

Season's
Greetings!

HNI-GLOBAL

EXECUTIVE RECRUITERS TO THE HOSPITALITY INDUSTRY

Your Career – Where Do You Stand?

First, we would like

to send our very best to you during this holiday season and thank you for your support in the past year. We have enjoyed working with you and look forward to a great '96!

As you probably already know, the market has vastly improved in the past 18 months, and the hotel business is back on track with higher occupancies and improved bottom lines.

The bad news is that hotels continue to "change horses," being bought and sold, trading management companies and flags almost daily. In addition, many companies are experimenting with different organizational structures which may make your position obsolete! This, as we all know, leads to management turnover, which means that, increasingly, your job is never really secure.

*The best way to
predict your future
is to create it.*

It is vitally important that you learn to view yourself as a product with skills which are transportable and saleable. You need to manage your career and take steps today to improve your chances not only where you work currently but for prospective employers as well.

Most of you will find positions through your network of friends and peers. Statistically this is your most important source of paycheck security and career advancement. As part of your network it is also important for you to stay in touch with at least one reputable recruiter who specializes in the hospitality field.

We are pleased you have made us part of your network, and we hope you will keep us informed as we work on new positions and job openings daily. Knowing where you are and your current status is extremely important to us. So stay in touch. You never know when that perfect position for you crosses our desk.

Along with holiday greetings it occurred to us that sending you something which will help your career in the new year would be most useful and appreciated. So what follows is some information we hope will help you. If you have any questions, feel free to call or write us anytime.

Improve Your Skills

Our industry is moving and changing rapidly so plan on devoting some time (we know you have precious little!) to skill development. Take a class, seminar, or read a new management book. Have an interest in what other departments are doing and hone your skills.

Tips On Networking

Since your next position will probably come from your "network," what have you done lately to improve and expand this network? How many peers do you stay in touch with at competing properties? Do you stay in touch with former employers and bosses? Do you belong to at least one hospitality related organization? Are you involved in your community? Do you call your recruiter periodically?

If the answer to any of the above is no, you should make an effort in the coming year to meet new people in the industry and keep in touch. Remember that if you start networking when you are out of a job or at the 11th hour, you will get few results, or the results will take longer.

Work on your network weekly. Make calls to friends, stay in touch, and help those who may need your support now. This builds bridges to future opportunities. ■

*Winners are
ordinary people
with extraordinary
determination.*

Your Resume ... *does it have the right stuff?*

Most of you imagine we

read hundreds of resumes each year and you're right! We have seen them all and then some as far as styles and forms of presentation. Many are poorly done, some are pretty good, but few are excellent. There are a myriad of reasons resumes fail to sell the real you. We made a list of important Do's and Don'ts and they follow. They are not meant to be all-inclusive, but if you review your resume with these points in mind you will probably avoid the majority of terminal resume mistakes! Remember, nothing is a substitute for the real you, so don't expect the resume to wield miracles in getting you that perfect job.

General Layout

Keep your resume clear, concise, easy to read, and remember to use empty space to give your resume a crisp look. In an effort to stand out in a stack of resumes some have tried fonts or paper which is special or colored. Usually this technique does not work well and should be avoided! Use a clear typestyle and print it on the best quality plain paper you can find. This is much more effective than designer papers.

Length of Resume

Many of you have heard that a one-page resume is the correct length of a resume, period. Well, in our opinion, it is much more important to present your background in a neat, orderly, and accurate fashion than to try to squeeze your resume into one page. Generally, it is our suggestion you keep your resume to no more than three pages. If you have years of experience and are a General Manager now, start abbreviating position descriptions from twenty years ago. No one cares how fancy the restaurant was when you worked there as a busboy!

Type Size

Many of you choose a point size which is too small. This is probably because many of you think that you must keep your resume to only one page, or you are trying to put too much data about your positions into too little space. Remember also that many resumes are faxed and, besides normal fax distortions which

make documents harder to read, many fax machines shrink documents to fit plain paper output which reduces the size even more.

Dates of Employment

The correct presentation of dates of employment should be month and year of start and finish. If you use years only, the reader automatically suspects you are hiding short tenures or hiding stretches of unemployment. If you have several positions with the same company, show this clearly!

Employer Information

You should always briefly and accurately describe the hotel, resort, restaurant, etc., on your resume. By this, we mean hotels, number of rooms, size of banquet space, number of outlets, and possibly type of business for which the property is generally known. For food and beverage situations include cuisine style, number of seats, and general hours of operation. Do not include employer address! This clutters up your resume and is entirely unnecessary!!! You should include city and state or, for international positions, the country.

Job Descriptions

Briefly tell of the scope of your responsibilities. List your accomplishments, use action verbs, leadership words, and result phrases. Don't write a book, just the highlights. Don't try to explain what is obvious.

Photos, Birth Dates, Salaries, and...

None of these should be included in your resume nor supplied unless you are sending it overseas where this information is normally expected. Including your salary history on your resume is inappropriate.

References

Keep an up-to-date reference sheet of 5 to 8 individuals you have previously contacted who have agreed to answer reference questions from prospective employers. These should be people to whom you have reported and who know the nature of your performance. Co-

workers are good as well. You should include the following information for each reference: name, current title and company they work for, a current address and preferred phone number. It is your responsibility to keep this list accurate! There is nothing more annoying than for someone to have to "track your reference down," and this may be the difference between your getting that job or someone else getting it!

Spelling

Make very sure you have your resume proofed, and check the spelling of everything you send out! Misspelled words and terms are a major turnoff.

Misinformation

Remember, accuracy is very important and, as you well know, our industry is very small! Don't assume the reader of your resume is not informed, and please don't brag about accomplishments you had no control over! Many employers are now checking to see if you really have that degree, so beware!

Resume Services

Many of you do your own resumes, which is fine if you spend some time with it and pay attention to the points we mention here. Otherwise, consider a resume service which specializes in resume writing and production. Ultimately, though, you are responsible for the content. A resume service will generally not be aware of our industry jargon, so pay attention! Furthermore, before you select a service, ask to see some samples of their work. Don't assume more expensive is better as there are lots of examples of poor work out there at outrageous prices. Prices range from around \$50 for a basic retype to several hundreds of dollars for complicated resumes with multiple cover letters. Remember that some of the mistakes we list here are from resumes prepared by "professional" resume companies. A few well-spent dollars on your resume is well worth the money, so don't try to save by doing it yourself unless you intend to really spend some time doing it right. ■

Hospitality Recruiting Is Our Business

What is HNI-Global?

Hospitality Network International/Global Hospitality Search is a search firm specializing in the hospitality industry. We are committed to delivering timely results with confidentiality, ethics, and professionalism. We have established certain strict operating guidelines within our firm which are predicated upon one basic principle. We wish to be known as a "search firm you can trust." In other words, we endeavor at all times to treat our clients and candidates the same way we would like to be treated ourselves.

Executive recruiters, of course, earn their living by charging an employer a fee for finding a person who fits the job specification given to the recruiter by their client. This fee is paid to the recruiter upon successful conclusion of a search. Accomplishing this is not only costly on our part, but requires expertise in a myriad of hospitality disciplines if it is to be done with professionalism and is to be worth the fee charged.

Global's Three Offices

In fact, the process of recruiting and placing candidates is often misunderstood and at times distrusted for a variety of reasons. Most of you have your own vision of what recruiters do and what type of service they provide. Executive recruiters who work within the hospitality industry range from one-person operations to firms like HNI-Global with multiple offices and several consultant employees in each office.

We Know Hospitality

We believe that in order to service the hospitality industry properly we must thoroughly understand the business. This is why the owners and consultants in our three offices, Los Angeles, Toronto, and Montreal, are all from the hospitality industry originally. Most of us not only have years of hospitality management or operations experience as General Managers, Food & Beverage Directors, Chefs, etc., but several hold degrees from

prestigious hotel schools. This experience allows us to be more than just "head hunters." It allows us to understand your situation thoroughly; thus we can bring our combined expertise and experience into each search assignment.

We Deliver Quality Results

Is everyone who is a Food and Beverage Director, for instance, right for a certain position? No, of course not. The reason is that each client has different needs, problems, personalities, budgets, and company cultures.

Consequently, the selection process is often an arduous, wasteful, and frustrating experience for companies and prospective managers alike.

Our clients have learned that we can simplify this process, expedite it, and deliver talent which is right not only for them but for the individual we place. We will refer candidates we have carefully evaluated to meet or exceed the criteria set forth by our client.

Los Angeles Office

Our office is located in Pasadena, California, and has been in operation since 1993. The office has two partners, Eden Slegre and Tom Weber, both of whom have many years of hospitality search experience.

Tom Weber has 17 years of hands-on experience with companies such as Hyatt, Sheraton, Doubletree, and independents in Sales and Operational Management. Tom has a degree from the University of Houston in Hotel Management.

Mr. Slegre has held management positions in hotels, restaurants, and university dining services both in the United States and in Europe. He attended business

college in Switzerland and subsequently earned a degree from the Hotel School at Cornell University. He speaks several languages and comes from a family of hoteliers.

Where Do We Work?

We have successfully placed management executives throughout California, the United States and Canada, as well as all corners of the world including Russia, the Caribbean, Asia, and everywhere

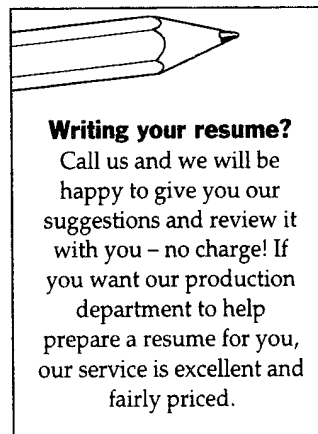
in between. Our offices communicate daily on assignments, and the combined expertise allows us to deliver results expeditiously.

When Should You Call?

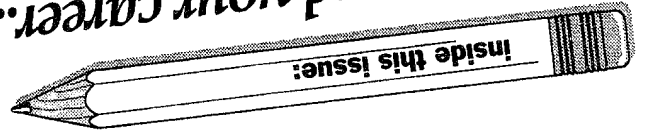
We are happy to hear from you anytime. Feel free to call if you have questions or if we can be of assistance in any way. Our business is truly one of networking and learning from each other every day. You can be assured of complete confidentiality.

What Do We Charge?

If you are interested in knowing more about our fees and services, please contact us today. We would be happy to assist you. ■



You and your career...



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Wishing you a wonderful
holiday season and a world of peace
and success in '96

HNI - Global
Tom Weber & Eden Slegr

