

GENERAL MANAGER HANDOVER

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1. General Manager Handover List

Hotel :

Outgoing General Manager :

Incoming General Manager :

DOP / VP :

Executive General Manager :

Date of Handover :

Owner :

Asset Manager :

Sister Property :

1.1 ACCOUNTING

—

	Incoming	Outgoing
1.11 Accounts Receivable Reviewed	_____	_____
1.12 Write Off's established	_____	_____
1.13 Accounts Payable reviewed-Short Term	_____	_____
1.14 Accounts Payable reviewed-Long Term	_____	_____
1.15 Service Contracts/Agreements reviewed	_____	_____
- Renewal Dates established	_____	_____
1.16 Bank Accounts reviewed	_____	_____
- Signature changes completed	_____	_____
1.17 Liquor License Name change	_____	_____
1.18 Write Off Stock	_____	_____
1.19 Insurance's reviewed	_____	_____
- Renewal dates established	_____	_____
1.110 Company Car/Vehicles handed over	_____	_____
1.111 All Leases reviewed	_____	_____
- Renewal dates established	_____	_____
1.112 Shop Leases reviewed	_____	_____
- Tenants met	_____	_____
- Renewal dates established	_____	_____
1.113 Reports to Owners reviewed	_____	_____

1.2 GENERAL

	Incoming	Outgoing
1.21 Budget reviewed	_____	_____
1.22 Business Plan/Marketing Plan reviewed	_____	_____
1.23 Management Contract handed over	_____	_____
1.24 E.D.P.		
- Hardware and Software reviewed	_____	_____
- Maintenance Contracts reviewed	_____	_____
1.25 Housebanks handed over		
- Policies	_____	_____
- Over/Unders	_____	_____
1.26 Audit - Last results reviewed and discussed	_____	_____
1.27 Legal Advisers		
- Contact Name and Tel# handed over	_____	_____
- Contingent Liability (if any) discussed	_____	_____
1.28 Credit Card Companies/Commission policy discussed	_____	_____
1.29 Travel Agents Commission payment policy discussed	_____	_____
1.210 Internet – hotel GM password given	_____	_____

1.3 SALES & MARKETING

	Incoming	Outgoing
1.31 Top 20 Commercial Accounts reviewed	_____	_____
1.32 Top 20 Conference/Meeting Accounts reviewed	_____	_____
1.33 Top 20 Tour Operators reviewed	_____	_____
1.34 Introductions: Made by Outgoing G.M.	_____	_____
Not made by Outgoing G.M.	_____	_____
<p>Nb: if not made these accounts need to be called on by the new General Manager within the first six weeks of hand over.</p>		
1.35 Data Base of Hotel Accounts handed over	_____	_____
1.36 Comments on V.I.P. customers (Individuals, Companies, Airlines, etc.)	_____	_____
1.37 All Contracts and Contract rates reviewed	_____	_____
- Expiry dates established	_____	_____
1.38 All Barter/Contra Agreements reviewed	_____	_____
- Expiry dates established	_____	_____
1.39 Sponsorship commitments reviewed	_____	_____
- Value Budgeted	_____	_____
- Value not Budgeted	_____	_____
1.310 Advertising Contracts reviewed	_____	_____
1.311 Media Schedult reviewed	_____	_____
1.312 All Hotel Listings reviewed		
- Directories	_____	_____
- Tourist Guides	_____	_____
- Magazines	_____	_____
- Airline Magazines	_____	_____
- Telephone Directories	_____	_____
1.313 Deadlines for renewals established	_____	_____
1.314 Detailed Market Segment Analysis done	_____	_____
1.315 Detailed Hotel Tariffs Analysis done	_____	_____
1.316 Source of Business reviewed	_____	_____
1.317 Slide and Transparency Library handed over	_____	_____
1.318 Marketing and Sales Personnel met and files reviewed	_____	_____
1.319 Upcoming Trade Shows/Industry events reviewed	_____	_____
- Readiness to participate reviewed	_____	_____
1.320 Brand and Marketing manuals handed over	_____	_____
1.321 Corporate and brand videos / CDs handed over	_____	_____

1.4 ENGINEERING DEPARTMENT

	Incoming	Outgoing
1.41 FF & E Expenditure reviewed	_____	_____
1.42 Major repair and maintenance action reviewed	_____	_____
1.43 Maintenance Budget reviewed	_____	_____
1.44 Analysis if future major repairs or renovation work planned	_____	_____
1.45 Property inspection with Chief Engineer	_____	_____
1.46 Major problems addressed and noted	_____	_____
1.47 Review of maintenance contracts	_____	_____
- Name :		
- Supplier :		
- Expiry Date :		
- Monthly Cost :		
1.48 Preventative Maintenance Program		
- In Place	_____	_____
- Reviewed	_____	_____
- Not in Place	_____	_____
1.49 Workshop inspected	_____	_____
1.410 Engineering Stocks reviewed	_____	_____
- Value on hand over	_____	_____
1.411 Energy Savings programs		
- Established	_____	_____
- Not established	_____	_____
1.412 Electricity consumption in current year	_____	_____
1.413 Gas consumption in current year established	_____	_____
1.414 Union negotiation discussed	_____	_____
1.415 Personnel reviewed	_____	_____
1.416 Fire Manual in place	_____	_____
1.417 Fire Extinguishers		
- Current Date	_____	_____
- Checked	_____	_____
1.418 Evacuation System		
- Discussed	_____	_____
- Checked	_____	_____
1.419 Last safety audit of the building		
- Discussed	_____	_____
- Verified	_____	_____
1.420 Manning guide of the department	_____	_____

1.5 HUMAN RESOURCES

	Incoming	Outgoing
1.50 Hotel organization Chart reviewed	_____	_____
1.51 Budget reviewed	_____	_____
1.52 Manning Guide reviewed	_____	_____
- Current headcount to date:		
- Incoming recruitment and outgoing	_____	_____
1.53 Employee Benefits		
- General	_____	_____
- Specific (i.e. social security)	_____	_____
1.54 Monthly salary & benefits report	_____	_____
1.55 Labour law	_____	_____
1.56 Worker's Compensation claims reviewed		
- Outstanding Issues	_____	_____
1.57 Safety Hazards (if any) discussed	_____	_____
1.58 Health Hazards (if any) discussed	_____	_____
1.59 Appraisals update discussed	_____	_____
1.510 Union Representation		
- Names of Representatives reviewed	_____	_____
- Comments re. above	_____	_____
- Current collective agreement in force	_____	_____
- Outstanding arbitration issues with management and union (i.e.annual negotiation, service points, scope of members)	_____	_____
1.511 Visa and working permit process	_____	_____
1.512IMS insurance registration form (expatriate)	_____	_____
1.513 IMS insurance movement form (leaving expatriate)	_____	_____
1.514 Sustainable development action in progress	_____	_____
1.515 Training Programs	_____	_____
- Current Year plan handed over	_____	_____
- Video Tapes handed over	_____	_____
- Training Manuals handed over	_____	_____
- Department Head files handed over	_____	_____
1.516 Training library checked (including CD-ROM, video)	_____	_____
1.517 Succession Plan of the hotel	_____	_____

- 1.518 Vivier Asia candidates information (if any)** _____
- 1.519 Certified Trainers list and details** _____
- 1.520 MIR training quarterly report** _____
- 1.521 TGM corner checked** _____
- 1.522 TGM welcome booklet given upon induction** _____
- 1.523 Manager's benchmark implementation** _____
- 1.524 CLIP** _____
- 1.525 Student trainee and management trainees records** _____

- 1.526 Application password** _____

2. FINANCIAL HANDOVER LIST

2.1 THE OWNING COMPANY

	Incoming	Outgoing
2.11 Details of the Owing Company giving the main information concerning :		
- Company structure and shareholding	_____	_____
- Chairman, Directors and Executives	_____	_____
- Details of registrations for Business name, Licenses, etc.	_____	_____
- Number of Board and/or review meetings per annum	_____	_____
- Nature of Owing Company review	_____	_____
2.12 Introduce the new General Manager/ Financial Controller to key Owing Company Personnel	_____	_____
2.13 Describe all Official documents related to the Owing Company and in the possession of the Financial Controller and specify their classification:		
- Financial Statements of previous years	_____	_____
- Minutes of previous Board/Review Meetings	_____	_____
- Building and Construction Agreements	_____	_____
- Other specific Agreements	_____	_____
- Taxation Documentation	_____	_____
- Correspondence	_____	_____
2.14 Specify the present Financial Obligations:		
- Loans: Amounts, Interest %, Due Dates, Register of Depreciation, Payments made etc.	_____	_____
2.15 Specify the Obligations of the Financial Controller to the Owing Company:		
- Management Reporting	_____	_____
- Completion of Statutory Accounts	_____	_____
- Company Secretarial obligations	_____	_____
- Taxation Returns: F.B.T.	_____	_____
Income	_____	_____
Other	_____	_____
2.16 Review Cash Flow requirements and/or limitations of the Owing Company	_____	_____

2.2 THE PROPERTY

	Incoming	Outgoing
2.21 Management Contract:		
- Pre-Opening Fee	_____	_____
- Management Fees related to		
Revenue	_____	_____
G.O.P.	_____	_____
Marketing	_____	_____
- Duration and major terms of Contract	_____	_____
- Discuss the conditions of payment (Percentage, periodicity etc.) and give special attention to:		
Invoices received though unpaid	_____	_____
Fiscal obligations of the payments (statement, booking and payment)	_____	_____
2.22 Provide a copy of all existing contracts and precise terms and conditions, the most recent invoices received and the payments made	_____	_____
2.23 List of all Insurance, Manuals etc.	_____	_____
2.24 Maintenance Contracts	_____	_____
2.25 Other external contracts, Computer Hardware/Software Licenses and Support	_____	_____
2.26 Contracts with Credit Card Companies	_____	_____
2.27 Make a Tour of the premises and introduce the new General Manager/Financial Controller	_____	_____
2.28 Establish a detailed list of all keys in the possession of the Financial Controller and sign a handover document	_____	_____
2.29 Handover a list of all available Operation, Budget, Reporting, Policies and Procedures manuals currently used and provide a copy of these manual (reviewing significant features and systems)	_____	_____
2.210 Provide a list of existing bank accounts		
2.210 Provide a list of existing bank accounts with all information related to each of them (numbers, use, overdraft, signatories, etc.)	_____	_____
2.211 Provide a listing and introduction to external contacts eg: Bank Manager, Suppliers, etc.	_____	_____
2.213 Provide listing of internal meetings and the obligations of the General Manager/Financial Controller	_____	_____

2.3 FINANCIAL CONTROL

	Incoming	Outgoing
2.31 An Operational Chart of the Accounts Department with the names of all employees and job descriptions	_____	_____
2.32 Provide a job description for the Financial Controller and give some commentary	_____	_____
2.33 Provide files with information regarding current disputes (Employees, Insurance's, Contracts, etc.)	_____	_____
2.34 Review training programs for the Accounting Department	_____	_____
2.35 Budgets (Investments, Operational Cashflow) specify for each of these:		
- Timing	_____	_____
- Preparation	_____	_____
- Requirements	_____	_____
- Actions which need to be, have been made	_____	_____
- Budget Software and Manuals to be used	_____	_____
2.36 Head Office and Owing Company reporting procedures, weekly, monthly and yearly	_____	_____
2.37 Balance Sheet and Profit reports of the last financial year and that of preceding years	_____	_____
2.38 Review Audit/Year end files, specify possible observations by the external audit company, indicating follow up made or still to be made	_____	_____
2.39 Profit Report and Balance Sheet of the current financial year:		
- Actual Situation	_____	_____
- Budget	_____	_____
- Weak Points	_____	_____
- Forecast	_____	_____
2.310 Location and system of general filing, correspondence and archiving	_____	_____

2.4 THE ACCOUNTS DEPARTMENT

	Incoming	Outgoing
2.41		
Review job descriptions and function of each employee and any changes recommended	_____	_____
2.42		
Detailed information concerning Month End accounts preparation:		
- Role of specific personnel	_____	_____
- Timing and procedures for closing	_____	_____
- Month End checklist	_____	_____
2.43		
Detailed information concerning Accounts Receivable:		
- Strong and weak points of this section by shortly checking the various tasks	_____	_____
- Doubtful accounts and unpaid cheques	_____	_____
- Detailed analysis of the City Ledger and Permanent Folios	_____	_____
- Review Credit Application and Approval Procedures	_____	_____
- Review Aged Trial Balance	_____	_____
- Procedures for invoicing, cashing, exchange differences, commissions disbursements and deposits	_____	_____
- Accounting procedures on a daily and monthly basis	_____	_____
- Review processing procedures for conference accounts	_____	_____
- Review Credit Cards, commissions, delays, problems	_____	_____
- Filing systems and classifications	_____	_____
2.44		
Detailed information concerning Accounts payable:		
- Strong and weak points of this section by shortly checking the various tasks	_____	_____
- File with information about financial disagreements between Hotel and suppliers	_____	_____

2.4 THE ACCOUNTS DEPARTMENT CONT...

	Incoming	Outgoing
- Detailed analysis of the accounts of suppliers (unpaid accounts, invoices not received, etc.)	_____	_____
- Checking of invoices received	_____	_____
- Account processing of invoices received	_____	_____
- Periodicity of payments	_____	_____
- Purchase order procedures and authorizations	_____	_____
2.45 Detailed information concerning cash handling:		
- Strong and weak points of this section by shortly checking the various tasks	_____	_____
- Obtain schedule and verify balance of cash floats	_____	_____
- Review petty cash procedures and accounting	_____	_____
- Accounting procedures relating to General Cashier and Bank	_____	_____
- Interest on Bank accounts	_____	_____
2.46 Detailed information concerning Payroll:		
- Strong and weak points of this section by shortly checking the various tasks	_____	_____
- Payroll system and payment methods	_____	_____
- Files giving information about payment problems and compensation claims	_____	_____
- Detailed justification of Employee advances or loans and proof in accounts	_____	_____
- Any labor legislation or union issues	_____	_____
- Payroll reporting and controles	_____	_____
- Location of individual files, salary documents and procedures	_____	_____
- Consent of personal files and commencement procedures	_____	_____
- Accounting methodology in regard to salaries	_____	_____

2.5 REVENUE AND STOCK CONTROL

	Incoming	Outgoing
<i>Food and Beverage</i>		
2.51 Review receiving and store procedures including employee responsibility areas and security.	_____	_____
2.52 Review issues and transfers, appropriate documentation and employees responsible.	_____	_____
2.53 Review purchasing procedures, employees responsible, levels of authorization, preferred suppliers and contract issues	_____	_____
2.54 Review stocktaking procedures including documentation, frequency and employees responsible.	_____	_____
2.55 Review variance reporting and acceptable levels of variances	_____	_____
<i>Rooms Sales</i>		
2.56 Review Reservations and Front Office systems and procedures	_____	_____
2.57 Familiarization of Room types, Rates, Major contracts and Packages	_____	_____
2.58 Familiarization of adjustment procedures, required documentation and ability to alter rates and authorize adjustments	_____	_____
2.59 Review credit procedures for Room guarantees and deposit procedures	_____	_____
2.510 Review Room reports	_____	_____
<i>Night Audit</i>		
2.511 Strong and weak points of this section by shortly checking the various tasks	_____	_____
2.512 Basic review of reconciliation procedures, cash security and outlet closing	_____	_____
2.513 Review reporting procedures and distribution of daily, weekly and monthly reports	_____	_____
2.514 Review backup procedures and information security	_____	_____

2.6 COMPUTER SYSTEMS

	Incoming	Outgoing
2.61 Review and list software for the following departments:		
- Point of Sale	_____	_____
- Inventory	_____	_____
- Front Office	_____	_____
- Accounts Receivable	_____	_____
- Accounts Payable	_____	_____
- General Ledger	_____	_____
- Payroll	_____	_____
- Banqueting and Conference	_____	_____
- Spreadsheets	_____	_____
- Word Processing	_____	_____
- Budget	_____	_____
- Other	_____	_____
2.62 Review employee responsibility for maintenance, backup and data integrity procedures	_____	_____
2.63 Review support and licensing contracts and effectiveness thereof	_____	_____
2.64 Review future plans for system implementation and training	_____	_____

2.7 OTHER INFORMATION

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Incoming

Outgoing