



**2022**  
**COMPENSATION SURVEY**  
**EXECUTIVE SUMMARY**  
Hotel Association of North Texas



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## EXECUTIVE SUMMARY

# OVERVIEW

The 2022 North Texas Industry Compensation Analysis is an effort by the Hotel Association of North Texas (HANTX) to collect market-specific competitive compensation data for hourly and salaried hotel employees. Participation is voluntary and all choosing to participate agree to abide by established guidelines to ensure that an ethical and legal process is utilized and maintained.

# METHODS

## DATA COLLECTION

- Secondary data provided through an online survey by hotel HR Directors and GMs
- Data collected from June 8 - July 1, 2022
- Final sample included 43 participants representing 49 hotel properties
  - Service Style: 37 full-service / 4 select-service / 2 longer-stay
  - Property Size: 28 below 400 rooms / 15 above 400 rooms

## SURVEY CONTENT

- Hourly Wages for all positions
- Current staffing and recruitment efforts, including turnover rates, use of staffing agencies, freelance/gig labor, & outsourcing, remote work, domestic internship programs, J-1 & H2-B visa hiring, employee recruitment & retention bonuses, and workforce development
- General hourly wage policies and practices, including pay cycles & scheduling, pay programs & increases, 3rd shift premiums, and designated trainer premiums
- Housekeeping Systems that affect compensation
- Employee Benefits
- Management Salaries for all positions
- Banquets Systems that affect compensation
- Spa Systems that affect compensation

## RESULTS

- Segmented based on property size for Hourly Wages, Staffing & Recruitment, and Housekeeping Systems

## EXECUTIVE SUMMARY

# KEY FINDINGS

### WAGES

- 91 positions included in the Hourly Wage Analysis
- Across the board, the market saw a 7% increase in start rates over those reported in the 2021 Compensation Survey
- Average start rate for 54 positions is at or above \$15.00/hour
  - 5 positions are above \$20.00/hour
  - 14 positions are between \$18.00 - \$19.99/hour
  - 23 positions are between \$16.00 - \$17.99/hour
  - 22 positions are between \$14.00 - \$15.99/hour
  - 10 positions are between \$12.00 - \$13.99/hour
    - 2 are likely to be tip-supplemented (Barista, Banquets Houseman)
  - 8 positions are between \$10.00 - \$11.99/hour
    - Most are likely to be tip-supplemented (e.g., Bellperson, Server Assistant, Banquet Captain)
  - 4 positions are between \$7.25 - \$9.99/hour
    - All are tip-supplemented (e.g., Bartender, IRD Attendant, Spa Technicians)
  - 5 positions are below \$7.25/hour
    - All are tip-supplemented (e.g., Servers)

### STAFFING & RECRUITMENT EFFORTS

- Average property-wide turnover rate is 25.0%
- 91% of participants reported using staffing agencies to supplement current staffing levels, with Housekeeping the most common position
  - Average hourly rate for housekeepers is \$3.61/hr, or 19.7%, higher when sourced from a staffing agency
- 9% of participants reported using freelance/gig labor to supplement current staffing levels
- 53% of participants reported outsourcing at least one service, with A/V and Valet the most common
- 58% of participants reported offering remote work, dependent on position
  - Majority offer remote work to salaried employees only
- 46% of participants currently offer domestic internships
- 21% of participants currently hire employees on a J-1 visa, with Culinary and Food & Beverage the most common positions
- 9% of participants currently hire employees on an H2-B visa

## EXECUTIVE SUMMARY

# KEY FINDINGS

### STAFFING & RECRUITMENT EFFORTS

- Bonuses:
  - 35% offer hiring/signing bonuses
    - Average amount is \$442.86
  - 16% offer retention bonuses
  - 95% offer referral bonuses
    - Average amount is \$362.50, paid to referring employee
- Workforce Development
  - Efforts beyond bonuses to recruit and hire new staff
    - External focus on recruiting and outreach: Primary activities include high school/college student recruiting, job fairs and hiring events, community outreach and partnerships, and partnering with workforce programs
    - Internal focus on enhanced benefits and development opportunities: Primary activities include development opportunities and wellness initiatives
  - Skills Gaps
    - General lack of guest service/hospitality experience, resulting in increased training time
    - Soft skills: Communication & listening, conflict management, teamwork, critical thinking, professionalism, work ethic
    - Leadership
    - Technical skills: position specific, technology
    - Changing workforce demands: Accommodating flexible scheduling needs, high(er) wage requirements with limited experience, and competing against jobs outside the hospitality industry

### GENERAL HOURLY WAGE POLICIES & PRACTICES

- 84% of participants reported paying a 3rd shift premium
  - Majority pay \$1.00 more per hour
- 35% of participants reported paying a designated trainer premium
- Average 2022 wage/salary budget increase is 3.2%
- Average anticipated 2023 wage/salary budget increase is 3.3%

## EXECUTIVE SUMMARY

# KEY FINDINGS

### HOUSEKEEPING SYSTEMS

- 56% of participants reported that daily housekeeping is the standard
  - At properties where daily housekeeping is not the standard, guestrooms are cleaned on the 3rd night (on average)
- 91% of participants reported time limits for room cleaning
  - Average for stayover standard room: 19 minutes
  - Average for checkout room: 33 minutes
- 98% of participants reported at least one type of room inspection
- 23% of participants reported paying incentives for rooms cleaned beyond the minimum assignment
  - Average incentive amount is \$5.61

### BENEFITS

- Paid Parental (Maternity/Paternity) Leave
  - 51% of participants reported offering leave for primary caregiver (both parents)
  - 33% of participants reported offering leave for primary caregiver (mother only)
  - 16% of participants reported offering leave for secondary caregiver
- Employee Meals
  - 63% of participants reported offering an employee meal benefit free of charge
  - 16% of participants reported offering an employee meal benefit at a subsidized rate
- Transportation
  - 78% of participants reported offering free parking
  - 9% of participants reported offering subsidized parking
  - 47% of participants reported offering subsidized bus/rail passes
  - 19% of participants reported offering gas/mileage reimbursement
- Uniforms and Dry Cleaning
  - 79% of participants reported offering employee uniforms at no charge
  - 2% of participants reported offering discounted employee uniforms
  - 44% of participants reported offering discounted dry cleaning
- 67% of participants reported offering tuition reimbursement