

EMPLOYMENT OUTLOOK IN HOTEL OCCUPATIONS

Duties • Qualifications • Outlook • Earnings • Working Conditions



UNITED STATES DEPARTMENT OF LABOR •

BUREAU OF LABOR STATISTICS

OCCUPATIONAL OUTLOOK SERIES •

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UNITED STATES DEPARTMENT OF LABOR

L. B. Schwollenbach, *Secretary*

BUREAU OF LABOR STATISTICS

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LETTER OF TRANSMITTAL

UNITED STATES DEPARTMENT OF LABOR,
BUREAU OF LABOR STATISTICS,
Washington, D. C., July 7, 1947.

THE SECRETARY OF LABOR :

I have the honor to transmit herewith a report on the employment outlook in hotel occupations. This is one of a series of occupational studies conducted in the Bureau's Occupational Outlook Division for use in vocational counseling of veterans, young people in school, and others interested in choosing a field of work.

The report was prepared by Herbert L. Gottlieb, under the supervision of Helen Wood. Sylvia K. Lawrence assisted in the library research.

The Bureau wishes to acknowledge the generous assistance received in connection with this study from the American Hotel Association, the Hotel and Restaurant Employees' and Bartenders' International Union, AFL and the U. S. Employment Service.

EWAN CLAGUE, *Commissioner.*

HON. L. B. SCHWELLENBACH,
Secretary of Labor.

Photographs are by courtesy of American Hotel Association and the Mayflower Hotel.

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EMPLOYMENT OUTLOOK IN HOTEL OCCUPATIONS

Introduction

Inn-keeping had its beginnings more than 2,500 years ago, with the growth of trade and travel in the Near East. In the days of the early Egyptians, Babylonians, and Persians, there were inns scattered along the main caravan routes. Inns dotted the highways which were built throughout the Roman Empire. With the fall of Rome, however, travel became unsafe and practically ceased in Europe, and the number of lodging houses declined until the late Middle Ages, when the revival of commerce brought a great new growth in the inn-keeping business. During the 1700's, large and elaborate inns were built in France, especially near the King's court at Versailles. These were the first "hotels." From that time on, hotels multiplied in Western Europe. It was in the United States, however, that the largest and most luxurious ones were built. Many of the new American hotels catered to people of moderate means as well as to the rich; therefore, the number of hotels increased more rapidly here than in any other country.

The typical modern hotel in this country is not simply a lodging place but a complex organization offering many kinds of services to its guests—from providing them with food and doing their laundry to helping them get theater tickets and make travel

arrangements. Most hotels also have large rooms that can be rented for public or private gatherings. Conventions (which number about 15,000 in an average year in the United States) are frequently held in hotels. Other kinds of gatherings which often take place there are local business, fraternal, and professional meetings; concerts and lectures; private dinners, dances, and weddings; and trade exhibits, where salesmen display their wares to buyers.

To furnish these many different services, hotels employed about half a million workers in mid-1946, more than were employed in such important trade and service industries as drugstores or laundries. There are hotels and hotel workers in all parts of the country—in small villages, medium-sized towns, and big cities. Many resort hotels are in remote spots in the mountains, woods, and deserts, and on islands off the coast. A great many different kinds of workers are employed: for example, managers, clerks, skilled maintenance men, restaurant and kitchen workers, and housekeeping and service employees. The qualifications needed for these jobs are so varied that men and women with very different educational backgrounds, personalities, and skills can find jobs in the hotel industry.

The Hotel Industry

There are three main types of hotels—transient (or commercial), residential, and resort.

Commercial hotels are by far the most numerous type, about three-fourths of the country's 28,000 hotels being of this kind. Such hotels cater chiefly to business travelers and tourists who seek lodging for short periods of time, though they may have some permanent guests.

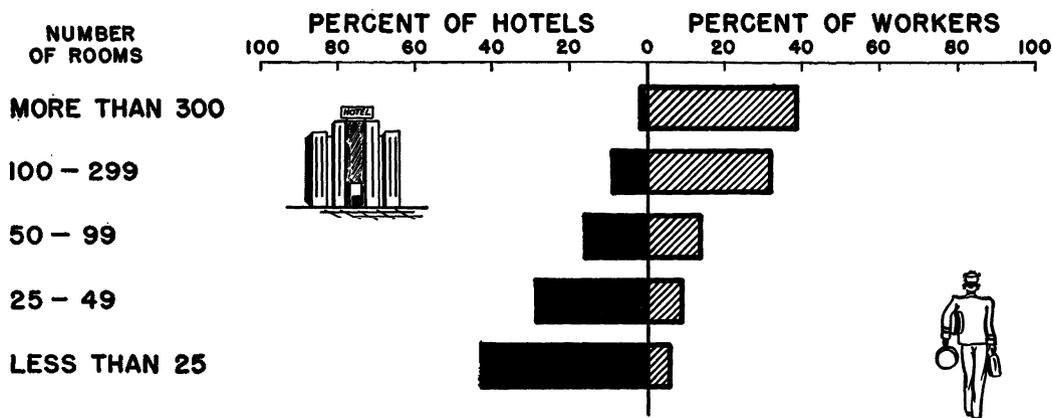
Residential hotels, which make up less than one-tenth of all hotels, let most of their rooms for rela-

tively long periods. The rooms may be rented furnished or unfurnished and in some places housekeeping apartments are available, but "hotel service" is always provided. Commercial and residential hotels together employed about 322,000 workers during 1939, 95 percent of the average annual employment figure for the entire industry.¹

¹ These figures do not include apartment houses or residential hotels catering exclusively to permanent guests.

FEW BIGGEST HOTELS HAVE MOST OF THE WORKERS

PERCENT DISTRIBUTION OF YEAR-ROUND AND SEASONAL HOTELS AND HOTEL WORKERS, BY NUMBER OF ROOMS, 1939



SOURCE: CENSUS OF BUSINESS, 1939

UNITED STATES DEPARTMENT OF LABOR
BUREAU OF LABOR STATISTICS

Resort hotels cater to vacationers and are open for business only part of the year.² Some managers operate one hotel in the North and one in the South and move back and forth between them in the spring and fall, with all or most of their staff. Resort hotels represent about one-sixth of all hotels in the country. The number of people employed varies greatly from one season of the year to another: for example, in 1939, employment in such hotels was 13,000 in February, the busiest month of the Southern season; it fell to 8,000 in May, rose to 38,000 in August, the month when there are the most vacationers, and then dropped to a low of 4,000 in November.

The tremendous downtown transient hotels, some of which have over 1,000 rooms, are, in general, the largest ones, though some residential and resort hotels are very big also. In 1939, there were, altogether, about 3,000 hotels with more than 100 rooms; these employed 240,000 workers (see chart 1). In contrast, the 12,000 hotels with fewer than 25 rooms had only 20,000 employees.

The larger and more expensive hotels not only have more guests to serve but, as a rule, employ more workers per guest than smaller and less ex-

pensive establishments. A few big hotels have as many employees as guests, though the average for the industry as a whole is estimated at one worker to about every four guests.

There are some hotels in all parts of the country and nearly every city has at least one. However, the majority of hotel workers are employed in a relatively small number of States, resort hotel workers being concentrated in even fewer States than year-round hotel workers. Over three-fifths of the workers in year-round hotels in 1939 were employed in the following 10 States—New York, Illinois, California, Pennsylvania, Ohio, Texas, Michigan, Missouri, Massachusetts, and New Jersey. Of the workers in resort hotels, three-fifths were employed in only five States—two-fifths of them in Florida and New York and one-fifth in New Jersey, Maine, and California. Ten cities had over one-third of all the workers in year-round and resort hotels combined. These were New York, Chicago, San Francisco, Washington, Boston, Atlantic City, Los Angeles, Detroit, St. Louis, and Philadelphia.

² The Census of Business defines resort hotels as those open for business less than 9 months of the year.

Hotel Occupations

A great variety of jobs are to be found in the various departments of large hotels. In the executive department of a big hotel, there is likely to be a general manager, a personnel director, a publicity director, sales and advertising managers, and other executive and junior executive workers. The front office employs such workers as mail clerks, room clerks, reservation clerks, and the front-office manager. In the accounting department are auditors, bookkeepers, office-machine operators, cashiers, and other clerical workers. The housekeeping department includes not only the housekeeper and her assistants and the chambermaids but also housemen (who do heavy cleaning), furniture polishers, seamstresses, decorators, upholsterers, and others. Headed by the superintendent of service, the service department employs such workers as bellmen, baggage porters, elevator starters and operators, and doormen. The restaurant department includes chefs, cooks of various kinds, and kitchen helpers; the steward and his staff—pantrymen, storeroom employees, dishwashers; and waiters, bartenders, and other food and beverage service workers. In the maintenance department one finds such workers as stationary engineers, electricians, plumbers, carpenters, and painters. In addition, there may be auxiliary departments which employ, for example, laundry workers, barbers, valets, and tailors. Though small hotels do not have nearly as many separate occupations as this, practically all of them employ front-office, housekeeping, and maintenance workers, and some have restaurant workers and service employees such as bellmen.

Restaurant and bar-room employees are the largest occupational group in hotels, as shown in chart 2. In 1939, over one-third of the workers in year-round hotels with more than 25 rooms were in this group. One-fourth were housekeeping employees, more than one-tenth were employed in the service department, and another tenth were engaged in front-office and other clerical work.

A number of occupations—including front-office clerk and bellman—exist only in hotels. Each of these typical hotel occupations is discussed separately in later sections of this bulletin. However, many of the occupations in hotels—for example, accountant, carpenter, cook, waiter—are found also in other industries. In these occupations, the work

performed and the training required are much the same in hotels as in other fields, and hotel employees make up only a small proportion of all employed workers. The employment opportunities for these occupational groups are affected by general conditions in their trades. The outlook for them in hotels is suggested by the trend of employment in this industry, which is described in the next section.

Young people interested in a career in hotel work usually have to begin at the bottom of the ladder—in jobs such as bellman, elevator operator, clerk, or maid. From these entry jobs, they may be promoted to supervisory positions, if they have the needed personality and ability. Exceptionally able and well-qualified men may advance eventually to managerial jobs, which are almost always filled by promoting workers with many years of hotel experience. Managers with sufficient capital and good experience have sometimes been able to go into business for themselves, as owner-operators of small hotels.

Trend of Employment

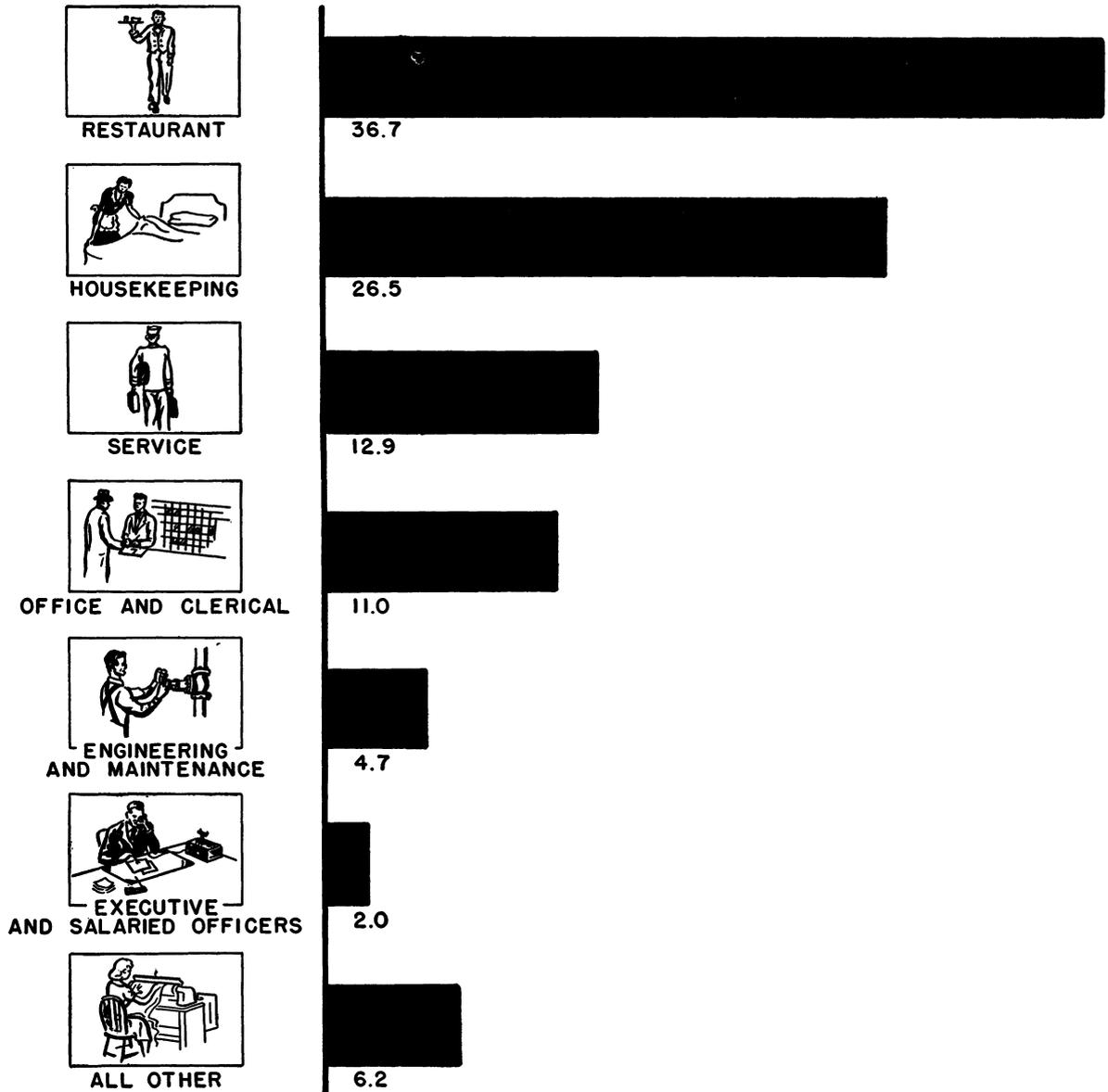
Employment in hotels will probably tend to increase slowly both in the next year or two and in the more distant future.

When the war ended, there were labor shortages in almost all hotel occupations. Wartime conditions brought a marked increase in hotel business, at the same time that large numbers of experienced workers were leaving to go into the armed forces or into higher-paid jobs in other industries. Though many inexperienced workers were hired and employment rose, the number of new recruits was not large enough to fill all the openings. With the return of former employees to the industry, the need for workers has been greatly reduced, but there still are openings in some occupations in many hotels. Additional opportunities will arise continually owing to turnover, which is especially high among the less skilled and lower-paid workers such as maids and kitchen help. Moreover, if the plans that have been made for building new hotels are carried out, these will create some further jobs within the next few years.

In the long run, a slow upward trend in employment in practically all hotel occupations is to be expected, as population and travel increase.

RESTAURANT AND HOUSEKEEPING EMPLOYEES ARE LARGEST GROUPS OF HOTEL WORKERS

PERCENT DISTRIBUTION OF EMPLOYEES IN YEAR-ROUND HOTELS,
BY MAJOR OCCUPATIONAL GROUPS, 1939



UNITED STATES DEPARTMENT OF LABOR
BUREAU OF LABOR STATISTICS

Sources: CENSUS OF BUSINESS, SERVICE ESTABLISHMENTS, VOLUME III, 1939
"HOTEL BUSINESS"- BY R. T. HUNTINGTON, 1940

Tourist camps and other lodging places will take some business away from hotels, as they were doing before the war, but the growing demand for lodgings should offset this competition in most localities as long as general business conditions continue to be good. Declines in business activity have led to sharp declines in hotel employment in the past, however, and would probably do so in the future; some occupational groups would be affected more than others. How stable employment is likely to be in different hotel occupations is one of the points discussed later on in this bulletin.

Earnings and Working Conditions

Earnings of hotel workers have risen greatly during the past few years, in line with the general upward trend in wages. Besides their money wages, many workers are furnished meals and lodgings by the hotel. In addition, many receive tips from customers. Not counting any of these items, the average pay of employees in year-round hotels (excluding high-salaried executives and supervisors) was 60 cents an hour in the first half of 1946. This was nearly twice as high as in 1940. Weekly wages in early 1946 averaged about \$26 or \$27 for approximately 44 hours' work.

The amount an individual hotel worker can expect to earn depends, first of all on his occupation and the degree of skill which it requires; also on the size and location of the hotel, how well the worker does his job, and other factors. Large numbers of hotel employees, such as maids and busboys, are in unskilled occupations paying less than the average earnings cited. On the other hand, certain occupational groups make much more

than the average, as is indicated by the earnings data for a few occupations given in later sections of the bulletin.

One of the advantages of work in year-round hotels is the fact that employment and earnings are likely to be steady throughout the year. Some employees of resort hotels, who move each fall from a hotel in the North to one in the South which is under the same management and then back again in the spring, also have steady jobs. More often, however, workers in this branch of the industry face the problem of finding new jobs when their hotel closes at the end of the season.

Hours of work and other working conditions vary greatly from one hotel to another and also from occupation to occupation. Although some workers, especially in large hotels, are on regular 8-hour shifts, many others have a longer workday. "Split shifts"—on which employees have several hours off duty during the day but start their work early in the morning and end it after dinnertime in the evening—are frequent among kitchen and dining-room workers. Owing to the fact that hotels provide service 24 hours a day, some employees must work at night; in some hotels, employees take turns at the different shifts.

In general, hotel work involves no serious accident hazards, nor are there any special industrial-disease hazards. In many occupations, however, workers have to be on their feet all day long and this may lead to various health problems.

Employees such as housekeepers and maids, who often "live in" and are provided with meals find that living conditions vary greatly from one hotel to another.

Employment Prospects in Typical Hotel Occupations

Front-Office Clerks

Everyone who has been in a hotel lobby has seen the "front-office clerks" at work behind the main hotel desk. Their major responsibility is to rent rooms to incoming guests, trying to give each one the kind of room he wants for the length of time he wants it. This is not always easy: guests wanting double rooms with southern exposure do not

always show up in exactly the numbers calculated by the architect who designed the hotel; and sometimes after room 703 is rented, Mr. Jones, who always stays in that room, arrives in the lobby with his baggage. Bearing in mind arrivals and departures from all the rooms in the hotel and trying to please all the guests, the clerks must try to make room assignments in such a way as to obtain the greatest possible room revenue. They also have

many other duties, such as acknowledging room reservations received by telephone or mail and filing reservation cards; handling guests' complaints; issuing and receiving room keys; supplying information about arrivals and departures of guests and about local points of interest; receiving and delivering messages; and taking care of incoming mail.

In small hotels with few employees, one clerk may do all this work by himself or with the help of one or two assistants. Where there is a large staff, however, employees usually specialize in different types of work. In such cases, beginners are assigned routine jobs such as those of key clerk, information clerk, or mail clerk, and there are also higher-grade clerks with such titles as room clerk, desk clerk, or front-office manager, who supervise other clerical workers in addition to handling the more difficult and responsible work.

Openings in beginning jobs are filled sometimes by hiring inexperienced outsiders, sometimes by promoting bellmen, switchboard operators, and other workers already employed by the hotel. Positions of higher grade are usually filled by promotions from within but, in some instances, by hiring experienced clerks from other hotels. A supervisory clerk may be promoted to assistant manager, and, after becoming familiar with the operation of other departments of the hotel, may possibly become general manager. Men are generally preferred for front-office clerical jobs. High-school education is often helpful in entering and advancing in this work. Completion of a course in hotel work in the public schools, where one is offered, is also likely to be an aid in getting a job.

Room clerk filling out "rooming slip" showing guest's name and address and the room number and rate, while guest registers.



There will be some job opportunities in the immediate future, not only for experienced workers but also for newcomers who have the desired personal qualifications. During the war, about half of the many thousands of men employed in these occupations left for the armed forces and war industries. Although a large number of new clerks were hired, including many women, there was a shortage of help in both supervisory and lower-grade jobs. Some former workers have returned to their jobs since the end of the war, but the shortage has not been filled in all hotels. In addition, many hotels have been anxious to replace some of the clerks hired during the war. The best chance of jobs for inexperienced workers will generally be found in the larger commercial hotels, where beginners can be assigned to specialized jobs.

Because of the long-run upward trend and also because employment of front-office workers is only slightly affected by declines in general business activity, most men who find positions in year-round hotels and prove satisfactory may expect to keep their jobs for many years.

No up-to-date statistics on earnings in different hotel occupations are available. However, scattered information for a few large cities suggests that typical weekly salaries in beginning front-office jobs were roughly \$25 to \$35 in the early part of 1946; in higher-grade jobs, about \$35 to \$45. Earnings of head clerks tend to be somewhat higher, especially in large hotels.

Service Employees

The first worker one meets when coming into a hotel is a member of the service department—the doorman. Bellmen are a still better-known group of service employees. Other workers in this department include elevator operators and starters, bell captains, head baggage porters, and the superintendent of service. These positions form a promotional ladder up which men may move as they gain in experience and skill. The usual steps in promotion are outlined in the next three sections describing the most important service occupations.

Bellmen and Baggage Porters

The ringing of a bell or the call of "Front!" in a hotel lobby quickly brings the "bellman" to usher a guest up to his room and carry his baggage.

Bellmen also run errands, deliver messages and packages, and supply various types of information to guests. In large hotels, a separate group of employees, known as "baggage porters," handle the suitcases and other baggage of guests who are leaving. They also help to set up sample rooms for salesmen, supply travel information and buy transportation tickets, and arrange for shipment of express articles. The duties of bellmen are frequently combined with those of baggage porters, except in large hotels, and the worker in such cases is generally known as a bellman. In some instances, bellmen and baggage porters act as relief men in such jobs as elevator operator and switchboard operator.

The way of entering these occupations differs from one hotel to another. Some hotels fill openings only by promoting workers already employed by the hotel—most often elevator operators and starters. Some also hire workers with experience in other hotels—as bellman or baggage porter or, occasionally, in another occupation. A good many hotels, especially the smaller ones, sometimes hire outsiders without previous hotel experience. In a few localities, training courses for bellman jobs are given by the public schools; completion of such a course is generally helpful in obtaining work.

A man who wishes to advance from the job of bellman may aspire to be bell captain. A baggage porter may advance to head baggage porter. From either position, the second step up is to become superintendent of service. Some workers have a chance to transfer to front-office clerical jobs, which may enable them to advance eventually to managerial positions. Moreover, both bellmen and baggage porters may increase their earnings by moving to jobs of the same kind in better-grade hotels.

These occupations are overcrowded, taking the country as a whole, although there are a limited number of openings in a few localities. As former workers have returned from the armed forces and war industries, many of the men hired during the war have been down-graded, usually to elevator-operator jobs, or have been laid off. Hiring standards have become much more strict.

During the next few years inexperienced men are likely to find it difficult to get positions as bellmen or baggage porters. In general, competition for jobs will be keenest in large commercial hotels in metropolitan centers. The chance of entering

the occupations will probably be best in resort hotels, and experience gained there may enable men to transfer to commercial or residential hotels. It may also be possible for beginners to find jobs in occupations such as elevator operator or houseman in which there are still shortages of workers in some areas. These jobs may lead to positions as bellmen or baggage porters in the future. The length of time it will take to be promoted will vary greatly, however, depending upon the rate of turnover in the particular hotel and the number of employees with greater seniority.

Though the long-run trend is upward, employment in these occupations is very much affected by declines in business activity. Whether all bellmen and baggage porters will have steady employment over a long period of time will therefore depend on whether or not general business activity continues at a high level.

A fairly large number of bellmen and baggage porters belong to unions. The union members are mostly in large cities outside the South. They are represented by the Hotel and Restaurant Employees' and Bartenders' International Union, AFL, and in a few places by the Building Service Employees' International Union, AFL.

Wages in union hotels were about \$12 to \$16 per week in early 1946, according to scattered data for some large cities. Including tips, the total amount received by many bellmen was reported to be roughly \$45 to \$60 a week.

Bell Captains and Head Baggage Porters

The work of bellmen and baggage porters is generally done under the watchful eyes of the "bell captain" and the "head baggage porter." These supervisory employees are to be found in almost all medium-sized and large hotels, though seldom in small hotels with only a few service employees. It is their job to assign work in rotation to employees in their respective departments and to keep time records. They also instruct new employees, interview job applicants, investigate and adjust guests' complaints relating to the work of their departments, and decide what action should be taken on unusual requests for service. The head baggage porter is sometimes called a "transportation clerk" because of his expert knowledge of train

and airplane schedules. The bell captain, in addition to his other duties, may occasionally perform bellman's work.

Bell-captain positions are usually filled by promoting one of the bellmen employed by the hotel; head-baggage-porter jobs, by promoting one of the porters. Although a man may advance to the job of superintendent of service from either position, bell captains are more likely to receive this promotion than head baggage porters.

Both occupations are small ones, employing only a few thousand workers. In both, the number of men employed declined slightly during the war. Vacancies created by withdrawals to the armed forces and war industries could not always be filled and, often, part or all of the duties were taken over by other employees such as the superintendent of service, room clerk, or assistant manager. The shortage of qualified workers has largely been met, however, by the return of most of the men who left; only a small number of

Bell captain receiving telephone request for service from a guest, while a bellman waits for instructions.



openings remain. These openings, plus those arising because of turn-over, will, as usual, be filled in most instances by promoting the most qualified bellmen and baggage porters. Men who obtain such promotions in year-round hotels will have a good chance of holding their positions indefinitely, since employment in these occupations is not affected very much by declines in general business activity and will probably tend to rise slowly over the long run.

Typical weekly wages of both bell captains and head baggage porters were roughly \$35 to \$45 in the early part of 1946, according to fragmentary data for a few large cities. Total earnings were higher, however, because of tips. The amount of money earned through tips varies considerably from one hotel to another. In general, head baggage porters make more than bell captains, because they receive larger and more frequent tips—mainly for making travel arrangements and purchasing tickets.

Superintendents of Service

At the head of the service department in some large hotels is the "superintendent of service." He hires, instructs, disciplines, and discharges employees in his department. In addition, he confers and cooperates with the people in charge of other departments—for example, the chief clerk and the housekeeper—and he may also make out the pay roll for his department. In smaller hotels, these duties are performed, as a rule, by the assistant or general manager, the room clerk, or the bell captain (who may be called "working superintendent of service").

Ten years of hotel experience is often necessary in order to become a superintendent of service. As already indicated, most employees in this occupation have been promoted from the job of bell captain, though some were previously head baggage porters. Occasionally, a superintendent of service transfers to a front-office clerical job, with the aim of advancing eventually to a managerial job.

Employment is likely to rise slightly above the present figure, which is in the hundreds, during the next few years. During the war, a small number of men left the occupation for the armed forces and war industries. As in the case of bell captains and head baggage porters, vacancies were not always filled and employment therefore declined

somewhat. With the return of most of the men who left, employment has risen again, and the occupation has become overcrowded in most parts of the country. A few openings may be expected as a result of turn-over and the long-run upward trend in hotel employment but these will, as usual, be filled by promotions from within. Since this is another occupation that is little affected by declines in general business activity, the small group of men who succeed in obtaining positions in year-round hotels should have steady employment for many years.

On the basis of scattered data for some large cities, it appears that typical wages were approximately \$40 to \$60 a week in this occupation in the early part of 1946. A few men who work in very large hotels earn more. Tips are seldom received, but meals may be provided by the hotel. The number of hours of work per day and per week vary greatly, depending upon pressure of work.

Housekeepers and Assistants

The furnishings, rooms, and halls of hotels must be kept clean and attractive—and this is the housekeeper's responsibility. The housekeeper supervises the work of room maids, linen maids, wall and window washers, furniture polishers, housemen (who do heavy cleaning), and seamstresses. Generally, she hires and discharges employees in her department. In addition, she buys or assists in the buying of supplies, reports expenditures to the manager, makes out the pay roll for the department, takes periodic inventories of supplies, and trains new employees.

Large hotels have an executive or head housekeeper and also one or more assistant housekeepers and floor housekeepers or inspectresses. In small hotels, on the other hand, there is only one housekeeper (often called a "working" housekeeper) who not only handles all the supervisory duties by herself but may, in addition, do some of the work of a maid.

Openings for housekeepers are usually filled by promotions from within the hotel or by hiring women who have performed similar work in another hotel. Positions as inspectresses or assistant housekeepers in large hotels are filled sometimes by hiring inexperienced women and giving them on-the-job training; sometimes by promoting chambermaids, linen maids, and seamstresses.

From these assistant supervisory jobs, promotion to the position of housekeeper is possible. Training courses for housekeeping jobs are given by the public schools in some localities and are likely to be helpful to girls wishing to enter the occupation.

Many thousands of housekeepers and assistants are employed in the industry as a whole, and their number is likely to increase slowly both during the next few years and in the long run. The shortage of workers which developed in those occupations during the war has been much reduced since VJ-day, but there are still some vacancies, especially in small hotels and in lower-grade jobs. In addition, there will be hundreds of openings a year owing to turn-over. As already indicated, however, inexperienced women will be able to find jobs only as maids or, if they have the desired personal qualifications, as assistant housekeepers or inspectresses. Moreover, competition for the better-paying jobs in large hotels is likely to be keen, as it was before the war.



Housekeeper supervising a houseman in hanging drapes and inspecting the color of paint before it is put on the walls.



The long-run trend of employment in this occupation is upward also. Women who obtain promotions to housekeeper jobs in year-round hotels should have a good chance of holding them indefinitely. Assistant housekeepers and inspectresses, however, have less assurance of steady employment, since declines in general business activity affect the number of assistants needed to a much greater extent than the number of top jobs. The number of maids employed is likely to be still more affected by changing business conditions.

Earnings of housekeepers, according to limited data for a few large cities, were about \$150 to \$350 a month in large hotels and \$75 to \$100 in small hotels in early 1946. In addition, housekeepers are often given their meals and, sometimes, rooms as well. Assistant housekeepers and inspectresses make less.

Managers and Assistants

Over-all responsibility for the operation of a hotel rests with the manager. It is his job to see that the different departments function efficiently, so that the guests are satisfied and the greatest possible profit is made. The manager has many duties to perform, such as hiring personnel, buying or supervising the buying of supplies, directing publicity, introducing improvements in service, and determining rates and credit policies. In large hotels, some of these duties are delegated to assistant managers. In small hotels, on the other hand, the manager—who is frequently the owner—may also do front-office clerical work.

Advancement to the position of manager is possible from many hotel jobs, including bellman, bookkeeper, and cook, but the most common line of promotion is from the front office. To qualify for promotion to manager, it is often necessary to have a high-school education and very helpful to have college training, especially in hotel management. College-trained persons often start in such positions as room clerk, auditor, sales manager, accountant, purchasing agent, or, sometimes, assistant manager.

Each of the 28,000 hotels in the country has a manager, and big hotels also have one or more assistant managers. At the present time, these occupations are overcrowded. As former workers have returned to their jobs from the armed forces

and war industries since VJ-day, some of the men who were placed in managerial positions during the war have been downgraded or laid off. Men without experience in such positions will therefore find it very difficult to enter the occupations in the immediate future.

In the next few years and also in the long run, employment will tend to rise slowly as new hotels are built. In addition, there will be hundreds of job openings a year, owing to deaths, retirements, and transfers to other fields. As in the case of managerial positions in many other fields, however, competition for jobs is keen. Therefore, only men with exceptional ability and many years of experience will be able to obtain positions as managers, especially in large hotels. In general, the trend is toward filling openings by promoting college-trained persons with hotel experience, but it will still be possible for some men without such education to rise very slowly to the top jobs.

Most managers and assistant managers may look forward to continued employment over a long period of time, both because of the long-run upward trend in hotel employment and because, in this occupation also, employment is little affected by declines in general business activity.

Earnings of managers have an extremely wide range and largely depend upon the size of the hotel. In addition to a fixed salary, many managers receive a percentage of the profits and frequently living accommodations and meals for themselves and their families.

How To Get More Information About Job Opportunities

The descriptions of job opportunities in typical hotel occupations refer to conditions in the country generally. Individual hotels and local areas may for various reasons offer better or poorer chances of employment. Information on opportunities and how best to obtain a job in a particular locality, in the occupations discussed in this bulletin or in other hotel work, may be obtained in several ways. The applicant may go to any local office of his State employment service, affiliated with the U. S. Employment Service. He may obtain the addresses of nearby hotels from the classified section of the telephone book and go directly to these establishments. If he lives in a city where there is a local office of the American Hotel Association, or locals of the Hotel and Restaurant Employees' and Bartenders' International Union, AFL, or of the Building Service Employees' International Union, AFL, he can obtain helpful information by writing or visiting these organizations. Information may be obtained also by writing to their national offices at the following addresses:

American Hotel Association, 221 West 57th Street,
New York 19, New York.

Hotel and Restaurant Employees' and Bartenders'
International Union, AFL, 528-530 Walnut
Street, Cincinnati 2, Ohio.

Building Service Employees' International Union,
AFL, 130 North Wells Street, Chicago 6, Illinois.

One of the best ways to get information on training courses in hotel work is to write to the State Director of Vocational Education at the Department of Education in the State capitol.

Occupational Outlook Publications of the Bureau of Labor Statistics

Studies of employment trends and opportunities in the various occupations and professions are made by the Occupational Outlook Service of the Bureau of Labor Statistics.

Reports are prepared for use in the vocational guidance of veterans, young people in schools, and others considering the choice of an occupation. Schools concerned with vocational training and employers and trade-unions interested in on-the-job training have also found the reports helpful in planning programs in line with prospective employment opportunities.

Occupational Outlook reports are issued as bulletins of the Bureau of Labor Statistics; sometimes they are also published in the *Monthly Labor Review* (subscription price per year \$3.50; single copy, 30 cents). Both the *Monthly Labor Review* and the bulletins may be purchased from the Superintendent of Documents, Washington 25, D. C.

Two types of reports are issued :

Occupational Outlook Bulletins describe the long-run outlook for employment in each occupation and give information on earnings, working conditions and, the training required.

Special Bulletins are issued from time to time on such subjects as the general employment outlook, trends in the various States, and occupational mobility.

Occupational Outlook Bulletins

- Employment Opportunities for Diesel-Engine Mechanics
Bulletin No. 813 (1945), price 5 cents. (*Monthly Labor Review*, February 1945.)
- Employment Opportunities in Aviation Occupations, Part I.—Postwar Employment Outlook
Bulletin No. 837-1 (1945), price 10 cents. (*Monthly Labor Review*, April and June 1945.)
- Employment Opportunities in Aviation Occupations, Part II.—Duties, Qualifications, Earnings, and Working Conditions
Bulletin No. 837-2 (1946), price 20 cents. (*Monthly Labor Review*, August 1946.)
- Employment Outlook for Automobile Mechanics
Bulletin No. 842 (1945), price 10 cents. (*Monthly Labor Review*, February 1946.)
- Employment Opportunities for Welders
Bulletin No. 844 (1945), price 10 cents. (*Monthly Labor Review*, September 1945.)
- Postwar Outlook for Physicians
Bulletin No. 863 (1946), price 10 cents. (*Monthly Labor Review*, December 1945.)
- Employment Outlook in Foundry Occupations
Bulletin No. 880 (1946), price 15 cents. (*Monthly Labor Review*, December 1945 and April 1946.)

Postwar Employment Prospects for Women in the Hosiery Industry
Bulletin No. 835 (1945), price 5 cents. (Monthly Labor Review, May 1945.)

Employment Outlook for Business Machine Servicemen
Bulletin No. 892 (1947), price 15 cents.

Employment Outlook in Machine Shop Occupations
Bulletin No. 895 (1947), price 20 cents.

Employment Outlook in Printing Occupations
Bulletin No. 902 (1947). (In press.)

Special Bulletins

Occupational Data for Counselors, A Handbook of Census Information
Selected for Use in Guidance
Bulletin No. 817 (1945), price 10 cents. (Prepared jointly with the
Occupational Information and Guidance Service, U. S. Office of
Education.)

Factors Affecting Earnings in Chemistry and Chemical Engineering
Bulletin No. 881 (1946), price 10 cents. (Monthly Labor Review,
June 1946.)

State and Regional Variations in Prospective Labor Supply
Bulletin No. 893 (1947), price 15 cents. Monthly Labor Review,
December 1946.)