



PNN

PMHS News Network
May 2011



Miller Message...

Back in the Swing of things—Major League Baseball is back! (and the lesson for us—“everyone pitches-in”)

“It is the responsibility of leadership to provide opportunity, and the responsibility of individuals to contribute.” -- William Pollard

Despite a spring filled with unpredictable if not violent weather, America’s favorite pastime is back in prime time. Some PNN readers may not follow baseball until the playoffs (or, I shudder to think, not at all) but the subtle strategy of the sport has many of us perpetually intrigued. To wit, it is amazing how much of the game relies upon the pitcher to deliver a pitch that the batter is not prepared to receive. More than that, the “pitching” strategy is not up to a single human (e.g. just the pitcher). No...it involves the whole team to “pitch-in.” For example, to surprise the batter, signals fly from the team’s coaches to the catcher who is responsible to signal the pitcher where to deliver the pitch. Sometimes, the pitcher disagrees and shakes his head “no” and another series of signals follow. Depending upon talent and accuracy, the pitcher then executes and the entire team awaits the outcome. There may be only one person throwing that ball, but from coaches to infielders and outfielders, everyone pitches in.

This idea of everyone “pitching-in” is a great metaphor for our hospitality business. You may not be the one who actually encounters the guest who, among a myriad of options to stay elsewhere, actually picked our hotel for their overnight or multi-night stay. But it matters not that you ever actually meet or exchange words with our guests. We all play a part in the guest’s satisfaction and willingness or reluctance to return. Some of us give signals, others relay those signals, and still others await the possibility that the person who throws the pitch slightly misses the mark and we await the opportunity to make the play to save the situation.

When we are working together correctly, we are a force to be reckoned with... a team of Winners! Please take a moment to read the H.O.S.T. Topic of the Month (yes, it’s back after a four month hiatus), the subject of which is about talent, culture and extreme guest focus.

Now some of you may choose a different pastime to enjoy that has nothing to do with a particular sport – perhaps a hobby or volunteerism. No matter, anything you are good at contributes to personal happiness.

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Happiness assures a positive attitude. Being happy and positive are essential for us in our role to provide the best hospitality to our guests. And so long we keep that focus while being an asset to our fellow associates, then we're making that "contribution" referenced in the opening quote in the column and which is each of our responsibility (whether doing so as a member of a baseball, soccer, or hospitality team).

I should not overlook the importance of balance in our lives to the end goal of attaining a happy and healthy outlook. If we are only about a sport...if we are only about our work...if we care only about ourselves, then what does that say about us?

The underlying message above is that when we help our family, our friends and our community, we are balancing our work and personal life to the important and incremental effect of a life worth having led. And so I ask you, "Isn't that what we should all seek in our short time on this planet?" Are you doing your part for your family, friends and community team? The really good news, it all starts with small even simple contributions that you make along the way. You can do it...just make the time commitment to participate.

"In trying to think about how we can make a big difference, we must be careful to not ignore the small daily differences we can make which, over time, add up to big differences." – Marian Wright Edelman

Now before I say another word, it is important to welcome an important new acquisition to our Support Center team. Shortly after the first pitch of the new baseball season, **Christie Blomquist** began training in her role to deliver great "pitches" for the Facilities Management and Sustainability team. Christie comes to us with excellent work experience that we believe moves our team forward to win the pennant in a short-time (see story on **page 12**). Making the move from New England, **please welcome Christie to PMHS and her new home here in metro Washington, D.C.**

"Moving on, is a simple thing, what it leaves behind is hard."

As we welcome Christie, we also take a moment to bid farewell to a team favorite in **Katie Twyman** who leaves us to attain further "training" with the lofty goal of making it to the "Hall of Fame." After three years in Washington, D.C. and as an excellent player for PMHS, Katie heads next to Philly to attend Wharton Business School at the University of Pennsylvania (see story of Katie's new assignment inside on **page 11**). **Congrats to Katie on this prestigious break in her run for the title of big-time business exec!**

Late in April, we celebrated Administrative Professional's Day. It was an opportunity to celebrate the self-motivation of everyone at the Support Center to handle their own administrative tasks. But, beyond that, it was a chance to acknowledge **Danielle Brown** and **Ava Gibbs** who do their best to provide us all with much-needed and valuable support. **Thanks DB! Keep smiling AG ;-)**

Beyond our Support Center, please take a look inside at our wonderful associates who deliver their very best in hospitality to our fans. These people are celebrated inside on **page 8**. These associates are the ones thinking up creative ways to deliver pitches, or they are transmitting the signals, perhaps they are even delivering the pitches and/or fielding the ball to keep us all in the game to the raving reviews of our fans.

Most of all, **Thank You to all our Associates of the Month!**

What we do for ourselves dies with us. What we do for others and the world remains and is immortal."

As I was completing this month's PNN, I learned of Osama bin Laden's assassination. Without being too opinionated, I can share with you that his contribution to this world was a horrible example. Like you, I am looking forward to a day when terrorism is not a daily fear for us or our children.

Happy Hospitality,
Greg Miller



HOMWOOD SUITES. DE BOOK READING

Molly and I had the pleasure of reading to a mob of 4 and 5 year olds April 18th. There were 12 children in attendance and they all really seemed to enjoy story time brought to them by Homewood Suites Newark. We are looking forward to doing another reading in the future.

Written by: Zach Black



LECTURE EXPERIENCE AT CORNELL

Doing a guest lecture at Cornell was fun and a great learning experience! I have a lot more respect for my professors as I now realize how much preparation is required. The questions we received from students really highlighted the difference between what you learn in an academic setting and how different the "real world" is post-college.

Team WORK at it'S FINEST!

Freddy and his team of engineers in Delaware repainted and restored the pool at the Homewood Suites. I have provided some pictures to show the team work diligently to get the finished before April 3rd.



GREAT JOB!!

Sheraton Edison Participation in Earth Hour – We Went Dark



This Saturday, March 26, 2011 at 8:30pm, we invite you to join the Sheraton Edison Hotel and millions of individuals, organizations, businesses and governments across the globe as we celebrate our commitment to ongoing change for the betterment of the one thing that unites us all – the planet.

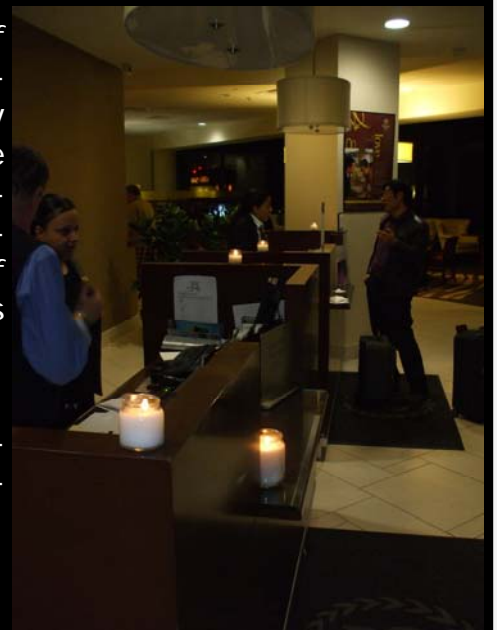
Earth Hour is a global effort to emphasize the threat of global warming and the need to reduce carbon emissions. It has become a powerful symbol that all of our “small steps” can have an impactful and lasting difference on the health of our planet. To learn more about Earth Hour, visit the official website at www.earthhour.org.

In 2010, hundreds of millions of individuals participated in the fourth and biggest Earth Hour to date. Around the globe internationally recognizable iconic buildings and landmarks, such as the Las Vegas Strip in Nevada, the Colosseum in Rome, the Eiffel Tower in Paris and the Bird’s Nest (Olympic Stadium) in Beijing went dark for one hour. This Saturday’s event will include participation of nearly 500 Starwood hotels including our very own Sheraton Edison.

We need to be embracing sustainability at every level of our organization. As our guests also become increasingly concerned about global warming, Earth Hour is a very visible and engaging way that at the Sheraton Edison we can demonstrate our commitment to environmental sustainability to both guest and associates alike. So encourage our guest, and your friends and family, to switch off unused lights and appliances during this Saturday’s event.

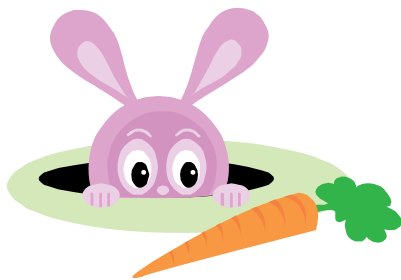
The Sheraton Edison Hotel thank you for your participation in making this year’s Earth Hour the most memorable yet!

Written by: Naresh Singh



everyone is hopping to it in Delaware

Embassy Suites/Homewood Suites celebrated the coming of Easter and some beautiful spring weather. On Sunday, April 17th, we celebrated with a lovely breakfast for the associates and their families. We also had a few crafts for the children, where they could make their own Bunny Mask, decorate foam Easter Eggs, and also fill carrot shaped bags with popcorn to take home. Then the big moment arrived! Easter Egg Hunt time!! The Atrium Lobby was a great setting to hide the eggs. Hopefully, the kids got them all. Housekeeping may find a particularly well hidden egg with a nice treat in it!



Hilton BWI—Blue Energy

At the Hilton BWI we are all filled with blue blood running through our veins and pumped up with Blue Energy.

The Blue Energy Committee fuels Hilton's culture, and enables us to deliver service with positive spirit, strength and passion. It's based on our Hilton Values (Hospitality, Integrity, Leadership, Teamwork, Ownership, Now), and Blue Energy is implemented everyday through our teams' Engagement, Accountability and Recognition. There are four subcommittees under the Blue Energy Committee: SALT, Team Member, Community and Sustainability.

Currently we rank 63 out of 500 Hiltons in the Americas. When our Front Office Manager, Michael Harold, came to our property last year, we were in the 300 range. "Job well done Mike and your team in the Front Office!"

We participated in Bring Your Child to Work again this year and the children enjoyed themselves as usual. Included in their introductions, they shared what they wanted to be when they grew up. Then watched Conrad Hilton's dream, Hilton family of hotels, had lunch and toured both properties. Before the day was over, they made thank you cards for their parents, watched a movie and all left with party bags.

The Community Committee is gearing up to participate in Habitat for Humanity during Q2, the Chesapeake Hospice in Q3 and supporting the Cure in Q4. Everyone is really excited to see how they can assist our neighbors and surrounding community.

Working smarter, focusing on efficiency and our environment is the role of the Sustainability Committee. Currently they have each department focusing on recycling our cardboard, glass and plastic. It's good to know we have finally gone green and assisting with the carbon foot print.

To assist with the Housekeeping recruitment, HR has reestablished our relationship with America Works. We have approximately 6 new hires from this program. Not only do they assist with placement, but they visit the property to make sure the new associate are successful on the job.



The Hilton family bids farewell to Miguel Orellana as he transfers out to the Dulles properties.

Our Team at the Aloft had their inspection today. We get the results the second week in May. Until next time enjoy the beginning of Summer.

Written By: Tish Hodge, PHR

SPRINGING INTO SUCCESS

The **Comfort Inn Capital Beltway** is starting off the second quarter to a great start.

On April 12, 2011, LRA conducted a QA and our scores were very favorable;

Overall Brand Standards - 93.2%

Overall Hotel and Guest Room cleanliness - 90.5% - Guest Bathroom 100%

Overall Condition - 86.2%

It should also be mentioned that we have recently installed flat screen TVs in 70% of the guest rooms and expect the remainder of the rooms to be completed by December 31, 2011. All of the Double Rooms and rooms all Tour Groups utilize have gone through an extensive renovation which included; Painting, Vinyl on all walls and New Lighting.

Further hotel renovations including but not limited to; Hotel Lobby, and the Hotel's Breakfast Dining Room will be renovated in 2011.

As of June 1, 2011 in addition to the Continental Breakfast, we are adding (1) Hot Egg specialty and (1) Hot Breakfast Meat to our daily breakfast menu. So, in essence breakfast at the Comfort Inn Capital Beltway becomes a full service Breakfast Buffet served Daily.

From a Guest Service perspective, the Comfort Inn Capital Beltway and PMHS have been conducting several intense training programs at the hotel. These programs are focused on Overall Customer Service, Room and Hotel Cleanliness and several aspects of Operational and Technical training.

Based on this training the latest service scores from the hotel have met or exceeded Brand Benchmarks YTD:

- | | | |
|---|----------------|----------------------------|
| • Likelihood to Recommend | YTD 8.2 | Brand Benchmark 8.2 |
| • Overall Condition of your Room | YTD 8.3 | Brand Benchmark 8.3 |
| • Staff Service | YTD 8.8 | Brand Benchmark 8.7 |

We take a great deal of pride in our hotel accommodations the facilities and our level of service. We are committed to ensuring our guests receive the best in accommodations and service when they visit the Comfort Inn Capital Beltway.



Food for Thought

Begin with Breakfast

Get your family off to a good start

According to the East Idaho Public Health District, studies have shown that kids who eat breakfast::

1. Are less likely to be absent from or late to school
2. Are less likely to visit the school nurse for stomach- or headaches
3. Are able to concentrate better and make fewer errors
4. Are more creative and work faster
5. Cause fewer fights
6. Are more cooperative and get along better with classmates
7. Are less likely to be sent to the principal’s office for discipline

Even with these statistics, many families feel they don’t have time for break- fast. The Idaho health district offers these dishes that take 3 minutes to prepare:

1. Toasted English muffin, peanut butter, and glass of milk
2. Cold cereal, banana, and milk
3. Heated leftover cheese pizza
4. Crackers and cheese, orange wedges
5. Carton of yogurt, apple, and wheat toast
6. Ham and cheese sandwich with glass of chocolate milk
7. Heated leftover macaroni and cheese with an apple
8. Instant oatmeal, canned peaches, milk
9. Baby carrots, mozzarella cheese stick, and a bagel
10. Tomato soup made with milk and crackers

Ollie’s Getting Ready...Are you???

Katie & Christie were surprised to find Ollie getting ready for swimsuit season. He hijacked a cardio-bike and was working out in the mechanical room at H11 where they caught him. Just 30 minutes a day can go a long way and get you on the road to better health or that beach body like Ollie. Small simple changes bring about the best results.

There is no need to “hijack” cardio equipment out of the fitness centers and take them to the mechanical rooms, but a simple walk in the morning, during lunch, or whenever you have 30 minutes to spare, can vastly improve your overall physical and mental health. So what are you waiting for? Let’s get moving!



Here’s to you—the one with your ‘game on’. You power-up the workday with your skillful performance. Jumping from task to task...thank you.

Associate of the Month

Embassy Suites Dulles

Jennifer Harshman

Homewood Suites Dulles

Joel Riegel

HGI & Homewood Suites/ Arundel Mills

Serafin Campos

Comfort Inn Capital Beltway

Rosa Aguiar

Hilton BWI

Tulani Lilly-Chima

Aloft Dulles & HGI Dulles North

Erin Randall

Aloft BWI

Rose Brown

Embassy Suites Newark

Lucy Zavala

Homewood Suites Newark

Tamika Sullivan

Sheraton Edison

Dan Beasley

Happy Birthday



Comfort Inn Gunston Corner

Greig	Byron	5/7
Patricia	Gregory	5/20
Martha	Vigil	5/20

Comfort Inn Beltsville

Frank	Marques	5/9
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Embassy Suites Newark

Maria	Villagomez	5/8
Sara	Garnett	5/14
Juana	Ayala	5/15
Gabriela	Zarate	5/16
John	Barry	5/17
Brooke	Strahorn	5/24
Freddy	Alcivar	5/25
Dulce	Reza	5/27
Hui-Yi	Law	5/31

Embassy Suites Dulles

Melissa	Bowe	5/1
Mifung	Fudong	5/4
Jose	Mariscal	5/11
Ha	Dang	5/17
Miguel	Orellana	5/28
Michell	Ayala	5/30

Homewood Dulles

Gary	Freeman	5/2
Matilde	Leguizamo	5/7
Molly	Alberici	5/30

Hilton BWI

Warren	Hill	5/3
Shaun	Johnson	5/6
Lyndon	Samuel	5/8
Jacques	Miango	5/10
Gail	Scrivener	5/13
Jeffrey	Caine	5/16
Rene	Cortez	5/19
Alan	Crawford	5/19
Latoya	Blakey	5/27
Madeha	Mira	5/28
Imene	Constantine	5/29
Aaron	Lippman	5/31

HGI Arundel Mills

Lola	Jefferson	5/3
Nang Do	Khai	5/6
Amanda	Wakshul	5/10
Shah	Zaman	5/12
Chukwunyere	Osuchekwu	5/20
Mamush	Zerfu	5/29
Tyler	Weedon	5/29

HGI Dulles

Francisco	Ventura	5/11
Pesey	Chuon	5/19
Manuel	Sanchez	5/28

Aloft Dulles

Maria	Gallo De Lescano	5/10
Carlos	Acevedo	5/12

Aloft BWI

Mak Kong	Cheung	5/3
Hashabieah	Isisupua-El	5/4
Ataollah	Naseh	5/6
Naeema	Javed	5/6
Trynita	Romeo	5/13

Sheraton Meadowlands

Jackie	Cabezas	5/2
Katherine	Cabezas	5/2
Gustavo B	Otero	5/3
Otto F	Rivas-Lopez	5/6
Natalie	Saroufim	5/8
Dayana	Briones	5/9
Marina	Castellanos	5/10
Nagy A	Baseli	5/13
Fatima	Rivas	5/14
Jimmy	Shen	5/20
Gaspar	Ferrer	5/20
Dora	Sotomayor	5/20
German	Hernandez	5/20
Annamarie	McInnis	5/26
Steve	Campos	5/26

Sheraton Edison

Julio	Chavez	5/1
Nicholas	Zelenenki	5/6
Rolando	Silva	5/11
Joe	Basria	5/12
Abraham	Amare	5/12
Kenneth	Chance	5/15
Maria	Gerez de	5/22
Julie	Denis	5/23
John	Filloramo	5/24
Savio	Thomas	5/26
Petre	Eftoski	5/28

Support Center

Daniel	Paulus	5/1
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SAFETY CORNER

EMPLOYERS' ROLE IN SOLO SAFETY

Here are several steps employers can take to reduce solo safety hazards for employees in stores or gas stations or other similar jobs:

- Having surveillance cameras in plain view of customers
- Having a limited access safe or comparable device in the store
- Limiting the amount of cash to which employees have access
- Posting signs notifying customers of these security measures
- Lighting the store's approach area and parking lot at night
- Keeping the windows and outside of the building clear so employees can have an unobstructed view of outside customers or passersby
- Providing crime prevention training for their employees
- Having a hidden button that sends an alarm to the local police in case of an emergency

Employers also need to provide specific training for any employees who work alone in any capacity, such as:

- Reminding workers that procedures are designed to protect them from the specific hazards of their jobs
- Emphasizing that asking for assistance is not a sign of failure
- Reassuring workers that they will not be disciplined in case they ask for help for a minor incident



Working alone can be unsafe.



Warm Mexican Crab Dip

Recipe courtesy Paula Deen

Cook Time: 20 minutes

Serves: 4-6 Servings

INGREDIENTS

- 1 tablespoon olive oil
- 1/2 cup finely chopped onion
- 1 clove garlic, minced
- 2 tablespoons seeded and chopped jalapeno pepper, plus slices for garnish, optional
- 1/2 cup light beer
- 2 cups heavy whipping cream
- 1 (8-ounce) package cream cheese
- 1 (8-ounce) block pasteurized prepared cheese product
- 1 pound lump crabmeat, drained and picked for shells
- 1/4 cup fresh lime juice, (about 2 limes)
- 1/4 cup minced green onion
- 1/4 cup minced fresh cilantro leaves
- 1 teaspoon chili powder
- 1 teaspoon salt
- Pinch freshly ground black pepper
- 1/4 teaspoon cayenne
- 1/4 teaspoon ground cumin
- Tortilla chips, for serving, recipe follows

Directions

In a 4-quart saucepan, heat olive oil over medium heat. Add the onion, jalapeno pepper, and garlic and cook stirring frequently, for 3 minutes. Stir in the beer and cook until the liquid is reduced by half. Stir in the cream, cream cheese, and processed cheese, whisking until melted and smooth.

Stir in crabmeat, lime juice, green onion, cilantro, and chili powder and simmer for 15 minutes. Add the salt, black pepper, cayenne, and cumin. Transfer the dip to a serving bowl and garnish with sliced jalapeno pepper, if desired. Serve hot with tortilla chips.

Tortilla Chips

- Oil
- 6 (10-inch) flour tortillas
- Salt

In a deep-fryer or heavy-bottomed pot, heat enough oil to come halfway up the sides of the pot, to 375 degrees F.

Cut the tortillas into triangles. Fry them, in batches, until golden, about 2 minutes. Remove the tortillas from the oil to paper towels to drain. Sprinkle with salt, to taste, and serve.

THANKS FOR A JOB WELL DONE!



Ollie smartly moved the date for **Katie's Farewell** event to Friday, April 29, 2011 in order that all of us "commoners" would have something to celebrate today.

Indeed, it is a day to celebrate "Catherines." Only we celebrate Katherine with a "**K - Special K.**" Katie! On a May day 3 years ago, we met Katie and uncharacteristic of our interview process, we extended an offer that same day.

As most know, she initially worked in the capacity of new hotel openings. She was busy and handled 6 openings within her first 18 months – all of them timed just right for a nose-diving economy...And thus, further new hotel developments were set on the backburner.

So our dear Katie needed a new role. For the record she also made it clear that she wanted an office - she even had an influential business man (Jeff Twyman) write me a persuasive note to that effect. And this is how she ended up immersed in Operations leading a ragtag group of men from maintenance into the realm of Facilities. Yes, she got her office and, more than that, she became PMHS's youngest Director ever! After a shaky start, (laughter)...she ultimately got the hang of it. In addition to saving us tens of thousands on service contracts across the portfolio and a sizable refund from overcharges at Meadowlands that paid for the \$35K cost of snow removal for Jan & Feb; she has done a few other things (e.g. Facilities, Energy, Sustainability). PMHS thanks you for your efforts Katie.

Most of all, I personally wish to thank Katie for providing more than adequate notice of her intent to pursue "gradual" school, then assisting us in sourcing her replacement in Christie, and for meticulously creating Christie's succession plan. Seldom do we ever have the luxury of preparing for a key team members departure. Thank you Katie for your thoughtfulness!

Enough from me, we have a souvenir – a "commemorative award" if you will - to take along with you to remember us by. [At this time, Katie was given a cloisonné box from Tiny Jewel Box along with a card signed by the Support Center].

We believe it is adequately sized for your future tiara.

And now, **John & Woody** would like to recite for all gathered the words we had inscribed inside your jewelry box.

Katie's Lasting Influence

*"It's not where you're from;
it's where you're going.
It's not what you drive;
it's what drives you.
It's not what's on you;
it's what's in you.
It's not what you think;
it's what you know."*

Live your life to make your mark!

As you embark on new horizons, we take advantage of this opportunity to express our heartfelt gratitude. We appreciate your many achievements, dedication and hard work. You leave behind a positive "mark" for all of us to remember you by. But so much more than that, we will miss your daily interaction!

From all your friends at PMHS, we wish you the very best – now & always!



WELCOME

I am pleased to introduce, **Christie Blomquist, Director of Facilities**. Christie is a graduate of Cornell School of Hotel Administration. She most recently served as a Program Manager at MBI, Inc. where she managed the marketing and financial assessment of various products. Previously she served as Financial Analyst in the Commercial Real Estate Group, Investment Banking with Deutsche Bank Securities, Inc. where she performed a variety of analytical functions with commercial real estate feasibility and transactions. As part of these functions she performed extensive asset, operational, and financial due diligence on various projects. On one project she assisted with the underwriting of the \$430 million hotel acquisition of the Hotel Nikko Tokyo. As an added plus, Christie served as Teaching Assistant in the Hospitality Facilities Operations Program at Cornell. She joined us April 4th. Please join me in welcoming Christie to our team.

I would like to introduce **Alexandra Tolbert, Sales Coordinator** for the **Comfort Inn Capital Beltway**. Alexandra is a graduate of North Carolina A&T University. Her concentration was Business communication/marketing and a minor in dance performing arts. She has main focus after graduating is making a career in the hospitality industry conference and convention special events. Please join me in welcoming Alexandra!



Congratulations to Katherine Kies! Katherine was a summer intern with PMHS and worked with Scott Levine on F&B projects. As a senior at the Cornell Hotel School, Katherine is the recipient of this year's \$15,000 Joseph Drown Foundation Prize, the largest monetary award given to an undergraduate in the School of Hotel Administration. We always knew Katherine was talented! We wish her luck in the years to come!

H.O.S.T. TOPIC OF THE MONTH (OR QUARTER)

The Secret Formula

Yes, after a four month hiatus, my “Topic of the Month” is back. I have had a lot of thoughts about what I want to share...make that, I have had a lot of thoughts about what you want to hear.

Well, our service scores have been moving in a positive direction. And that is a good thing that I bet you enjoy hearing. A handful of our hotels are actually leading their brands (and congratulations go out to the Aloft BWI, Hilton Baltimore BWI, Embassy Suites Dulles North Embassy Suites Newark/Wilmington, and Comfort Inn Gunston Corner).

Though it saddens me to say this, in a separate hand, we still have hotels that are lagging behind the brand average in terms of guest satisfaction and loyalty. Truly, we cannot let our guard down.

I would imagine that even the teams of those hotels that are leading their brands might just tell you that they only recently broke into this high-rank territory and are anxious to hold their positions via consistency over an extended-time.

Most of our readers will recognize that the slickest and most expensive advertising and sales efforts aren’t what drives hotel business success. If you had the mistaken impression that simply doing more advertising leads to success, you probably haven’t recently reviewed your hotel Mission Statement. Our success is inextricably tied to “**Repeat Guests.**”

How do we get them? We win them with our **products** and our **services**. An appealing and relevant **product** gets them in the door. **Service** is what keeps them coming back. Mind you, not just good service. It has to be excellent service. Truly, we need to be leaders for our brands.

As I relate that rather simple point to you, I want everyone to appreciate that excellence in service doesn’t just happen. It takes considerable planning and effort. But I have a secret formula I wish to share today that will be useful to reference when you are planning and putting forth your best hospitality effort. The formula for service is:

$$\begin{aligned}
 & \text{Talent} \\
 & + \text{Culture} \\
 & + \text{Extreme Guest Focus} \\
 & = \text{“Pretty Good” Service (Subtotal)}
 \end{aligned}$$

In previous H.O.S.T. installments, we have explored the importance of hiring for **talent**. We spent even more time focused on how we establish our **service culture** via training (including role playing). In every PNN, we love sharing stories where an associate went well above and beyond the call for a guest. Going “above and beyond” the ordinary service expectation is what we mean by “**extreme guest focus.**” I am proud of our hotels because whenever I visit, I see these basic ingredients on display.

But I want you to stop and note that we aren’t yet there. So far, adding the three ingredients only got us to “Pretty Good” for our Subtotal. Pretty good is not the same as “brand-leading.” What more is there in order for us to attain truly GREAT SERVICE?

Here is the missing piece: it is “**Consistent Delivery.**”

We can substitute other words to replace the word consistent. For example, we could just as easily call it “reliable delivery” or even habitual. The words of my formula matter less than the underlying message. For your hotel to be truly successful in the guest satisfaction and loyalty challenge; for your hotel to become a brand leader – it will require everyone on the team to evidence the 3 basic ingredients (Talent, Culture and Extreme Guest Focus) and do so for each arriving guest. That means we have to be “courteous, friendly and helpful” to ALL our guests. Giving great service to a majority won’t do it. And a minority doesn’t even get you to the middle of the pack. Further and importantly, it isn’t up to just a select portion of the team to do it. It has to be everyone who shares the responsibility – who possesses the passion to serve – and who is consistent no matter what is going on elsewhere or in his/her personal life. We are practicing professionals and we get better with each day balancing our home and work lives. And because of that belief we have in ourselves, we become an essential part of a team that we refuse to let down.

“**Consistent Delivery**” - It isn’t just another item to add into the formula. It is the great “multiplier” that brings you ultimate success in the “GREAT SERVICE” World Series.

$$(T + C + EGF) * CD = \text{GREAT SERVICE (and a trophy too!)}$$

May 2011

SUN	MON	TUE	WED	THU	FRI	SAT
1 May Day	2	3 National Teacher's Day	4	5 Cinco de Mayo	6 No Diet Day	7
8 Mother's Day	9	10	11	12	13	14
15 National chocolate Chip Day	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30 Memorial Day					

OUR MISSION

- 1) Deliver **service** in a friendly, courteous and helpful manner
- 2) Provide our guests with a superior hotel **product**
- 3) Create a workplace environment that promotes **training** and encourages **loyalty**,
- 4) Achieve financial objectives in order to enhance **job security** and reward associates

RESULT OF ACCOMPLISHING OUR MISSION:

A dedicated team of skilled associates taking pride in their work and who are aware of the importance of "gratified repeat guests."

Happy Anniversary



ONE YEAR

Matthew	Santos	5/1/2010 Sheraton Edison
Hung	Nguyen	5/3/2010 Embassy Suites Dulles
Roman	Cristali	5/3/2010 Hilton BWI
Frances	Price	5/3/2010 Sheraton Meadowlands
Cathy	Parsons	5/5/2010 Embassy Suites Newark
Amanda	Wakshul	5/5/2010 HGI Arundel Mills
Luz	Toribio	5/5/2010 Sheraton Edison
Soraya	Gonzalez	5/5/2010 Sheraton Edison
Jillian	Tomm	5/6/2010 Embassy Suites Newark
Anthony	Pagliaro	5/6/2010 Aloft BWI
Teresa	Clayton	5/7/2010 Hilton BWI
Melisse	Sheets	5/7/2010 Hilton BWI



FIVE YEARS

Shelby	Jerkins	5/18/2006 Dulles Cluster
William	Silva	5/30/2006 Embassy Suites Newark



TEN OR MORE YEARS

Ruben	Vidal	5/22/1995 Sheraton Meadowlands
Maria	Catota	5/12/2000 Sheraton Meadowlands
Hugo	Regalado	5/1/2001 Sheraton Meadowlands
Blanca	Retamal	5/24/1994 Sheraton Meadowlands
Lananh	Nguyen	5/12/2001 Sheraton Meadowlands
Fe-Sunilda	Ferrer	5/13/2000 Sheraton Meadowlands

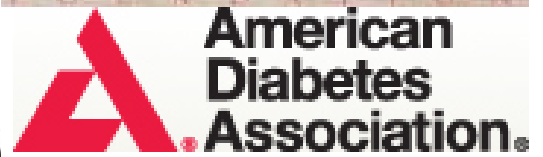




Giving Back to Our Communities

In 2009, PMHS and BPG supported these worthwhile organizations

Social
Education
The Arts



Learn and Live