Hospitality Board Skills Matrix and Director Recruitment

Template — not legal advice, and not financial advice. Your bylaws, operating agreement, investor agreements, or (for public bodies) the law that created your board decide how directors are chosen. Check them first.

Board: _____ Completed by: _____ Date: _____

Part A. Skills matrix

Rate each director: **0** none · **1** some exposure · **2** has done it · **3** has led it. Add columns for each director. Leave out rows that don't fit your board.

Skill or experience	Director 1	Director 2	Director 3	Director 4	Director 5	Need in next 3 years?
Hotel, inn, or restaurant operations						
Revenue management and distribution (rate, channels, comp set)						
Brand and franchise relations (PIPs, standards)						
Management agreements and operator oversight						
Real estate, lending, and capital markets						
Construction, capex, and building systems						
Finance, audit, and internal controls						
Labor and HR in seasonal markets						
Guest safety, risk, and						

insurance						
Cyber, card payments, and guest data						
Food and beverage						
Marketing and guest experience						
Local government, planning, and community relations						
Energy and sustainability						
Family business and succession (family boards)						
Public-body rules: open meetings, public records (DMOs and public boards)						
Maritime and vessel operations (cruise and tour boards)						

Also note: terms ending, years served, and any director planning to step down.

Director	Term ends	Years served	Plans to step down?

Top gaps (from the matrix): 1. _____ 2. _____ 3. _____

Part B. Recruitment worksheet

1. The seat

- Gap this seat fills: _____
- Independent director, investor or family seat, or appointed seat: _____
- Who nominates and who approves (per bylaws or agreement): _____
- Term, time commitment, and pay or expenses: _____

2. Candidate profile

- Must have: _____
- Nice to have: _____
- Where we will look: [ ] industry contacts [ ] state hospitality association [ ] lenders and advisers [ ] local business community [ ] search firm [ ] other: _____

3. Conflicts and independence check

☐ Owns, manages, or advises a competing property or restaurant nearby

☐ Works for or with the brand, operator, lender, or a major vendor

☐ Family or business ties to an owner, director, or manager

☐ Any other interest that could affect their judgment: _____

- Result: [ ] no conflict [ ] conflict managed by: _____ [ ] not suitable

4. Interview questions

1. Tell us about a hard capital or operator decision you were part of. What did you ask for before voting?
2. How do you read a monthly hotel or restaurant P&L? What do you look at first?
3. When have you disagreed with management, and how did you raise it?
4. What would you need from us in your first 90 days?
5. Is there anything about your other roles we should know before you join?

5. References and decision

- References checked by: _____ on _____
- Recommendation to the board: _____
- Board vote: For ___ Against ___ Abstain/recused ___

6. Onboarding

☐ Bylaws or operating agreement, management and franchise agreements (summaries), loan covenants

☐ Last 12 months of board packs and minutes

☐ Hospitality board cheat sheet (https://preparedboard.com/for/hospitality/cheat-sheet) and glossary (https://preparedboard.com/for/hospitality/glossary)

☐ Site visit and meeting with the general manager

☐ Conflict-of-interest disclosure signed

Related: Board skills matrix guide (https://preparedboard.com/guides/board-skills-matrix) · Director onboarding checklist (https://preparedboard.com/guides/board-director-onboarding-checklist) · Related-party vendor conflicts policy (https://preparedboard.com/templates/hospitality-related-party-vendor-coi-policy).

Template from Prepared Board (preparedboard.com/for/hospitality). Practice template, not legal or financial advice. Your governing documents, contracts, and counsel control.