

## Hotel General Manager Handover Protocol

### PROCEDURE VALIDATION

Version	Corporate area	Approved by:	Approval date
	Operations	VP Business Processes	June 2024
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### OBJECTIVE AND SCOPE

This procedure serves as a comprehensive guide for transitioning Hotel General Managers (GMs) across all hotels within Minor Hotels Europe & Americas (MHEA). It is designed to assist both external GMs joining the company and internal team members transitioning to the GM position.

Its primary objectives are as follows:

1. **Smooth transition:** facilitate the transfer of responsibilities from an outgoing GM to an incoming GM, ensuring continuity in hotel operations.
2. **Knowledge transfer:** share critical information, best practices, and institutional knowledge.
3. **Effective onboarding:** support new GMs during their initial weeks in the role.

### SUMMARY

1. Implementing the Hotel General Manager handover protocol
2. Welcome and onboarding week
3. Handover checklist

## 1 1 IMPLEMENTING THE HOTEL GENERAL MANAGER HANDOVER PROTOCOL

### Responsible parties:

Smoothly transitioning to a new GM is crucial. The process includes meticulous planning, effective communication, and collaboration. Remember that flexibility, adaptability, and empathy are key. Each transition is unique, so tailor the approach to your hotel's specific context. If you face challenges, don't hesitate to seek guidance from your Regional Operations Director.

Here are some key considerations:

1. **Careful planning:** involve relevant stakeholders (outgoing GM, incoming GM, department heads, HR) in planning and adapt the process to the unique context of your hotel.
2. **Communication and collaboration:** keep the entire hotel team informed about the transition and address concerns openly. Understand that each GM transition is different, be adaptable and considerate. Seek guidance from the Regional Operations Director when needed.
3. **Smooth transition for the team:** prioritize team morale and recognize team contributions and achievements. Define roles and responsibilities clearly under the new GM. Involve team members in the handover process through shadowing and cross-training.
4. **Positive environment:** host a welcoming week for the new GM. Introduce them to the team. Create opportunities for team feedback and act on their input promptly.

Remember that a supportive team environment contributes to operational excellence. By following these principles, you'll ensure a successful GM handover.

## 2 WELCOME AND ONBOARDING WEEK

### Responsible parties:

To facilitate a successful transition, consider scheduling a dedicated "Welcome and Onboarding Week" for the incoming GM. During this week, the outgoing GM and relevant department heads can provide in-depth training, answer questions, and introduce the new GM to key stakeholders.

- **Schedule the week:** plan the "Welcome and Onboarding Week" well in advance. Coordinate with relevant parties to ensure availability.
- **Agenda:** develop a detailed agenda for each day during the onboarding week. Allocate time for specific topics (e.g., operations review, financial discussions, team introductions).

In the "Handover Checklist" annex, there is a sample agenda that you can adapt to each transition process. MHEA

- **Facilitators:** assign facilitators (such as department heads or experienced team members) to lead specific sessions.

Remember that effective communication, documentation, and collaboration are essential throughout the transition process. By following this procedure, we maintain high standards across all hotels within MHEA.

## 3 HANDOVER CHECKLIST

### Responsible parties:

This checklist covers crucial tasks, categorized by key areas relevant to the GM role, that need to be addressed during the handover period. Here are the main sections:

1. **Operations:** review daily operations, including front desk procedures, housekeeping routines, maintenance schedules, and guest services. Discuss any ongoing projects, operational challenges, and best practices.
2. **Digital End of Day reports:** ensure that the outgoing GM has signed all EOD reports on their Dashboard before configuring the incoming GM's user with signing privileges for the hotel.
3. **Cash handling:** hand over all operational tills (FO/POS) and provide access details for safes (location, change codes...).
4. **Staffing & People:** provide an overview of the current team structure, roles, and responsibilities. Share information about employee performance, training needs, and upcoming recruitment. Review holiday planning and holiday hours overview.
5. **Administration & legal:** cover administrative tasks such as record-keeping, contracts, licenses, and permits. Ensure all permits, power of attorney (PoA) documents, etc., reflect the correct names.
6. **Financial:** review financial statements, budgets, and forecasts. Address any outstanding financial matters.
7. **Sales & Marketing:** share insights on market trends, competitive analysis, and sales strategies. Highlight upcoming events and promotions.
8. **Others:** include any additional tasks specific to your hotel.

Please, click on the link below to access the latest version of the checklist:



## GM HANDOVER CHECKLIST