



Training Proposal for:

**Pyramid Berkeley Management L.P. dba Doubletree by Hilton
Hotel Berkeley Marina**

Agreement Number: ET17-0185

Panel Meeting of: September 23, 2016

ETP Regional Office: San Francisco Bay Area

Analyst: L. Lai

PROJECT PROFILE

Contract Attributes:	Retrainee	Industry Sector(s):	Services Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	Alameda	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No UNITEHERE! Local 2850		
Number of Employees in:	CA: 928	U.S.: 9,200	Worldwide: 10,460
<u>Turnover Rate:</u>	12%		
<u>Managers/Supervisors:</u> (% of total trainees)	9%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$178,500		\$0	\$0		\$178,500

In-Kind Contribution:	100% of Total ETP Funding Required	\$183,450
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee	Business Skills, Computer Skills, Cont. Improv.	175	8-200	0-22	\$1,020	\$17.02
				Weighted Avg: 68			

Minimum Wage by County: \$17.02 for Alameda County
Health Benefits: Yes No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: Yes No Maybe
 Up to \$3.74 per hour in employer-paid health benefits may be used to meet the Post-Retention Wage. Additionally, up to \$6.02 per hour in Mandatory Service Charges (banquet tips) may be used to meet the Post-Retention Wage for Food and Beverage Staff.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Housekeeping	*	55
Food & Beverage	**	66
Front Desk	*	11
Maintenance	*	14
Admin	*	14
Manager/Supervisor		15

*It will be made a condition of contract that these trainees will never be paid less than the State or local minimum wage rate at the end of retention regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

**\$11.00 is the collective bargaining wage for 53 Food & Beverage Staff at the Doubletree Berkeley. The other 13 F&B Staff work at a non-union hotel.

INTRODUCTION

Pyramid Hotel Group was founded in 1999 and is headquartered in Boston, MA. It manages 71 hotels and 4 resorts throughout the continental United States, Hawaii, the Caribbean, Ireland and the United Kingdom. Pyramid Hotel Group is the employer of the two hotels participating in this proposal.

In this proposal, Pyramid Berkeley Management, L.P. dba Doubletree Hotel by Hilton Berkeley Marina (Pyramid Berkeley Management) will act as the lead employer and seeks funding to train employees at its hotel and its affiliate Pyramid Pleasanton Management L.P. dba Marriott Pleasanton. The hotels cater to tourists and business travelers. Each hotel has

conference/convention facilities with more than 25% of revenue attributed to out-of-state customers. As such, they qualify for standard retraining.

PROJECT DETAILS

In order to compete for business and attract first-time guests and repeat customers, the Company must improve guest experience by elevating its establishments from a 3-Diamond to a 4-Diamond rating. Hotels that demonstrate the basic requirements of cleanliness, comfort and hospitality during an unannounced inspection are designated as AAA/CAA Approved. AAA Diamond ratings for hotels represent a combination of the overall quality, range of facilities, and level of services offered by the property. The descriptive ratings are assigned exclusively to properties that meet and uphold AAA's rigorous Approval standards.

To meet the goal of a 4-diamond rating, the hotels are undergoing major renovations to rooms, lobbies, and restaurants at a cost in excess of \$10 million. The Company also expects to spend an additional \$250,000 in new technology and systems upgrades impacting the kitchens, restaurant layouts, menus, room service, banquet service and front desk.

In addition to the amenities upgrade, guest services and experiences must also be improved. The Company's goals are to increase Satisfaction and Loyalty Tracking (SALT) and Guest Experience Index (GEI) scores. ETP-funded training will help the hotels to reach their goals.

Training Plan

Class/Lab and CBT training will be provided. Training will be provided by internal trainers, management staff,

Business Skills (40%): This training will be provided to all occupations. Trainees will learn advanced sales techniques, negotiating skills, accounting skills and front desk skills. Training is intended to improve overall efficiency.

Computer Skills (15%): This training will be provided to all occupations. Trainees will learn to use new and upgraded systems for supply management, inventory controls, and reservation. New EMV (Europay, Mastercard, Visa) chip technology will be employed in the hotels also with new handheld Micros. Food & Beverage Staff will learn to use handheld tablets to take orders, allow customers to pay on the spot, and manage workflow.

Continuous Improvement (45%): This training will be provided to all occupations. Trainees will learn to exceed guest expectations in all areas of service, to work more efficiently in teams, to resolve conflicts, improve communications, and to think critically. Training will help team members solve guest problems and serve guests with more confidence.

Impact/Outcome

As a result of training, Maintenance Staff will receive 604 antifreeze certification. Food & Beverage Staff will receive training for Intervention Procedures; training for the responsible service, sale, and consumption of alcohol, and Serv-safe certifications.

Full-Time Work Week

Full-time employment for purposes of ETP retention means at least 35 hours a week for 90 consecutive days. The Panel may approve less than 35 hours a week if that workweek is customary for the industry or occupation.

Pyramid Berkeley Management requests a modification from 35 hours per week to 30 hours per week as it is considered full-time employment for front-line workers in the hospitality sector. These workers are not “temporary” but are employed by the two hotels on a permanent basis, with quarterly payroll reporting. Also, employees who work at least 30 hours per week are eligible for full-time health benefits. Because occupancy rates fluctuate during different months of the year, some workers’ hourly status may also fluctuate. The Hotels offer a 30-hour full-time workweek for all employees which allow workers the ability to remain on full-time status even if their work hours drop to 30 hours per week. The Panel has approved this same modification in the past for other hotel training projects.

Union Support

United Here Local 3850, representing Housekeeping Staff, Food & Beverage Staff, Front Desk Staff, and Maintenance at DoubleTree Berkeley, has submitted a letter of support for the proposed training. Employees at Pleasanton Marriott are not represented by a union.

Commitment to Training

The current annual training budget is \$42,000 for Berkeley and \$24,000 for Pleasanton Marriott. Monies are used to provide new employee orientation, basic customer service, basic supervisor skills, basic computer skills, OSHA-mandated training, sexual harassment prevention training, and on-the-job training.

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

Each hotel will have a designated Human Resources Representative to coordinate the ETP-funded training and collect all training rosters. A third-party administrative subcontractor will be hired to assist in the initial scheduling of training, enrollment, tracking of hours and meeting with ETP staff for monitoring visits. Training will be delivered by internal training and management staff. External training vendors may be used if the need arises.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Pyramid Berkeley Management retained National Training Company in Middletown to assist with development of this proposal for a flat fee of \$10,000.

ADMINISTRATIVE SERVICES

National Training Company will also perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours

8 - 200

Trainees may receive any of the following:

BUSINESS SKILLS

- Accounting Skills
- Advanced Communication Skills
- Advanced Telephone Techniques
- Business Processes
- Confidentiality and Privacy of Client Data Procedures
- Customer Focused Selling
- Dealing With Difficult People
- Getting Results Through Accountability
- Integrated Kitchen Procedures
- Negotiating Skills
- New Menu Presentation and Selling Skills
- Operating Procedures
- Payroll Systems Skills
- PBX System Skills
- Point of Sale Skills
- Reducing Negativity in the Workplace
- Resolving Guest Complaints
- Room Standards Techniques
- Service Standards

COMPUTER SKILLS

- Computerized Inventory
- Customer Information Systems
- Delphi Sales and Catering Software
- Food Management Systems Software
- Inventory Software
- Micros Point of Sale
- MS Office (Intermediate and Advanced)
- Opera Operating System Front Desk Application
- Outlook (Intermediate and Advanced)
- Reservation Software Systems
- Sales Reports & Schedule Software
- Tablet Technology

CONTINUOUS IMPROVEMENT

- Critical Thinking
- Exceeding Guest Expectations
- Identifying/Meeting Guests Needs
- Improving Communication with Guests
- Leadership
- Quality Improvement
- Resolving Guest Complaints
- Resolving Team Conflicts
- Standard Work Procedures

- Team Building

CBT Hours

0 – 22

BUSINESS SKILLS

- CARE: A Commitment to Quality (30m)
- Courtesy Rules! Better Telephone Skills (30m)
- Crisis Communications (30m)
- Delegation (30m)
- Delivering Quality Service (30m)
- Enabling Independence: Service for Guests with Disabilities (60m)
- Exceptional Experience: Guest Privacy, Guest Relations, Guest Complaints, Telephone Experience (60m)
- Full Service Operations: At Your Service (30m)
- Guest Problem Solving – At Your Service Plus (30m)
- Improving Guest Interaction: Best Face Forward (30m)
- Making Diversity Work for You (30m)
- Managing Safety on Your Shift (30m)
- Priority Setting and Multi-Tasking in the Front Office (30m)
- Service Culture Training (120m)
- Front Desk
 - Accident Reports, Shift Paperwork, Safety, Security, Wrap-Up – (60m)
 - Guest Services, Check-Out and Settlement (60m)
 - Managing the Property and Your Shift (30m)
 - Overview and First Impressions (60m)
 - Reservations, Sales, Check-In (60m)
- Housekeeping
 - Cleaning the Sleeping Area, Cleaning the Bathroom, Wrap-Up (60m)
 - Quality Guestroom Cleaning (30m)
 - Safety and Security, Preparing to Clean, Entering Guestrooms (60m)
 - The Deep Cleaning Process (30m)
- Maintenance
 - Bathroom Repairs (30m)
 - Building and Grounds Maintenance (30m)
 - Equipment and Building Systems (30m)
 - Making Sure Hotel is Safe and Secure (30m)
 - Major Guestroom Repairs (30m)
 - Minor Guestroom Repairs (30m)
 - Norovirus: Facts and Prevention (15m)
 - Overview (30 mins)
 - Preparing for Assignments (15m)
 - Public Areas (30m)
 - Quality Guestroom Maintenance (30m)
 - Wrap-Up (15m)
 - Your Property (15m)

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. CBT is capped at 50% of total training hours, per trainee.

UNITEHERE! Local 2850

East and North Bay's Union for hotel, foodservice, and gaming workers

December 31, 2015

Employment Training Panel
1100 J Street
4th Floor
Sacramento, CA 95814

Re: DoubleTree by Hilton Berkeley Marina. Employment Training Panel – Ref: 15-0597

The UNITE HERE Local 2850 supports the proposed Employment Training Panel (ETP) DoubleTree by Hilton Berkeley Marina project.

The Union understands that the ETP training program will provide various types of training to: Front Office, Guest Services, Housekeeping, Food & Beverage, Kitchen, and Maintenance staff.

Sincerely,



Wei-Ling Huber
President
UNITE HERE Local 2850
1440 Broadway, Ste. 208
Oakland, CA 94803