head Chef				
Salary	47	\$94,158	30	\$112,603
Food and Beverage Director				
Salary	41	\$101,456	25	\$128,176
General Manager				
Salary	53	\$168,657	31	\$206,436
Head of Maintenance				
Salary	47	\$89,903	30	\$106,563
Revenue Manager				
Salary	36	\$99,939	23	\$128,566
Sales and Marketing Manager				
Salary	43	\$109,911	28	\$135,980

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BENEFITS PAID BY EMPLOYER

Respondents to the 2022 survey were also asked to provide information on benefits paid by their employer. The benefits received by the greatest number of respondents included: mobile phone (62.6 percent), meals at the facility for themselves (57 percent), training and skills development (50 percent), and professional association membership (48.5 percent).

BENEFITS PAID BY EMPLOYER

	No.	%
Business Travel Allowance	122	35.7%
Car Allowance or Co. Car	33	9.7%
Charitable Contributions Matched	7	2.1%
Clothing Allowance	50	14.7%
Child Care	12	3.5%
Club Membership	22	6.4%
Employee Assistance Program	114	33.3%
Golf	81	23.7%
Health / Fitness Center Use	60	17.5%
Legal Assistance	25	7.3%
Home Internet Access	30	8.8%
Maternity Leave	87	25.4%
Meals at Facility – Family	24	7.0%
Meals at Facility – Self	195	57.0%
Medical Reimbursement — 100%	57	16.7%
Mobile Phone	214	62.6%
Paternity Leave	56	16.4%
Professional Association Membership	166	48.5%
Profit Sharing	33	9.7%
Stock Options	17	5.0%
Technology Equipment, Home Computer, etc.	113	33.0%
Tuition Assistance/CE Coverage	97	28.4%
Training and Skills Development	171	50.0%
Volunteer Work on Co. Time	40	11.7%

Dark shaded rows highlight the top benefits paid for by employers.

MEDICAL PLAN EXPENSES PAID BY EMPLOYER

In the 2022 survey, respondents were asked to provide information on the health care coverage provided by their employer. Responses resulted in high percentages, with the top four resulting above 75 percent. Top on the list was medical coverage at 93.8 percent, a significant increase from the 2018 response of 61 percent. This increase is not too much of a surprise as health care is a priority for today's workers, and has become a popular incentive for hiring. The next categories with the highest employee coverage included: dental (83.4 percent), life insurance (80.7 percent) and vision insurance (76.9 percent).

	No.	%
Medical Coverage	316	93.8%
Dental Insurance	281	83.4%
Vision Insurance	259	76.9%
Life Insurance	272	80.7%
Prescription/ Pharmacy Benefits	214	63.5%
Mental Health	136	40.4%
Family Leave	163	48.8%
Disability Benefits	195	57.9%
FSA/HSA	164	48.7%
PPO	177	45.2%
Wellness Program	101	30.0%

PAID LEAVE

Paid leave is another form of benefit offered by employers which can come in the form of vacation time / paid time off (PTO) and sick leave. For those who received vacation / PTO days, employers provided an average of 16–20 days of leave per year. Those receiving sick days reported 6–10 days per year.

VACATION / PTO

16–20 days
26.5%

11–15 days
25.6%

20–30 days
23.5%

Also: 6–10 days, 14.4% · Unlimited, 2.9%
More than 30 days, 2.6% · 1–5 days, 2.4%
0 days, 2.1%

SICK DAYS

6–10 days
31.4%

1–5 days
30.3%

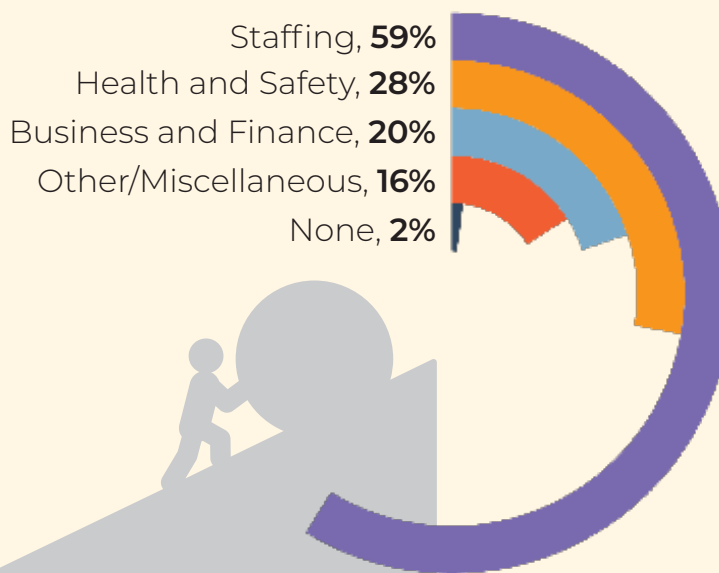
0 days
18.2%

Also: 11–15 days, 10.6% · Unlimited, 3.8%
16–20 days, 1.9% · 20–30 days, 1.9%
More than 30 days, 1.9%

INTRODUCTION

This survey provided the unique opportunity to gain insight into challenges faced by respondents during the historic pandemic event of 2020 and its after-effects, as well as the solutions they employed throughout this time. This data offers a historical glimpse that can serve as a reference for future events which may similarly disrupt the industry.

What were the biggest challenges faced over the course of the pandemic?



CHALLENGES DURING PANDEMIC

Of the 201 respondents to answer this question, 118 (59 percent) indicated some form of **staffing** issue as their greatest challenge during the pandemic. Common phrases that cropped up in their open-ended responses include: staff shortages, reductions and lay-offs; difficulties with recruitment, retention and maintaining employee morale; greater workloads with smaller teams; and wage decreases.

The following represents a selection of responses pulled directly from the survey:

- “Hiring and retaining employees was very difficult.”
- “The government subsidy for unemployment was too generous and many hourly staff chose to go on unemployment rather than work.”
- “Having to release 90% of the workforce, barely stay alive, and then struggle hiring when the business returned.”
- “Managing employees’ job satisfaction to [minimize] employee turnover.”
- “During the pandemic, our business grew a lot more than in the past: 20%. However, it was really hard to hire staff as we have really a scarcity of qualified applicant pool.”

Fifty-six respondents (28 percent) identified a challenge related to **health and safety** during the pandemic. These responses indicated difficulties navigating government mandates and restrictions related to the pandemic; remote work; guest compliance, negative guest reactions and pushback to protocols designed to minimize Covid-19 infections such as face masks; and personal health and safety concerns for guests and employees. Specific challenges noted include:

- “The constantly changing local laws regarding in person dining. ... Social distancing for office staff. ... Providing [updates] on Covid vaccines, testing and reporting.”
- “Due to health protocols, complete shut down of the hospitality industry – no guests, no money. In spite of not making money, one had to purchase all the cleaning/disinfectant agents, testing equipment, etc.”
- “Keeping employees safe and healthy, as well as guests.”
- “Learning to work from home 100% of the time ... training and helping others over the phone or Zoom.”

For 40 respondents (20 percent), impacts to **business and finance** presented the greatest challenge to overcome throughout the pandemic. Business and finance are closely interrelated and therefore, grouped into the same category – as many put it: no guests equaled no income. Low occupancy levels, lack of visitors, reduced cash flows and investments, loss of business and decrease in sales are frequently referenced in this category of responses. Specific comments include:

- “Helping properties manage cash flow and government assistance.”
- “As a group hotel, our biggest challenge has been the road to recovery. We finished 2020 at 10% of our historical revenue and 2021 at 60% of our historical revenue.”
- “Unable to meet payment commitments.”
- “No banquet/catering business.”
- “Cutting fixed costs.”

Various **miscellaneous** issues, also categorized as “**other**,” were indicated by 32 respondents (16 percent). These encompass a wide range of challenges including supply chain delays, the uncertainty of the future, returning to a normal work environment, challenges related to technology, group cancellations, finding trusting childcare and more. The following represents a selection of comments in this category:

- “Uncertain, volatile working environment.”
- “Lack of support from employer (former).”
- “Returning to normal work environment with team working from office on common goals.”
- “Finding new avenues to grow outside hospitality.”
- “The possibility to interpersonal[ly] communicate with all the staff to know how they are feeling and how they are living [with] the loss of parents and relatives.”
- “Working in a democrat controller state.”
- “Transmitting of important documents to affiliates, banks and other business partners.”
- “Working with limited IT equipment and skills to transform our member services to electronic format.”

It should be noted that several respondents identified multiple challenges in their response. For instance, one respondent wrote: “Staffing. Navigating general COVID restrictions, supply chain issues. Keeping employees feeling safe and willing to come to work.” Each of these comments were separated and categorized accordingly as staffing, health and safety, and miscellaneous.

Furthermore, four respondents (2 percent) identified **no challenges (none)** during the course of the pandemic, writing “none” or “N/A” or leaving a single mark in the field.

ADDRESSING CHALLENGES

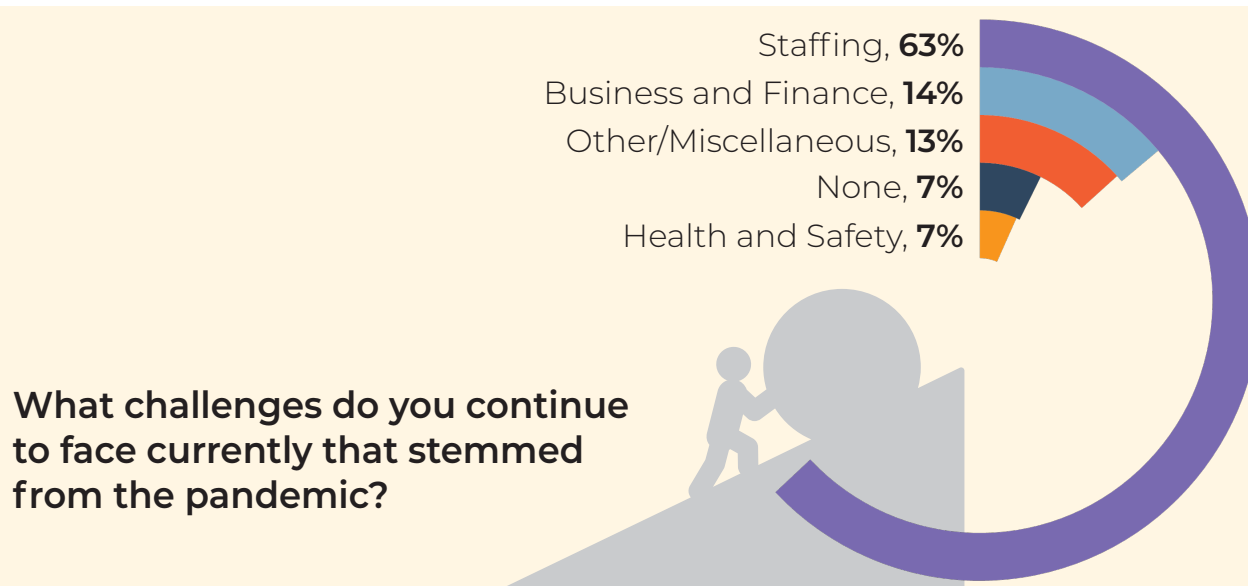
A total of 175 respondents provided insight into the various ways they addressed the challenges experienced during the course of the pandemic. Their answers represent a wide range of solutions. Many individuals chose to resolve **staffing** issues by increasing salaries, offering retention bonuses, engaging in creative recruiting tactics, using contract and temporary labor, reorganizing duties, increasing overtime, implementing technologies and cutting back on staff where needed.

In response to **health and safety** challenges, respondents increased outdoor seating, implemented new reservation guidelines, allowed staff to work from home and enforced safety protocols such as mask wearing, testing and vaccinations. To resolve issues impacting **business and finance**, respondents reduced expenditures, developed audit programs, performed more cost/benefit analysis, invested in sales and marketing, and “scorched the earth looking for product.”

Other responses were more simplistic and straightforward. When asked how their challenges were addressed, one person simply put, “they weren’t.” Another wrote, “hunker down and wait it out” while a third wrote “working to recover.” On a more optimistic note, one respondent said they tackled challenges with “persistence,” while another, “with every bit of creativity and positivity that we all had.”

The following is a selection of comments pulled directly from the survey:

- **Employee/Guest Health and Safety:** “Ensured all employees were vaccinated. ... Implemented a comprehensive disinfectant program of all facilities. ... Established a COVID team to address the issues related to the virus.”
- **Recruitment and the Great Resignation:** “Offering \$1,000 signing bonus and referral bonus to recruit. ... Obtaining an applicant tracking system.”
- **Finding Waitstaff, Line Cooks and Housekeeping:** “Started looking into H2B program, used seasonal connect and increased wages anywhere from 15 percent to 25 percent for positions noted above.”
- **Club Budgeting:** “Weekly meetings of the GM and CFO with the Executive Committee of the Board to discuss operational strategies throughout the pandemic.”
- **Improving Staff Morale:** “Team-building activities, encourage continuing education.”



CHALLENGES THAT CONTINUE TO PERSIST

The survey also sought to identify the challenges that respondents *continue* to face as a result of the pandemic. A total of 165 individuals provided feedback to this question. **Staffing** remained the most common challenge, represented by 104 respondents (63 percent). Many of the comments matched those made in the previous question on pandemic challenges, with respondents specifying staffing shortages, retaining employees, and finding quality candidates for available positions.

One individual noted the difficulty in finding engaged workers, writing: “With high inflation, many staff members are finding positions outside of the hospitality industry that pay more and allow work from home.” Another referenced a phenomenon called the “Wage War,” where businesses must increase wages in order to remain competitive. Residual impacts of staff shortages include burnout, “constant inconsistency in performance” and “many problems in services, delays and lesser quality services ... provided.”

Twenty-three respondents (14 percent) noted challenges related to **business and finance** persisting in the pandemic’s aftermath. Again, many of the comments reflected scenarios that had been relayed previously, including low occupancies and declines in room revenue, diminished cash flow forecasting and reductions in business. Additionally, respondents noted socioeconomic factors from this period of time affecting business and finance such as inflation, geopolitical instability and impacts on costs – including “food cost fluctuations” and “fuel, pesticides and fertilizer increases.”

Twenty-two respondents (13 percent) indicated **miscellaneous** issues, also categorized as “**other**” that could not be easily sorted into the main categories of staffing, business and finance, health and safety, or none. These challenges include lack of supplies, product availability, firm delivery dates and supply chain issues, an inability to plan and the unpredictability of a constantly changing situation, overburdened technology, flight cancellations, and general fear and uncertainty.

A greater number of respondents (12 individuals, or 7 percent) indicated that no challenges (**none**) remained related to the pandemic in its aftermath. Again, there were several respondents who listed more than one challenge in their response to this question; for example, one person noted the impact on costs, as well as a necessity for wage adjustments and “aggressive” competition from other clubs in recruiting their staff.

Adversely, the number of respondents experiencing challenges related to **health and safety** declined quite significantly post-pandemic, with only 11 respondents (7 percent) identifying issues in this area. These included continued issues regarding guest compliance to government protocols such as wearing face masks and legislative requirements like the HERO Act, enforcing a mandatory vaccine policy, and managing guest expectations “that the world is back to normal.” There was also protracted concerns regarding personal health and safety, with one respondent observing a “lack of confidence in safety with indoor activities” from their elderly members, another admitting a “fear of colleagues coming to work sick or infected by the virus,” and a third writing, “due to my personal high risk for COVID ... not being able to return to the office yet with coworkers.”

LOOKING AHEAD

According to survey results, many of the adjustments that hospitality professionals made as a result of the pandemic will remain in place. Several relate to the remote work phenomenon that reached new heights amid business shut-downs and government lock-downs, as various respondents indicated they will continue to offer work from home opportunities, remote access for staff or a hybrid work environment. Other work-related solutions that were identified as becoming a permanent part of operations include third-party accounting services, a streamlined hiring and onboarding process, pay rate increases for hourly employees, limited housekeeping services, staff restructures, cross-training and combining tasks, employee handbook modifications, and additional training and development opportunities.

Various health and safety practices are also here to stay including: expanded outdoor dining, to-go menus and various health practices such as the sanitation of high-touchpoints, encouraging staff to stay home when sick, mask wearing, providing protective shields at the front desk, and performing health checks.

Other respondents have implemented technologies to improve business and streamline operations that will remain in place including: purchasing controls, centralized accounting, updated telephone systems, POS packages, virtual meeting spaces and chat groups to improve collaboration, touchless payment and check-in processes, direct keys, remote audits, personalized email marketing, and mobile ordering and take-out services.

CONCLUSION

The global Covid-19 pandemic of 2020 irrevocably altered the hospitality industry and had a years-long, lasting impact on business practices, revenue streams and staffing. The HFTP 2022 Compensation and Benefits Survey offered a unique opportunity to collect feedback from hospitality professionals and create a historical snapshot of the challenges that arose as a direct result of the pandemic, as well as how these individuals chose to respond. This information may serve as a future reference if another widespread, cataclysmal event should occur. ■