



HotelCompass

THE HOSPITALITY COMPASS

STAFFING GUIDE

Staffing & Payroll Guide

142-key Midscale Urban Hotel · Kenya Market

PREPARED FOR

Acacia Hospitality Holdings

8 April 2026 · Ref HR-2026-0027 · Prepared by HotelCompass HR Practice

Executive Summary

This guide specifies the full staffing complement required to operate a 142-key midscale urban hotel in the Kenyan market at a stabilised occupancy of 68%. The target payroll ratio is 28% of revenue at stabilisation, achieved through the headcount structure documented here (97.5 full-time-equivalent positions).

The guide covers (i) the full organisation structure, (ii) job-family banding, (iii) salary-band recommendations indexed to the Kenya hospitality-sector labour market, (iv) ramp-up staffing schedule across the 11 pre-opening months, (v) variable-demand flexing logic, and (vi) statutory compliance framework (NHIF, NSSF, NITA, PAYE).

Recommended Organisation Structure

Nine departments report to the General Manager: Front Office (18.5 FTE), Housekeeping (23 FTE), Food & Beverage (28 FTE), Kitchen (19 FTE), Engineering (5 FTE), Finance (3 FTE), HR (2 FTE), Sales & Marketing (4 FTE), and Security (7 FTE). Total payroll headcount is 109.5 FTE; excluding outsourced security, 97.5 FTE.

Dept	Positions	FTE	Payroll (KES/mo)	% of Total
Executive / GM	3	3.0	1,820,000	9.1%
Front Office	18	18.5	2,760,000	13.8%
Housekeeping	22	23.0	2,140,000	10.7%
Food & Beverage Service	26	28.0	3,180,000	15.9%
Kitchen	18	19.0	3,420,000	17.1%
Engineering	5	5.0	1,180,000	5.9%
Finance & Purchasing	3	3.0	850,000	4.3%
HR & Training	2	2.0	520,000	2.6%
Sales & Marketing	4	4.0	1,640,000	8.2%
Security (outsourced)	7	7.0	980,000	4.9%
Revenue & IT	2	2.0	1,490,000	7.5%

Total	110	114.5	20,000,000	100%
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Salary-Band Recommendations

Salary bands are benchmarked against the 2026 Kenya hospitality sector with reference to three operator peer-groups: international-chain properties, national-chain properties, and top-quartile independents. The recommended pay positioning is 75th percentile of the national-chain peer-group, which rewards skill retention while remaining within the sector-typical payroll-to-revenue ratio.

All figures below are monthly gross pay in Kenyan Shillings, exclusive of service charge, tips, and performance-incentive variable pay. Service charge (where retained) typically adds 8-18% to the gross monthly pay of guest-contact positions.

Ramp-Up Schedule

The pre-opening staffing schedule assumes a commercial opening at M0 and ramp-up to full staffing by M+3. Early hires (M-11 through M-5) are management, chefs, and key supervisors. Operational line staff hire in two waves: M-3 for the training tranche, and M-1 for the opening tranche.



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Reference HR-2026-0027

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