

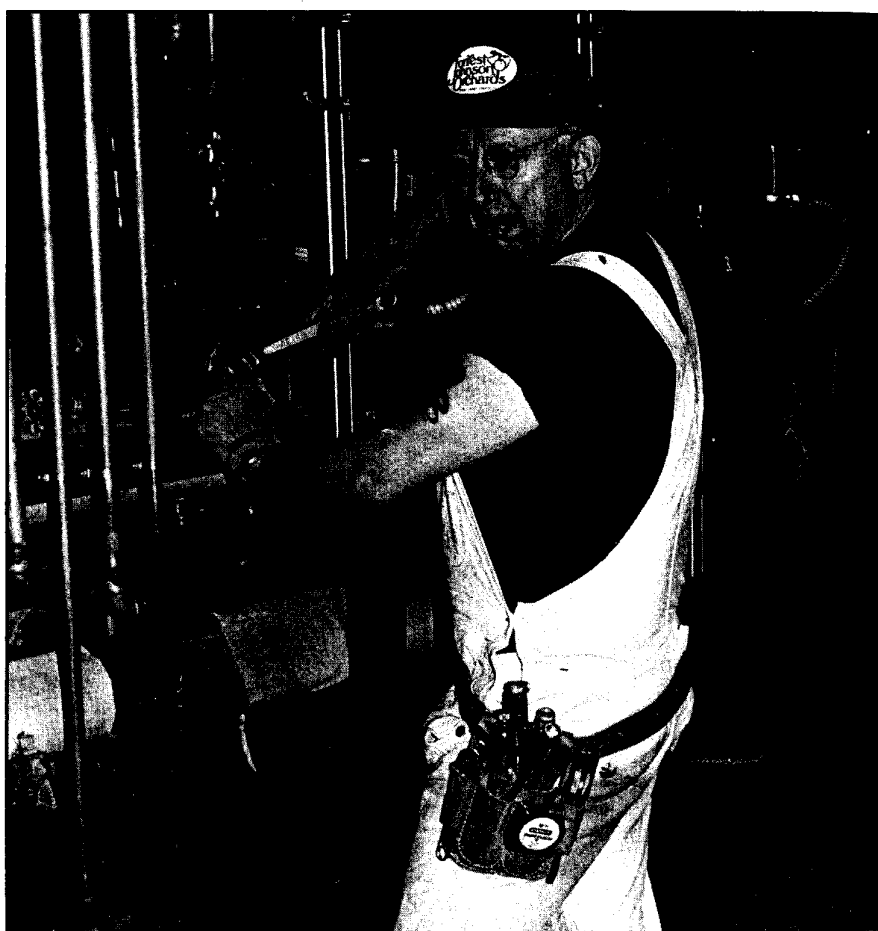
The Evolution of the

Are chief engineers jacks of all trades, always up to their elbows in wires and pipes ...

by Denney G. Rutherford

CONSIDERING the many substantial changes that have recently affected the hotel engineering department, it is not surprising that the chief engineer's position is not always clearly understood by others in the hotel. At one end of the spectrum is the perception of the chief engineer (CE) as an irascible curmudgeon who knows the meaning of every clank in every pipe and who knows where to kick the ice machine, how to relight the boiler, and how to make a pool table, a craps table, or a dining-room table (or maybe all three at once) on the same day the request comes in. On the other end is the picture of the CE as a manager dressed in coat and tie, who is equally comfortable in the executive suite and the boiler room and who commands an array

An associate professor of hotel and restaurant administration at the College of Business and Economics at Washington State University, Denney G. Rutherford, Ph.D., has long had an interest in hotel engineering. He is indebted to John Dermody of Hyatt Hotels and the students in his 1985 energy-management class for their help in preparing this article.



Chief engineers are comfortable both with operating the hotel's equipment ...

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Summary: The function of the hotel chief engineer has changed greatly in recent years--spurred by increasing energy costs and the intricacies of contemporary hotel management. This article presents the findings of the first survey of how chief engineers do and view their jobs.

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