



Postell IV, Nathan

Housekeeping Manager

Manager: Arika Reed

Evaluated By: Alfred Groos

Manager - 2018 Performance Evaluation

Organization: Arika Reed

Location: Royal Sonesta New Orleans, LA

01/01/2018 - 12/31/2018

Overall Rating

Manager Overall Evaluation

Rating: Fully Successful

Comment: Nate had a very good year . He was presented with lots of difficult challenges and tried very hard to overcome them .
He has an opportunity to work with the new DOR and his DOH towards restoring the standards that Housekeeping has always prided itself on .

Acknowledgement

Manager

Entered by: Arika Reed **Date:** 02/28/2019

Status: Manager: Reviewed and approved.

Comment:

Employee

Entered by: Nathan Postell IV **Date:** 03/11/2019

Status: Employee: I have received my performance evaluation.

Comment:

2018 Goals

- Develop a more diverse department with regard to cross-training, hiring and promotion of Royal Sonesta employees and removing the barriers on certain jobs within the department that were previously gender specific.

Due Date: **Status:** **Completion Date:**

Category:

Manager Evaluation

Rating: ME (Meets Expectations)

Comment: Agree with Nate's comments. But there is still much to do .

Employee Evaluation

Rating: ME (Meets Expectations)

Comment: To date we have several female House Attendants, male Room Attendants and male Floor Supervisors. In 2018 I interviewed dozens of candidates for positions within the Housekeeping Department, we hired three, full-time Royal Sonesta employees.

Competencies

Service Focus- Models and reinforces our GUEST standards; delivers high-quality, professional, responsive and innovative service. Supports and demonstrates Sonesta's Culture of Caring for our guests and our employees; Shows respect for people and their differences.

Manager Evaluation

Rating: ME (Meets Expectations)

Response: Agree with Nate's comments regarding the Culture of Caring .
For much of the year we enjoyed good overall guest comments . However the last 2 months we have received too many negative comments particularly on cleanliness and remake services.

Employee Evaluation

Rating: EE (Exceeds Expectations)

Response: As a part of Sonesta's Culture of Caring, spearheaded two Housekeeping Department food drives in-which members of the Housekeeping T.E.A.M. and others participated. In the first food drive, we collected 600 pounds of rice and the second food drive produced 325 pounds of beans - two classic New Orleans food items that are also shelf-stable and a staple in many pantries. The 925 pounds of food were donated to the New Orleans Mission, a local homeless shelter. Now in the fourth year, developed a turn down program in which we deliver a special holiday chocolate to our guests on Christmas Eve and Christmas Day as a way of saying "Thank you for staying with us" during the holiday season. In addition, I encourage our employees to participate in our Culture of Caring via the care cards program as well as the Employee of the Month nomination. Currently, Housekeeping employees that submit nominations or care cards are doing at my direction - I would like to get our employees to get in the habit of completing these projects on a regular basis and without direction.

Communication – Communicates promptly, effectively and collaboratively; connects with guests, peers, and direct reports, seeks understanding of guests' and employees' needs through active listening, clearly and effectively shares information to others and demonstrates effective oral and written communication.

Manager Evaluation

Rating: ME (Meets Expectations)

Response: Does communicate well with in Housekeeping .
Must improve communication on line (or other) challenges where he needs support and assistance.
Housekeeping does not regularly attend Resume meeting which is a mandatory meeting.

Employee Evaluation

Rating: EE (Exceeds Expectations)

Response: Regularly communicates verbally and in writing, professional and responsibly with all members of the hotel T.E.A.M. and guests. I treat others with the same amount of fairness, respect and dignity that I expect to receive and approach all forms of communication with that same expectation. All written correspondence includes a greeting, my "Out Of Office" message is turned on when I am out of the office per

company standard and I use active listening skills to take instructions as well as give directions.

Teamwork & Collaboration- Creates an environment where employees are engaged and can do their best work; collaborates with colleagues and other departments in order to achieve results in alignment with the operations, and the vision and mission of Sonesta; provides assistance without being asked, works to understand the perspectives of others; provides service to the department through committees, shares recognition with coworkers and acknowledges others.

Manager Evaluation

Rating: ME (Meets Expectations)
Response: Promotes teamwork within the department and has improved with other departments. Shares recognition within the department.

Employee Evaluation

Rating: EE (Exceeds Expectations)
Response: I believe that any honor or recognition bestowed on one member of the Housekeeping Department is to be shared by all members of the Housekeeping Department. The same goes for the negative. We all have to work together not only for the benefit of the guest but for the benefit of our business. In Housekeeping, we regularly have "pop-up" site visits, room moves, furniture moves for last minute hospitality suites, last minute staffing needs, etc. Every department of our hotel touches Housekeeping in one way or another and as a Manager, it is my responsibility to ensure our T.E.A.M. understands that as well as figure out a way to complete requests so they do not negatively impact the large Housekeeping operation. This is not always easy, however we get it done. Through my role as the Housekeeping Manager with direct responsibility of the Linen and Uniform room, I order uniforms when necessary for employees throughout the hotel and have often ordered supplies for departments that needed them. I routinely take time out to explain procedures and processes to managers and employees that they may not be familiar with - such as the uniform and linen room ordering process and I make sure that our Linen and Uniform T.E.A.M. understands their role as it relates to customer service for both our internal and external guests.

Job Mastery & Drive For Results – Operates the department efficiently and profitability, tends to deliverables and deadlines, produces desired results, knowledgeable in his/her work, actively participates in our “learning” culture.

Manager Evaluation

Rating: ME (Meets Expectations)

Response: Agree with Nate's comments.

Employee Evaluation

Rating: ME (Meets Expectations)

Response: I would list this rating as Meets Expectations, largely due to the reality that our limited budget in Housekeeping as well as outside influences causes us challenges that affects profitability and deliverables. In 2018, our extremely limited budget in the area of hotel room linen, as well as challenges beyond our control with our laundry facility, room moves due to overselling and room maintenance issues caused us to see an influx of guest complaints re: late check-ins. Most of 2018 we operated on a one or two par on linen which meant we were waiting for the laundry truck to hopefully deliver serviceable linen which caused delays. Areas or projects where my work was not affected by outside challenges were always delivered on time - if not early. I have participated in all mandatory training classes and will routinely ask questions or seek out assistance when necessary.

Performance Management- Effectively attracts and retains talented employees, provides ongoing feedback, coaching, and development of employees; effectively manages the performance of employees; provides solutions and resources.

Manager Evaluation

Rating: ME (Meets Expectations)

Response: I agree with Nate's comments about successes that have been achieved. However turnover has been a very big issue which has impacted overall performance .

Employee Evaluation

Rating: EE (Exceeds Expectations)

Response: I regularly interview employees recruited by our Hiring Manager and earlier this year attended a job fair in-which I interviewed candidates. In addition to interviewing through our hotel Hiring Manager, I have also identified Housekeeping contract employees who work for a staffing company who I feel would become great Sonesta employees. Every year over the last several years, we have brought on at least one employee from the staffing company that became a member of our Sonesta T.E.A.M. One employee, Francisco Calix, became a Sonesta employee this past March 2018 and has done such an exemplary job, has been promoted to Housekeeping Floor Supervisor. I regularly look for ways to develop our employees - challenging them when I know they need to be challenged and getting them to think outside of the box. As a manager, it is easy to volunteer a solution when an

employee brings you a problem. I listen to the problem, encourage a dialogue with the employee and work with them to come up with their own solution, to which I would give them guidance or suggestions. I am responsible for creating the documentation of all Housekeeping employees, I track attendance for members of the department, I submit the HR monthly scorecard and I actively look for opportunities to cross-train our employees - Sonesta and contract employees a like.

Problem Solving / Decision Making: Problem solving - Identifies problems, conducts appropriate analyses, searches for best solutions; involves others in seeking innovative, simple and effective solutions; responds quickly to new challenges. Decision making - Makes clear, consistent, transparent decisions; acts with integrity in all decision making; uses data appropriately in making decisions; distinguishes relevant from irrelevant information, makes timely decisions, and communicates clearly across the organization in which they influence.

Manager Evaluation

Rating: ME (Meets Expectations)
Response: Nate is a very good problem solver . But he should reach out for assistance when he needs help . ie linen shortages , late linen delivery , shortages in supplies .

Employee Evaluation

Rating: EE (Exceeds Expectations)
Response: Everyday is a new challenge in Housekeeping and I use my experience work in Food & Beverage as a guide. Through clear and effective communication, I ensure that my T.E.A.M. understands me and my expectations so that there is no misunderstanding. I accept responsibility for any decisions I make and I do not hesitate to reach out to Superiors with questions or to discuss needs. During the summer of 2018, I had a conversation with our Director of Finance and the Assistant Director of Finance where I made the suggestion that we use Royal Sonesta water as a part of our in-room water program as a way to reduce expenses and increase revenue. From the perspective of a guest, \$7 for Aqua Panna - I can take it or leave it. \$7 for a bottle of water with the brand and name of the hotel I'm staying in, piques my curiosity to at least try it. \$7 - not including taxes/fees - for an interesting memory is well worth it.

Strategic Planning and Organizing- Understands the big picture and aligns priorities with broader goals, measures outcomes, uses available data and feedback from others to change as needed, evaluates alternatives and opportunities to seek improvements, while driving solutions to complex issues.

Manager Evaluation

Employee Evaluation

Rating: ME (Meets Expectations)
Response: Given the financial restraints Nate has done a very good job navigating the daily operations.

Rating: EE (Exceeds Expectations)
Response: During the summer of 2018, I served as the only Manager in the Housekeeping Department while the HSK Director was out on medical leave for a total 16 weeks. During that time, I continued to hire, train, coach/counsel employees, complete payroll, introduced the Rex system, managed the flow of Out of Order Rooms that were going out of service and returning to service for mildew and/or remediation treatment, processed purchase orders and buy efficient requests, worked with the Front Office to resolve guest complaints and issues, completed room inspections and public area inspections, made regular rounds on the floors and a list of other daily tasks and responsibilities. I understood that the business of the hotel did not stop and neither did, using my skills for planning, organization and leadership to get our team and the hotel through that challenging time. During this time, I altered my schedule to work in the morning, to work in the evenings and to work mid's all to make sure our hotel and our business were maintained. I was not instructed to do this - I did what I felt was necessary to ensure our success and our operation. I kept the Rooms Director up-to-date through regular meetings and conversations and during my days off which were on Tuesdays and Wednesday's - the slowest days for our hotel - I was in contact with our Housekeeping T.E.A.M. via phone and text messages, again to ensure our overall success.

Leadership – Influences employees to perform to their highest standard, establishes a trusting environment to enrich the culture, focuses on the mission and well-being of the department, hotel, and company as a whole, leads by example and operates with integrity and respect.

Manager Evaluation

Rating: EE (Exceeds Expectations)
Response: Nate has put in remarkable effort during the 16 weeks his Director was out this during the summer as well as the the past month when she has also been out on leave.

Employee Evaluation

Rating: EE (Exceeds Expectations)
Response: Strong leadership is key and I feel that my leadership as the Housekeeping Manager for the New Orleans property Exceeds Expectations. Managing a Department of 65+ full time employees with 65 different personalities, responsible for the cleanliness of 483 guest rooms, more than 20 restrooms, hotel public areas to include the

lobby, lower lobby, pool, courtyard, fitness center, hospitality suites, Executive offices, Sales offices, F&B / Security offices, HR offices, etc., all while maintaining a high occupancy throughout the year is no easy feat. It is my responsibility to keep our T.E.A.M. motivated, focused and on task and I have done that.

Section Summary

Manager Evaluation

Comment:

Employee Evaluation

Comment: I enjoy working for Sonesta and look forward to continuing my development in Hotel management with the company.

Additional Insights

Please describe actions that will improve performance.

Manager Evaluation

Response: Housekeeping had a very good three quarter but is now operating almost daily in crisis mode. Nate and the DOH must work closely with the new DOR towards rebuilding the department up to standard .

Employee Evaluation

Response: Budgets more accurately in-line with the needs of the hotel, our staff and our business. Realistic objects and mutual teamwork and collaboration between the Front Desk and Housekeeping.

Please describe signification accomplishments for this year.

Manager Evaluation

Response: Profitability , EE scores Exceptional effort while the DOH was out twice during the year.

Employee Evaluation

Response: Managed the Housekeeping Department without the Director of Housekeeping for 20+ weeks while maintaining our staffing levels, increased occupancy and meeting budgets.

Is there anything you could do for each other that would assist in stronger individual or department performance.

Manager Evaluation

Response: Establish realistic pars for linen . Inventory often . Ensure adequate supply of guest supplies.

Employee Evaluation

Response: Budgets more accurately in-line with the needs of the hotel, our staff and our business. Realistic objects and mutual teamwork and collaboration between the Front Desk and Housekeeping.

Did the employee report to the manager for the entire performance cycle? If not, please indicate what time period was relevant. If available, was feedback obtained from the previous manager or co-managers for this employee..

Manager Evaluation

Response: Nate does not work directly for me.

Employee Evaluation

Response: In 2018, my Managers were Brian Englehart, Director of Rooms and Arika Reed, Director of Housekeeping, respectively.