



南加州台灣旅館業同業公會

年會特刊

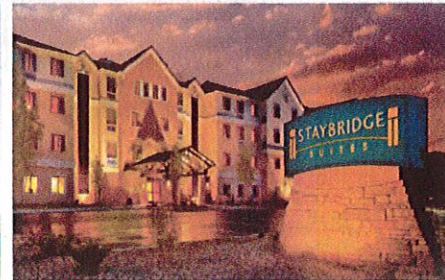
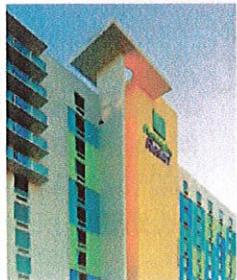
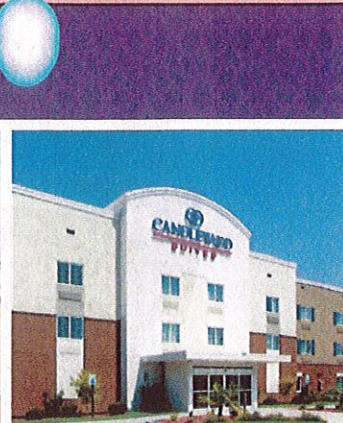
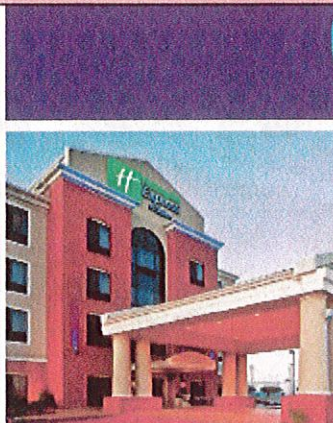
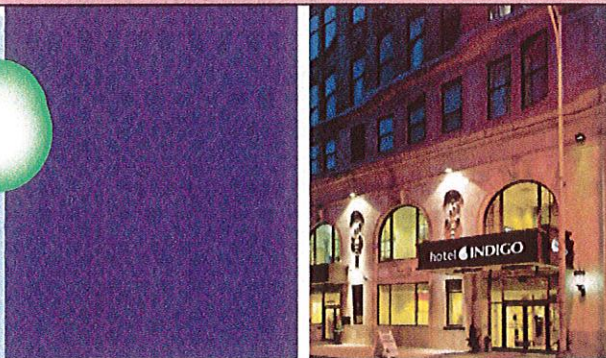
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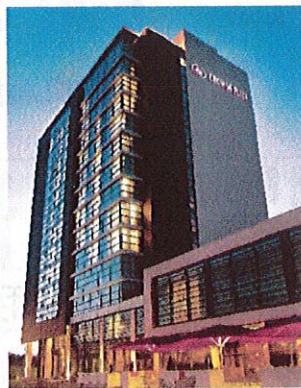
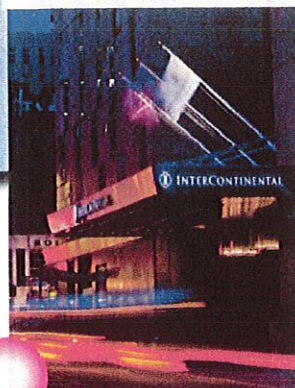
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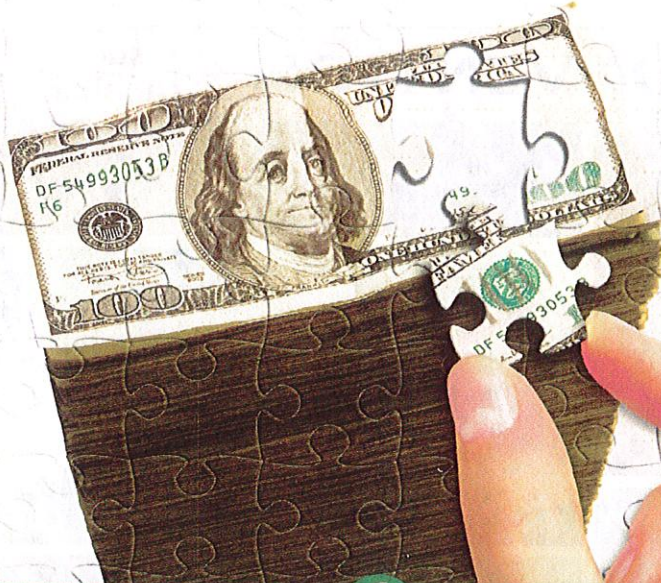
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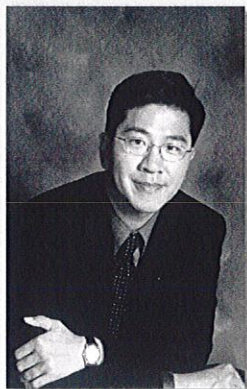
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第一屆	蔡金裕 / King Chai.....1974-1976
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第七屆	范宗陣 / John Fan.....1981-1982
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第三十三屆-三十四屆	汪俊宇 / Gerald Wang.....盧景林.....邱垂煌、許清松....2007-2009林宣昭、范約瑟
第三十五屆-三十六屆	鄧永征 / Nicolas Teng.....范約瑟.....邱垂煌、許清松....2009-2011林宣昭、盧景林汪俊宇
第三十七屆-三十九屆	汪蔚興 / Wilson Wang范約瑟邱垂煌、許清松2011-2014 林宣昭、汪俊宇 鄧永征

A message from President



會長 汪蔚興
Wilson Wang
President of THMASC

送舊迎新，南加州台灣旅館業同業公會已正式邁入了第三十九個年頭了。承蒙各位會員、理事及先進的錯愛，再次榮任本屆的會長一職。本人謹此感謝各位的支持及愛護，並懇請大家繼續支持公會，共同開創未來。小弟將繼續秉持歷屆會長的理念及公會的宗旨，繼續為服務會員及同業們努力。

近日來由於政府預算法案延宕、兩黨政爭不斷，導致政府施政停擺，幾乎造成美國信用比評調降，使得美國經濟及市場猶如逆水行舟。雖說參、眾兩院日前通過了國家預算法案臨時條款，暫時紓解了眼前的困境，但明年隨之而來的政爭問題依舊難以衡估。

政府預算法案延宕的其中一項主因便是沸沸揚揚的全民健保法案，而這條「歐巴馬健保法」使得各個中小企業措手不及，並對法案的在勞資關係的未來影響感到危機重重。為此，公會將特別於十一月十三日舉辦一個全民健保法案的緊急座談會，屆時將由華人保險業界資深的專業廖彬淳先生來位會友們詳細解說法案的內容，以及法案對勞、資雙方的影響及注意事項。相當難得的機會，希望各位同業們不要錯過了。

公會的成立在於對台灣的熱愛、對同鄉們的感情、及對同業們的責任。在未來第三十九屆的日子裡，公會仍然需要各位事業有成的會友們及熱心公益的理事們全力的支持。如有公會與小弟能服務的地方，懇請各位前輩先進們不吝賜教。在此誠心致上感謝之意，並敬祝大家財源廣進、闔家愉快。



TECO LA 令狐榮達 處長、周慶龍 副處長、Irvine Mayor Steven Choi, 僑委會橙縣 高家富 主任、王政煌、邱垂煌、林翠雲 on the November seminar information

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第145期 2013 年 9 月出刊

Our Team

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召集人：陳柏睿
執行編輯：柯欣侑、陳少敏
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王政煌、郭學仁、李德揚、施吾樺、鄭春暉、劉明岳、呂世豪
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Director	理事	林士隆	Mr. Teddy Lin	9335 Kearny Mesa Rd. San Diego, CA 92126 (O)626-280-2207 (F) 626-280-2243 thmasc1688@gmail.com

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會務活動

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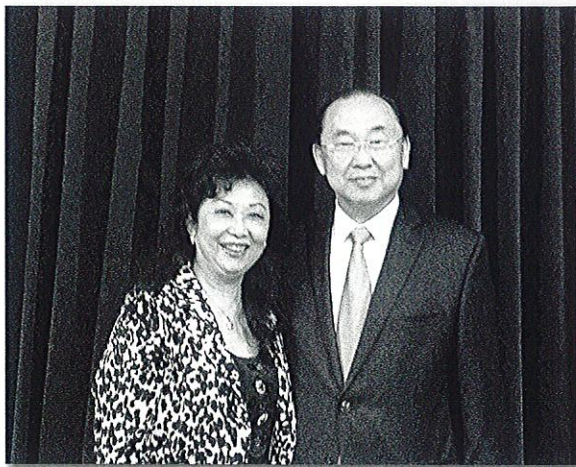
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詹凱誠立法委員僑民訪談



台灣美食餐廳評選授證活動



會務活動

座談會



南加州台灣旅館業同業公會

Taiwan Hotel & Motel Association Of Southern California

1045 E. Valley Blvd #212 A San Gabriel, CA 91776

Tel : 626-280-2207, Fax : 626-280-2243

e-mail : thmasc1688@gmail.com

會員邀請函

座談會主題：何謂 2014 年歐巴馬全民健保法案？

- 何謂全民健保法案？
- 加州保險交易所四種全民健保計劃說明
- 個人保險如何取政府保費補助？
- 中小型企業團體保險如何獲取稅務優惠？
- 大型企業團體保險如何避免政府罰款？
- 全民健保法案的推動，對旅館經營業者的影響為何？

座談會時間：2013 年 11 月 13 日(星期三) 下午一時 PM

座談會地點：



Crowne Plaza Costa Mesa Orange County

3131 S. Bristol Street Costa Mesa, CA 92626

敬邀蒞臨為荷座位有限請盡早報名，詳情請洽公會總幹事 Anita 柯欣倩(626)280-2207。

會長 汪蔚興

敬邀

回條 (Reply)

日期(Date): Nov 13th 2013 9:30 Am

姓名(Name): _____ 職位(Position) _____

公司(Company): _____

地址(Address): _____

電話(Tel): _____ 傳真(Fax) _____

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會務活動

座談會



南加州台灣旅館業同業公會

Taiwan Hotel & Motel Association Of Southern California

1045 E. Valley Blvd #212 A San Gabriel, CA 91776

Tel : 626-280-2207, Fax : 626-280-2243

e-mail : thmasc1688@gmail.com

座談會講師簡介



廖彬淳個人簡介

紐約人壽 2007 年全美華裔銷售第一名

紐約人壽董事長理事會 1998 - 2010

全球百萬圓桌終身會員 (連續十年以上)

全球百萬圓桌頂尖會員 2006 - 2011

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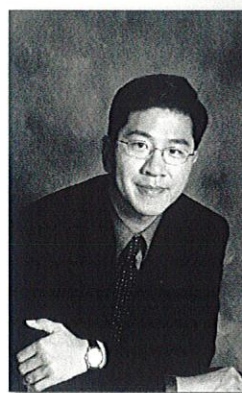
恭賀

本會 前理事長 林宣昭與 現任會長 汪蔚興

受聘 中華民國僑務委員會 僑務顧問



前理事長 林宣昭



會長 汪蔚興



Overseas Community Affairs Council
僑務委員會

全體理事暨會員同賀

會員動態

恭賀前理事長 許清松榮獲 Ramada Worldwide's "Best of 2013 Award winner"

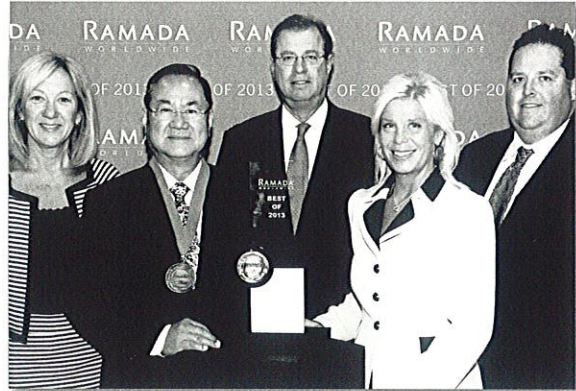
RAMADA
WORLDWIDE

Mark F. Young, CHA
Brand Senior Vice President

October 14, 2013

Stephen Hsu
Ramada Plaza Anaheim
515 W. Katella Avenue
Anaheim, CA 92802

Dear Stephen:

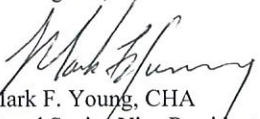


It was great seeing you in Las Vegas at the recent Wyndham Hotel Group Global Conference. I hope you enjoyed your stay, and trust you found conference to be informative, as well as entertaining.

I am sure the highlight of this year's Ramada Worldwide general session was when your property was called as a Ramada Worldwide "BEST of 2013" award winner. I have enclosed a picture capturing this memorable occasion, as well as a press release template for you to use.

Please extend my congratulations to your team on this great accomplishment and their continued commitment to Ramada Worldwide.

Best regards,


Mark F. Young, CHA
Brand Senior Vice President

MFY:pb

Enclosures

Ramada Worldwide Inc. / 22 Sylvan Way / Parsippany, New Jersey 07054 / tel 973-753-8211 / fax 973-753-8210

Hotel Indigo Is Now Open Near the Happiest Place on Earth--Disneyland

Hotel Indigo Anaheim

435 W. Katella Ave., [map], Anaheim, CA, United States, 92802

The Hotel Indigo is thataway!

祝賀安那罕英迪格酒店開幕！

More great news for Disney lovers--a Hotel Indigo is opening in Anaheim near Disneyland.

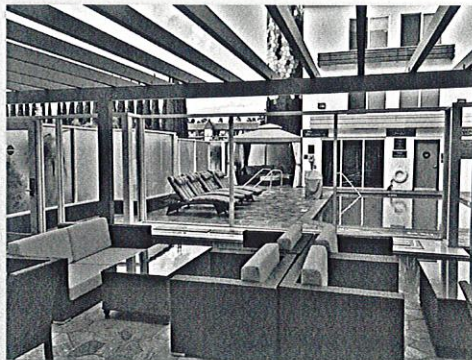


Indigo's parent company, InterContinental Hotel Group, has converted the Holiday Inn Express at 435 Katella Avenue, near the convention center, into The Hotel Indigo Anaheim, a "retro-style" hotel with 104 rooms, a pool, a fitness center and restaurant, The Chambers Bar & Bistro. (The rebranding was made possible by New Century Enterprises, LLC who poured about \$5 million into the property.)

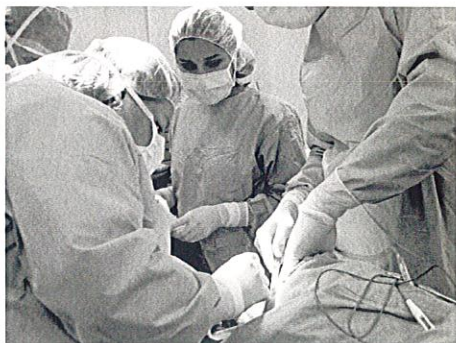
As with all Hotel Indigos, the surrounding area and its history play an important in the hotel's identity. But how does this work when the surrounding area is ruled by Mickey? Well, Indigo went way back for inspiration. Apparently, the hotel is located near what used to be a wagon trail that connected several ranches responsible for producing nearly half of America's walnuts in the early 1900s. Seriously. So the Hotel Indigo Anahemi now features mosaic murals with blooming walnut trees. (No nutcrackers in the minibars though.)

Additionally, the hotel's restaurant is an homage to the Chambers Ranch which was home to the families who made their living growing walnuts.

Rates at the Hotel Indigo start at just \$159 next weekend. However, the website is still showing some old photos of the Holiday Inn Express but the hotel is indeed a Hotel Indigo now.



馮聖明



人在身體健康的時候，總覺得買健康保險，是一項額外的開支，但是沒有保險一旦生病，在美國的醫療費用，更非一般人能負擔得起，有人花盡一生的積蓄甚至於負債累累。作為一個旅館僱主，如果員工生病而沒有健康保險，造成員工本人財務上發生問題，總會帶給僱主不必要的煩惱。如果是旅館重要的員工，甚至會影響生意。經常聽到員工要求僱主提供健康保險福利，到底是買與不買？那些員工買？用那一種保險？最後再考慮到旅館要負擔多少開支？如果你仔細閱讀本文，或許會為你提供一些答案。旅館公會是南加州所有公會當中少數能提供健康保險福利給會員的公會。

旅館公會特別為每一位會員及其旅館提供健康保險福利，只要你是公會會員，即可享有參加的權利。保險公司是由加州最大HMO公司之一的HealthNet所承保。醫生大多數屬於HealthNet的合約醫生，醫療網亦很多，到目前為止，尚沒有會員有不好的反應，反而得到醫療照顧的會員，大大的推崇這項福利，認為應該更多的人參加，希望公會多加宣傳。

一、 旅館公會所提供的健康保險福利如下：
（因為文章有限，只列部份福利，歡迎索取詳細的英文福利說明）

1. 沒有Deductible。
 2. 沒有最高上限 Lifetime Maxums。
 3. 每年會員最高自付額為\$3,000。
 4. 新生嬰兒前30天醫生門診免費，出生後31天以上為\$35。
 5. 醫生門診費\$35。
 6. 專科醫生門診費\$35。
 7. 過敏查測\$35，過敏打針\$35，其他的打針免費。
 8. 開刀、麻醉、X光及驗血沒有費用。
 9. 產前檢查門診\$35。
 10. 正常生產，難產費用免。
 11. 醫院房間費用每次入院\$1,500。
 12. 專業護士費用自付額20%。
 13. 醫院生產費用每次入院\$1,500。
 14. 醫院非住院服務自付額20%。
 15. 醫院非住院開刀\$1,500。
 16. 急診室\$100。
 17. 救護車自付額20%。
 18. 家庭看護，每年有100天（Partiase或隔天）免費。
 19. 化療、器官移植免費。
 20. 買藥\$15/\$30/\$50。（普通藥／有牌子藥／非一般建議使用藥）。有牌子藥年自付額\$150。
- （以上所述福利，僅大略性，詳細承保內容，必須直接向HealthNet查問，本文不作任何承諾與保證）

會員福利

二、 保險費用（每年九月一日調整一次）

個人	\$343.13
個人+孩子	\$651.95
個人+配偶	\$748.02
全家	\$1063.70
另加\$10手續費每個月。	

三、 申請方法

1. 必須是旅館公會會員。
2. 個人填寫申請表。
3. 郵寄或傳真申請表。
4. 繳頭一個月保費。
5. 生效日期，可指定當月或下一個月1號。

四、 付保險費方式

1. 每個月帳單寄到旅館。
2. 旅館開出支票。
3. 每個月20號必須收到支票，否則保險會被取消，一年內不得再保。
4. 退保必須書面通知，不付保費者，不會自動退保，公會會追繳所欠保費。

五、 常問問題

1. 過去有病歷，已經懷孕，年齡超過65歲時，是否可投保？

馬上加入旅館公會成為會員，每年按時繳會費便可申請。

2. 可否只替經理、會計等主要員工申請？

只要你是旅館公會會員，投保人只要個別填寫申請表來申請。

3. 65歲以上是否要退保？

建議最好去申請Medicare，再加上所提供的Senior Plan，就更加完整了。

4. 替員工買保險，對僱主有什麼好處？

可以留住好的員工，增加工作效率，使旅館生意更穩定。可以只替員工付50%，另50%由員工自行負擔，千萬別給員工錢去自己買保險，否則便失去意義。

最後總結，希望大家身體健康，人人都有健康保險。加入旅館公會，支持您的公會。在今天競爭的社會中，為你的員工及自己提供一點點的福利，讓您的旅館生意更興隆，賺大錢。如果有任何保險的問題，請電：626-215-4584馮先生。



南加州台灣旅館業同業公會

Taiwan Hotel & Motel Association of Southern California

會員申請書

Membership Application Form

會員姓名 Applicant's Name

(中文) _____ Name _____

Address _____ Tel: _____

Fax: _____

本人\公司為 ☐ 申請加入為新會員 ☐ 申請加入為榮譽會員
繳交

會員年費

☐ \$100 元 50 單位以下+旅館通訊

☐ \$150 元 51~99 單位+旅館通訊

☐ \$200 元 100 單位以上+旅館通訊

☐ \$200 元榮譽會員(公司)+旅館通訊

☐ \$150 元榮譽會員(個人)+旅館通訊

合計 _____ 元

旅館或公司名稱 Company/Hotel Name

中文 _____ Name _____

Address _____ Tel _____

Fax _____

旅館單位數 _____

支票請開: T. H. M. A. S. C.

郵寄: 1045 E. Valley Blvd #A212

San Gabriel, CA 91776

Tel: 626-280-2207

Fax: 626-280-2243

本欄由公會填寫

金額:

支票號碼:

支票抬頭:

南加州台灣旅館業同業公會

TAIWAN HOTEL & MOTEL ASSOCIATION OF SOUTHERN CALIFORNIA

旅館通訊廣告價目表

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應對人力資源危機

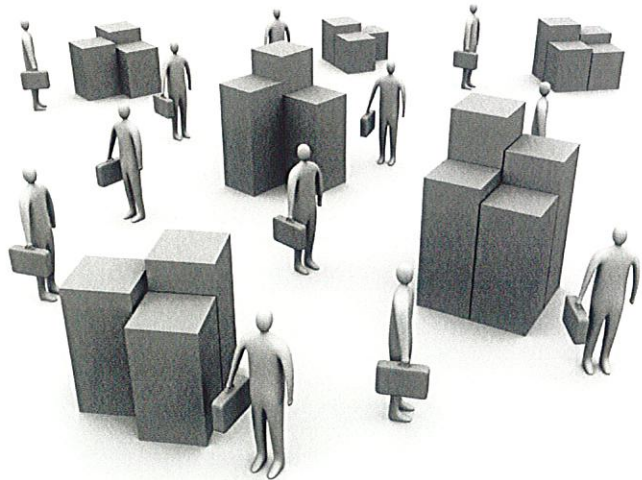
本刊編輯部

“**企**業經營成敗的關鍵在於人才。管理者的決策能力和員工的思想水準直接決定著飯店整體素質的高低。行業的競爭與整合在帶給飯店業發展契機的同時,也引發了新一輪的人才競爭。但是,我們也看到:一些飯店由於員工的頻繁流動、高層管理人員的突然辭職、薪資系統建設出現漏洞,以及人力資源季節性短缺、結構性矛盾等原因,而導致企業人心渙散、員工整體素質和服務效率降低、重要客戶流失、利潤下滑,甚至倒閉破產。可以說,人力資源危機的不當處理已經直接威脅到企業的生存。

所以,如何預防、妥善處理人力資源危機,把握危機期間的各種關係,進行積極的危機管理,使企業減少或避免危機造成的損失,已成為每一個飯店人力資源管理的重要課題。

樹立危機意識,建立預警機制

預防是解決危機的最好方法。在日常的經營管理中,飯店的管理者通常把更多的注意力放在如何提高市場份額、增加銷售量、實施產品創新等問題上,而忽視了對飯店的經營方向、組織制度的建設、員工工作情緒等方面的反思。對可能發生的人事危機或經營危機缺乏思想和行動上的準備,導致危機的潛在因素由量變發生質變直至爆發,使企業措手不及。所以,作為飯店的管理者一定要樹立人事管理的危機意識,提前防範,時刻以員工利益為重,與員工保持積極的溝通,建立危機預警系統,實現企業的持續發展。



1. 營造良好氛圍,加強與員工的溝通。良好的環境對員工是一種激勵因素,具體來說,企業環境包括:制度環境、工作環境、人際關係環境、心理環境等。飯店的管理者和人力資源部的工作人員應以人為本,善待員工,因才用人,以德服人,關心員工的工作、學習、生活,幫助員工排憂解難,使員工在輕鬆、和諧、向上的環境中工作。

溝通始終是經營管理的重要主題,在人力資源管理領域中顯得更為關鍵。良好的溝通過程不僅是一種資訊的傳遞過程,更是一種情緒和情感上的互動過程。有時管理者的隻言片語就可能重樹員工奮起的信心,而低效的溝通則往往會導致員工突然離職、消極怠工、抵觸情緒。所以,高品質的溝通會大大降低飯店人力資源危機發生的頻率和強度。

2. 優化人力資源管理,健全薪資制度。公平原則是人力資源管理的重要原則。而薪酬制度的漏洞則會使員工產生強烈的“不公平”感,甚至放棄對飯店的信任。所以,管理者應重視薪資系統建設的科學化、合理化、完善性,經常對飯店的薪資系統進行檢查和反思,發現漏洞,及時做出修正和更改,並將更改的依據、結果公開,消除當事人對薪資待遇“不公平”的認知。如果薪資結構並無重大失誤或漏洞,飯店在不方便公開員工具體薪酬的情況下,人力資源部可就薪資系統的結構、構建原理、計算依據等向員工公開說明,使其感知到過程的公平與公開。

而當飯店處於變革或經營危難時期,飯店的決策層就更應該就飯店當前的變革方向、變革內容、經營狀況、未來發展方向等問題向員工公開說明,以避免流言蜚語和員工的胡亂猜疑,表現出飯店對每一位員工的尊重與重視,從而起到鼓舞士氣的作。



3. 建立有效的人力資源預警機制。適當防範機制和應對機制的建立,能使企業在危機發生的第一時刻採取正確的應對措施。但目前國內飯店危機防範意識普遍薄弱,所以,飯店必須在日常運營管理中有的放矢地建立一套完整的人事危機預警機制,才能臨危不亂、有條不紊地應對危機所帶來的損失和困難。如:組建危機管理機構,通過員工滿意度調查機制等形式,定期對飯店人力資源進行營運與風險分析;建立充足的人才儲備庫;不定期舉行各部門人事危機爆發模擬訓練,提高各部門面臨人事危機時的反應、協調、快速恢復正常營運的能力。

講究應對技巧,及時挽救危機

1. 理智。飯店內一旦發生突發性的人事危機,無論是高層管理人員,還是人力資源管理部門人員都應時刻保持冷靜、理智的頭腦。人事危機是每個飯店的人力資源管理部門都不願面對的事,但當危機來臨時,千萬不可怨天尤人,而要主動承擔起管理的責任,敢於面對問題,找尋合適的辦法,降低和轉化危機。切忌感情用事,盲目地追究責任或嚴厲批評事件當事人。當面對嚴重的人才流失危機時,飯店應選擇由熟悉本企業員工隊伍和本行業內部環境,有較強領導能力、溝通能力、細緻嚴謹、處亂不驚、具有親和力的管理人員或專業人員成立的危機管理小組來總攬全域。把握員工的離職心理,及時採取有效措施,對員工進行溝通與挽留,使員工感受到企業極大的感召力和對人格的尊重。此時,管理人員需要沉著冷靜、果斷決策,而不可拖延時間。否則,危機可能進一步惡化、蔓延,甚至引發其他危機。

2. 雙贏。飯店的長期生存和穩定發展依賴於每一位員工的努力與支持,所以從某種角度來說,飯店與員工之間不僅僅是雇主和雇員的關係,更是一種合作夥伴關係。因此,在處理人事危機事件中,飯店也應堅持雙贏原則。整體大環境越糟糕,飯店越應和員工站在同一立場上,共渡難關。如果減薪勢在必行,應盡可能取得員工諒解與支持,不可強制執行,並且一旦經營狀況好轉,應立即給這些做過“犧牲”的員工加薪,以作為補償。

3. 樂觀與溝通。方法和制度雖然重要,但最終決定一件事情成功與否的往往是當事人的態度。在飯店經營過程中,可能會因為許多可以改變或無法改變的原因而遭遇人力資源危機。在危機發生後,管理者自身應始終保持樂觀的態度與精神,並將這種精神傳遞給所有的員工,讓全體員工感到只要大家齊心協力,就一定能夠渡過難關。

當危機發生時,直接受影響的是員工,在危機中,員工往往會出現不穩定的心態和情緒,管理者如何管理和對待危機中的員工,消除員工的種種不穩定心態和情緒,穩定人心,對於順利渡過危機至關重要。因此,儘管危機中的管理層比員工承受更大的壓力,但仍然要給予員工更多的關心與鼓勵,與員工進行積極的溝通,及時向員工通報危機情況和危機處理的進展,以贏得員工在危機中對組織的支援。

分析危機產生的原因,化“危”為“機”

普林斯頓大學的諾曼·R·奧古斯丁教授認為:每一次危機本身既包含導致失敗的根源,也孕育著成功的種子。發現、培育,並收穫這個潛在的成功機會,是危機管理的精髓。威尼斯酒店對於人事危機的處理給了我們啟示:並不是每一場危機都只是打擊飯店的經營,只要利用、處理得當,危機完全可以演變為“契機”。以人才流失的危機事後處理為例:飯店首先應對人才流失的原因和企業採取的相關預防、處理措施進行系統調查,如請離職員工填寫專門的辭職表格,詢問其離職原因等。在人才流失一段時間後,飯店人力資源部派人跟蹤調查,瞭解人才流失的真相。其次,在瞭解人才流失的真正原因後,飯店管理人員應對危機管理工作進行全面評價,包括對危機預警系統、危機決策方案、危機處理後果等各方面做出評價,列出危機管理工作中存在的各種問題。最後,對問題進行分析,分別提出整改對策,督促各部門改進工作,以防範人才流失危機的再度發生。

總之,只有隨時具備危機意識,制定危機管理策略,提高危機管理水準,形成一整套的制度和體系,危機來臨時才能鎮定從容,贏得危機下競爭的第一步。



縮減過度壓力成本

本刊編輯部

什麼是“過度壓力成本”

與其他行業相比，飯店員工的工作壓力是很大的。調查顯示：有81%的飯店員工認為工作“壓力非常大”和“壓力較大”。過高的壓力會引起員工生理、心理不適，導致工作績效下降、人員流動過於頻繁等不良現象。這些不良現象的出現會增加飯店的運營成本，這部分成本就被稱之為“過度壓力成本”。

過度壓力成本的類型

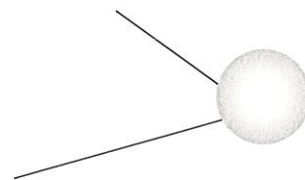
1. 失誤成本。指因過度壓力引起的失誤操作帶來的成本。儘管員工的工作失誤不都是由壓力過大造成的，但是過度的壓力造成的緊張情緒會增加員工工作失誤的幾率。在飯店的日常服務過程中，由於員工的失誤操作引起的成本增加的現象很多，如：餐具、客房用品的損壞等。儘管這種用品成本較低，但是發生頻率很高，累加起來的數目不容忽視。

2. 情緒成本。指壓力引起的員工不良情緒給飯店帶來的成本。壓力過大容易使員工形成憂鬱、痛苦、驚慌、憤怒等情緒，員工將這些情緒帶到工作中會影響服務品質和飯店形象、降低顧客滿意度。持續的不良情緒還會使員工產生新陳代謝紊亂等身體不適，不僅影響正常工作，還會造成生病、休假情況的增多。上述工作績效的下降會使飯店的經營成本相對上升。

3. 流動成本。指壓力造成的員工流動給飯店帶來的成本。員工的流動包括：內部流動和離職。內部流動會增加飯店的培訓費用，影響服務水準的穩定性。離職會增加招收新員工引發的廣告、招聘、確定員工崗位、培訓等各項成本。優秀員工尤其是優秀管理人員的離去，還會使飯店服務、管理水準降低，顧客不滿意度增加，造成間接成本增加。

4. 輸導成本。指飯店輸導員工壓力所花費的成本。當員工壓力過大，影響到其正常工作時，飯店要採取一定的措施來輸導員工壓力。這些措施包括：向員工提供健身場所和健身器材，調動管理人員和員工進行溝通，組織員工外出旅遊、學習，給身體不適的員工提供假期等。這些方法和措施的費用都屬於過度壓力成本範疇之內。





過度壓力成本的特徵

1. 隱含性。從“源”來看，過度壓力成本的產生源於員工的內心感受，並和行為緊密相關。內心感受隱藏在員工的日常行為之中，如果缺乏有效的溝通或敏銳的洞察力，將很難覺察。內心感受和行為表現有時又是不相符的，員工可能會用一時積極的行為來掩飾他們心中積聚的不滿或厭倦情感，這就更增加了過度壓力成本的隱秘性。從“形”來看，壓力帶來的成本往往以各種形式產生，如：員工工作時表情僵硬、工作失誤不斷、辭職現象嚴重等。這些形式大不相同，看似毫無聯繫，有力地掩蓋了它們“質”的相同點。

2. 傳遞性。指過度壓力成本產生的傳遞性。過度壓力成本產生時，員工一般處於不良的情緒之中。情緒具有傳遞性，會傳染給周圍的同事，影響同事的情緒和工作狀態。例如：當飯店管理者受到某種壓力產生不滿情緒時，他的工作績效就會受到影響。同時，他可能將自己的不滿發洩到手下員工身上，從而影響員工的情緒和工作績效，帶來更多壓力成本的出現。

3. 不確定性。指過度壓力成本發生的時間、頻率、形式、數目的不確定。這種不確定性源自過度壓力成本的產生源——心理壓力。心理壓力的產生和影響都具有很大的不確定性。同一個員工，在受到相同強度的壓力時由於狀態的不同，可能會變壓力為動力，工作績效明顯提高，節省成本；也可能情緒低落、消極工作、頻頻出現工作失誤，造成經濟損失。而諸如：員工工作何時出現失誤、以怎樣的形式出現、引起的經濟損失的大小等問題也都具有很大的不確定性，這些不確定性直接決定著壓力成本發生頻率、時間、形式、數目的不確定性。

4. 廣泛存在性。壓力存在的地方就是過度壓力成本可能發生的地方。81%的飯店員工認為：工作“壓力非常大”和“壓力較大”，說明瞭飯店各部門員工承受工作壓力的普遍性，也暗示了過度壓力成本存在的廣泛性。不同部門、不同層次的飯店員工，工作中都有可能受到壓力的影響，出現操作失誤或績效下降的現象，引發過度壓力成本。

5. 數量巨大性。廣泛存在的壓力無時無刻不在影響飯店的運營，給飯店帶來的成本是巨大的。據美國《飯店和汽車旅館管理報》報導：理徹費爾德飯店管理公司總經理彼得估計，該集團每年僅員工流動帶來的經濟損失就高達1.8億美元，其中每一員工流動造成的損失平均為1400美元。

過度壓力成本的控制

1. 控源

要控制過度壓力成本的產生就要控制壓力的產生。飯店員工的壓力來源多種多樣，據調查，主要是以下幾個方面（複選）：同事間工作不協調（73%），晉升機會不大（71%），工作時間不確定（58%），職責不明、不知做什麼（56%），工作强度高（45%），難以與上級相處（36%），苛刻、無理的顧客（35%），年齡（31%），考核制度過於嚴格（20%）。這些原因概括起來有兩類，一類是人際關係原因，包括：同事間的關係、上下級關係、與顧客的關係。一類是工作原因，包括：晉升機會、工作時間、工作內容、工作強度、年齡、對工作的考核問題。

“控源”是控制過度壓力成本的最重要的手段。根據對上述壓力來源的分類，飯店可以採取以下“控源”措施：

(1) 以文化建設疏通人際關係。

文化建設在此應側重四個方面：

第一，以人為本，全員參與，統一飯店觀念。飯店是服務型、勞動密集型企業，應特別注重以人為本。以人為本就要建設一種尊重人、愛護人、理解人、關心人的企業文化，並且要求全員參與、無人例外。通過文化建設使全體員工形成統一的價值觀，以達到相互尊敬、相互關心、相互理解、相互支援的目的。要形成這樣一種企業文化，突破口在於處理好上下級間的關係，如果能做到“對待領導像對待普通員工一樣，對待普通員工像對待領導一樣”，企業文化建設將勢如破竹。

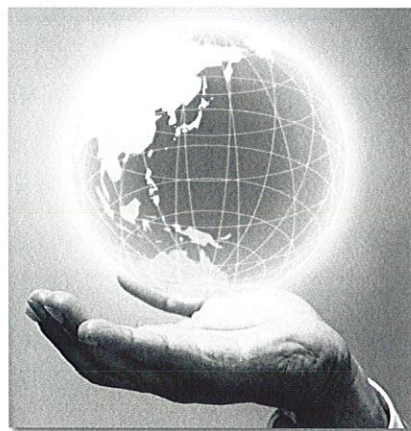
第二，交叉活動，獎勵集體，理順同事關係。飯店同事關係不暢的原因主要有兩個：小團體主義、相互競爭猜疑。

由於工作地點的束縛，飯店員工容易產生以部門為單位的小團體主義。它可以通過員工競賽活動來解決。競賽活動成敗的關鍵在於其組織形式，要打破一貫以部門為單位的組織形式，而將不同部門的員工組合在一起，通過合作競賽的形式加強交流、促進瞭解，形成全體員工是一家的大團體觀念。

激烈的晉升競爭容易使員工互不信任、相互猜疑，並引發個人表現主義、個人英雄主義。飯店在員工的日常獎勵中適宜少設個人獎，多設集體獎，以減少員工的競爭狀態，增強他們的合作狀態，逐漸引導員工形成合作意識和團隊精神。

第三，互敬互重，謙和領導，平衡上下關係。文化建設要強調：領導與員工之間只有工作內容的不同，不存在人格上的上下尊卑。員工的工作主要面向顧客，其職責是以良好的工作技能和精神面貌向顧客提供優質的服務。領導的工作主要面向員工，其職責是幫助員工提高工作技能、關注員工心理和情緒、激勵員工積極上進等。飯店要求員工面對工作物件——顧客時彬彬有禮、面帶微笑，有什麼理由不要求領導面對工作物件——員工時同樣做到呢？

第四，有意暗示，悄然感化，改善客我關係。“客尊我卑”，一直是困擾飯店員工的心病，長期在這種心理狀態下工作，勢必會給員工帶來或重或輕的心理失衡，不利於員工個人發展，也無益於飯店和客人。在強調人權、民主、平等的現代社會，飯店要能夠向社會積極宣導“人人都平等、工作無貴賤”的思想。可以通過各種巧妙方式，如：張貼“我們尊重敬愛的顧客，我們也疼愛辛勞的員工”、“做到互敬互重能使您更富魅力”、“歡迎來到這個互敬互愛的和諧樂園”等類似的提示標語，在飯店形成一種可感知的氛圍，向顧客突出飯店人文關懷的獨特文化的同時，也暗示顧客要尊重飯店員工。



(2) 以公平競爭創造發展平臺。

職業前景和個人能力發展成為員工衡量工作價值的重要砝碼。如上所述，能否晉升成為飯店員工壓力的第二大來源。飯店是否貫徹公平競爭，直接關係到能否留住人才。任人唯親、任人唯勢的做法最後只會使大批專業人才外流。提供公平競爭環境、實行競爭上崗制度、給有才有德的員工提供廣闊的發展空間，才是當今飯店明智的用人之道。

(3) 以細緻關懷彌補工作勞累。

由於飯店工作的特殊性，工作時間不確定、工作強度大、工作要求嚴格等問題是一時難以克服的。對此，飯店要做出適當補償，如：提供更好的食宿和娛樂環境、關注員工的業餘生活狀況、關心員工的心理變化等，保證員工在閒暇時間能夠得到良好的、充分的放鬆，緩解工作帶來的勞累。

2. 輸流

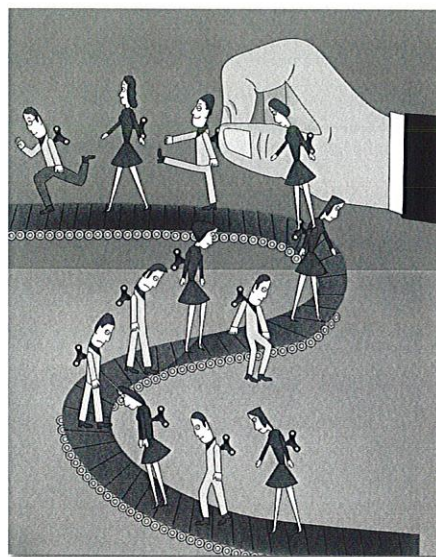
儘管有多種形式可以預防壓力的產生，但是實際工作中壓力的產生是不可避免的。壓力產生後只要注意及時疏導，過度壓力成本仍是可預防的。

(1) 為員工發洩情緒、舒緩壓力創造客觀條件。體育鍛煉、外出遊玩、參加活動、交流聊天等都是發洩情緒、緩解壓力的好方法。飯店應該為員工提供適當的健身設施和場所，鼓勵員工積極參與體育鍛煉，同時鼓勵員工在業餘時間積極融入社會。

(2) 留意員工行為變化，學會傾聽員工的內心想法。員工的行為變化往往是心理劇烈變化的反映，可能是受到強壓的訊號。發現員工異常行為後要留意觀察，如果異常行為經常出現，就要主動與員工進行交流。交流時要態度誠懇、善於傾聽，盡力瞭解壓力的來源，並一起分析問題的嚴重程度、思考解決的辦法。即使找不到合適的辦法，交流過程也使員工傾吐和釋放了內心不滿，對緩解壓力也是有幫助的。

3. 備案

當過度壓力成本不可避免的產生以後，飯店除了要做好一般善後處理外，還應該對事件做相應的記錄。記錄事件發生的時間、成本形式、當時的具體情景、員工的工作狀態等。這些事情做好以後，還要與員工進行溝通，瞭解壓力的來源及其強度，並將此一起記錄備案。這些記錄可以為飯店積累豐富的經驗，為日後研究飯店員工壓力的來源、壓力的預防、壓力的緩解、過度壓力成本的處理等問題提供寶貴的第一手資料。



華裔創辦州首間環保酒店獲獎

奪能源與環境領先設計最高榮譽

本刊編輯部

“位於北灣那柏縣美州谷市的Gaia酒店，是全加州首家全環保概念酒店，酒店華裔創辦人兼Atman Hospitality Group主席張文毅說，人類正不斷消耗地球天然資源，卻沒有想過回饋地球，是他決定建立一所環保酒店的理念。

該酒店早前邀得駐舊金山台北經濟文化辦事處處長廖偉平主持酒店開幕儀式，廖偉平讚揚酒店擁有人張文毅及黃英明兩位來自台灣旅館業者的遠見，應用先進科技將環保理念結合於旅館經營，將尋求經濟發展與環保間之平衡列為發展重點政策目標。

酒店名稱「該亞」(Gaia)為希臘文「大地之母」(Mother Earth)的意思，張文毅及黃英明表示，以「該亞」命名主要是為體現環保理念。該酒店佔地4.6英畝，設有133間客房，歷經6年完工，耗資2千萬元，建造成本及時間較一般酒店多出一半。酒店建材均使用可回收材料，外部材料是結合金屬廢物，內部照明則結合天井自然光線與太陽能，所有木材均來自人工林，人工湖集結雨水形成，為候鳥棲身之所。該酒店經「美國綠色環保建築委員會」評級獲「能源與環境領先設計」(Leadership in Energy & Environmental Design, LEED)最高榮譽。



耗資2千萬建成

張文毅表示，將獲得環保組織頒發黃金等級認證，該酒店更被《企業家》雜誌選為全球11間「最酷」(cool)酒店之一。他指出，希望在創業中為環保及地球出一分力，例如該酒店所有房間均設有客戶資訊包，為旅客提供大自然生態資訊，希望藉此教育及加強旅遊人士對環保意識。

入選全球11間最「酷」酒店

他又指，人類距離自己真正天性太久，故創業時踏出第一步很困難，既要考慮商業利益，又要平衡環保概念，故當中波折重重，但他認為是值得的。另外，張文毅在加州其他兩個城市將有兩間相同概念的酒店落成，他估計至少待5至8年後才能達致收支平衡，該環保酒店是為地球、人類而建造的。張提到，美國人口佔全球人口比例5%，但卻消耗全球資源40%之多；此外，中國消費習慣開始仿倣西方國家社會，將加促地球資源消耗，令他甚感擔心。

什麼是綠色環保酒店的定義

本刊編輯部

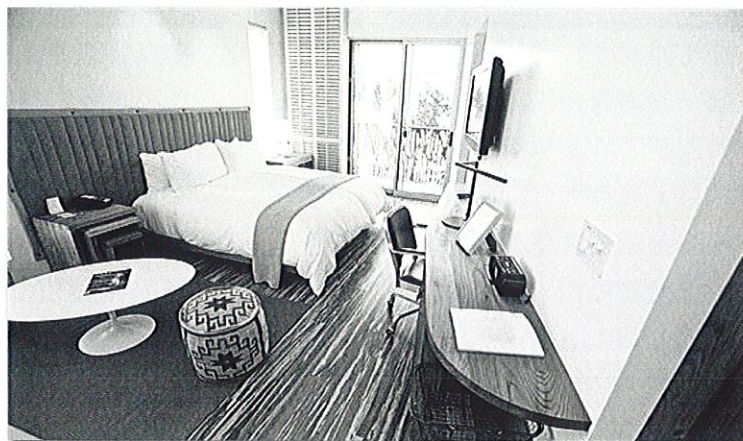
綠色環保賓館（酒店）是指以可持續發展為理念，將環境管理融入飯店經營管理之中，運用環保、健康、安全理念，堅持綠色管理和清潔生產，倡導綠色消費，保護生態環境和合理使用資源的賓館（酒店）。其核心是為顧客提供符合環保、有利於人體健康要求的綠色客房和綠色餐飲，在生產過程中加強對環境的保護和資源的合理利用。綠色環保賓館（酒店）是國際通用的“生態標誌”和環境品牌。



北灣那柏縣美州谷市的Gaia酒店

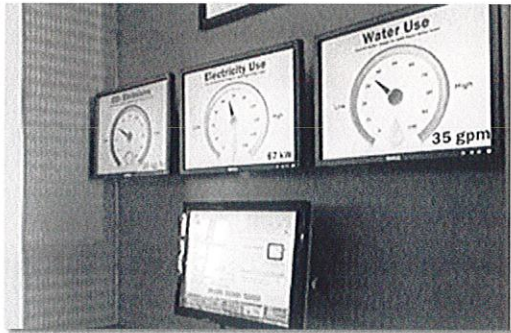
綠色環保賓館（酒店）主要有三個特點：安全、健康、環保。安全是綠色環保賓館（酒店）的一個基本特徵，主要關注的是賓館（酒店）行業的公共安全和食品安全這兩個因素。健康是指為賓館（酒店）行業消費者提供有益於大眾的身心健康的服務和產品。環保主要是指賓館（酒店）在經營過程中減少對環境的污染、節能降耗，實現資源利用的最大化。同時，由於綠色環保賓館（酒店）的創建、實施與保持將是一個持續的發展過程，在標準中根據企業在提供綠色服務，保護環境等方面做出的不同程度的改進，以鼓勵企業持續不斷的努力。

綠色環保賓館（酒店）的原則是：自覺貫徹環境保護法律、法規，不對周邊環境造成污染；飯店經營不產生擾民問題，採用清潔燃料，不燒原煤；不經營國家明令禁止的野生動植物食品；不使用一次性發泡餐盒和造成資源浪費的一次性餐具，餐具有完備的消毒措施；積極經營綠色無污染食品，做到餐桌無公害；提倡節約，能主動建議顧客帶走剩餘食品；環境整潔、空氣清新，體現綠色風格；服務員服飾整潔，室內外設置有環境公益宣傳畫或警語；推行標準化管理，符合衛生防疫標準。



加州 希爾茲堡 H2酒店
這家帶有黃金認證的擁有36間房的綠色精品酒店

Gaia酒店大廳時鐘有玄機 是個能源指標器



(二) 節約用水

1、各主要部門要有用水的定額標準和責任制，有關人員應定期登記用水量，強化用水管理，節約水資源。飯店的水消耗各主要部門要有用水的定額標準和責任制。建立水計量系統，並對用水狀況進行記錄、分析。

2、積極引進新型節水設備，並按說明書指導運用，以達到最少的用水量。採取多種節水措施，加強水資源的回收利用。

3、有關較高水消耗的部門應獨立安裝水錶。

4、杜絕水龍頭滴漏、跑冒現象。

5、有游泳池的賓館（酒店），應有定期用水情況紀錄。

(三) 能源管理

1、酒店要定期對電能總消耗進行監測，各主要部門有電、煤（油）能耗定額和責任制。

2、通風、製冷和供暖設備應強化日常維護及清潔管理，定期清理、檢查、清潔。

3、健全酒店的能源使用計量系統，有條件的在主要部門單獨安裝電錶以控制能源消耗。

4、積極採用節能新技術，有條件的企業應使用可再利用的能源（如太陽能供熱裝置、地熱等）系統。

(四) 環境保護

1、飯店污水處理、鍋爐煙塵排放、廢熱氣排放、廚房大氣污染物排放、噪音排放必須達到國家和地方規定的排放標準。

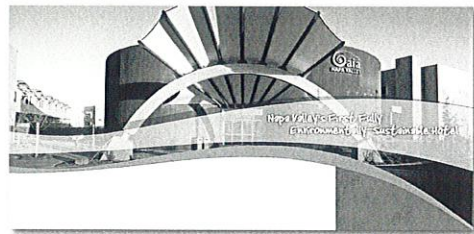
2、積極推廣、使用無磷和有機物不超標的洗浴、洗滌用品，以降低對環境的影響。

3、室內綠化與環境相協調，無裝飾裝修污染，房間空氣質量符合國家和地方標準。

4、冰箱、空調、冷水機組等積極採用環保型設備及用品。

5、室外可綠化地的綠化覆蓋率達到95%以上，營業場地周圍不得使用化學除草劑和化學肥料。

6、客房用紙和衛生用紙最大限度使用環保再生紙，積極使用可降解的塑料製品。



(五) 垃圾管理

1、酒店要通過垃圾分類、再回收利用和減少垃圾數量等強化對垃圾的控制和管理，員工能將垃圾按照細化的標準分類投棄，建立垃圾分類收集設施以便回收利用。

2、對顧客做好分類處理垃圾的宣傳，廢電池能統一收集。

3、食品垃圾、廚房垃圾積極採用獨立容器包裝處理。

4、衛浴用品積極使用可再循環或可降解的材料包裝處理。

5、對危險廢棄物有專用存放點

（六）綠色客房

1、酒店應設置有不少於客房總數20%的綠色客房，並在客房外顯著位置標示“綠色客房”字樣，其標準是：客房內不吸煙，採光充足，有良好的通風系統，並擺放對人體健康有益的綠色植物。設有無菸客房樓層或無菸小樓。

2、房間的牙刷、香皂、梳子、拖鞋等一次性賓客用品和毛巾、枕套、床單、浴衣等客用棉織品，按顧客意願更換，減少洗滌次數。建議使用可重複使用的拖鞋，並定期進行清潔、消毒。

3、取消塑料封套、塑料擦鞋合、一次性不可降解塑料洗衣袋，積極使用無污染、可再生的替代品。

4、綠色客房內應有環保提示或警示牌，有環保宣傳資料或有關環保的報刊、書籍等。

5、供應潔淨的飲用水。

6、客房封閉狀態下室內無異味、無噪音，各項污染物及有害氣體檢測均符合國家標準。



Crowne Plaza Copenhagen Towers

（七）綠色餐飲

1、餐廳內有良好的通風系統，無油煙味。

2、餐廳有無菸區，設有無菸標誌，有包廂的餐廳應設置有無菸環保包廂，並設有“無菸包廂”提示標誌。

3、不使用一次性發泡塑料餐具、一次性木製筷子，一次性不可降解塑料袋等，積極減少使用一次性毛巾。

4、制訂綠色服務規範，倡導綠色消費，積極採用綠色食品、有機食品和無公害蔬菜，至少有一定比例的使用符合生態標準的原料製作的菜餚。
。提供剩餘食品打包服務和存酒服務。

5、不出售國家禁止銷售的野生保護動物。

（八）社會效益和經濟效益

1、賓館（酒店）應建立有效的環境管理體系，有條件的應進行環境質量管理體系認證。

2、賓館（酒店）應建立積極進行有效的公共安全和食品安全的預防、管理體系。

3、賓館（酒店）應積極採用綠色設計，遵循綠色環保採購原則，建立採購人員和供應商監控體系，選用綠色食品和環保產品。

4、能源、水資源消耗比上年下降或達到先進指標；消耗品費用比上年下降或達到先進指標。

5、賓館（酒店）的綠色行動受到社會的積極贊同，顧客對飯店的綜合滿意率達到80%以上。對於存在的問題能根據客人反饋的意見及時改進。
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Urban Commons Purchases

the Embassy Suites Palm Desert

本刊編輯部

LOS ANGELES, May 20, 2013 /PRNewswire-iReach/ -- Urban Commons, LLC, together with Brighton Management, announces today the purchase of the upscale Embassy Suites in Palm Desert. The Embassy Suites is an all-suite full service hotel situated over 9 acres of sprawling desert land in the Coachella Valley area of Southern California. The Coachella Valley is a collection of upscale resort communities located to the east of the Los Angeles-Orange County-San Diego metropolitan area and include the cities of Palm Springs, Cathedral City, Rancho Mirage, and Palm Desert. It is well-known as a home-away-from-home for countless celebrities due to its proximity to the vast Southern California population base.

Urban Commons and Brighton Management have already finalized their negotiations with the Hilton® corporation and have successfully secured a 15 year Franchise Agreement to continue holding the Embassy Suites by Hilton® flag on the property. Renovation plans are now in place worth \$6M to update and elevate the hotel up to the Hilton® brand standards.

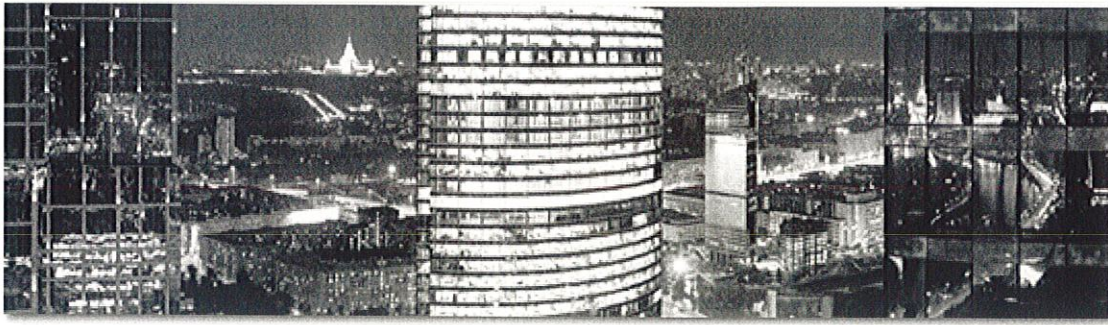
This acquisition comes due to the recent foreclosure of the property completed by its lender. This adds yet another deeply discounted bank-owned property to both Urban Commons' and Brighton's growing portfolio of hotels. The two companies together jointly pursued the opportunity to purchase this property as it comes at a significant discount to its replacement cost and at an extremely attractive discount to the current market expectations. In addition, the property

comes with an adjacent vacant development site, which could be sold as a separate parcel, used to further expand the hotel grounds and offerings, or possibly developed as future residential.

Since 2007, the Embassy Suites has undergone major renovations. Plans are already in place to infuse another \$6 million worth of improvements and upgrades to further modernize the property. These renovations will allow the hotel to attract the upscale clientele, which traverse the area and closely compete with other local premium hotels.

Urban Commons continues to aggressively grow its portfolio particularly in the hospitality sector. With top management in place, the Company has been able to seamlessly take over hotels and quickly generate value by adding directly to their bottom line. Urban Commons targets distressed and/or bank-owned hotels, where they see the greatest growth potential and upside opportunity for their investors.

Brighton Management currently operates hotels located primarily in the Southern California Counties of Los Angeles, Orange, and Ventura. Recently, Brighton has re-focused on building its portfolio by expanding its reach beyond the Southern California region. As part of its strategic growth plan, Brighton continues to strengthen its market share by channeling traffic to its surrounding hotels and by having properties available at every price point in the market, resulting in increased revenue growth and net operating income in every segment of the market.



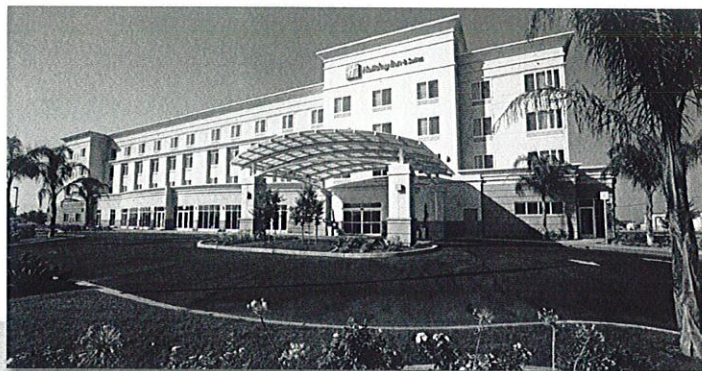
Since 2012, Urban Commons and Brighton Management have completed 13 hotel takeovers totaling over \$200 Million in asset value. With their successes in the hospitality sector, the Companies continue an aggressive pace for 2013.

Urban Commons

Urban Commons, a Los Angeles-based real estate investment firm, specializes in hospitality and residential income generating assets. Urban Commons targets income property acquisitions in highly populated, predictable markets. With over two decades of cumulative real estate investment, development, and management experience, the company has a proven ability to thrive in the US real estate market throughout all market cycles. Urban Commons owns, manages and invests in a variety of assets including land, apartment buildings, condominium projects, hotels, retail and commercial properties. Hospitality partners include names such as, Starwood Hotels and Resorts Worldwide®, Hilton Worldwide® and InterContinental Hotels Group®. For further information about Urban Commons, please visit www.urban-commons.com.

Brighton Management

Brighton Management is a privately owned and operated real estate company focusing primarily on hotel development and management since its inception in 1994. With now 27 hotels under management, Brighton is one of the most influential hotel management companies in the industry. In addition to hotels, Brighton also manages 9 other residential/commercial properties throughout California. Hospitality partners include names such as, Starwood Hotels and Resorts Worldwide®, Marriott International®, Hilton Worldwide®, InterContinental Hotels Group®, Wyndham Worldwide®, Choice Hotels International®. Additional information about Brighton Management may be found on www.brightonmgt.com.



California economy gaining steam but recovery uneven

By George Avalos

The economic recovery in the Bay Area and California is gaining steam, analysts said Thursday, yet the pace of job growth is being hampered by new technologies that enable employers to limit hiring.

Economists with the closely watched UCLA Anderson Forecast say the Bay Area is leading the economic rebound in California, and that California is leading the nation. But the upswing is uneven.

"This is a bifurcated recovery," said Anderson Forecast senior economist Jerry Nickelsburg.

Much of the Bay Area, Los Angeles, Orange County and San Diego enjoy robust employment growth, primarily because they benefit from high-tech and biotech employment growth. Yet the East Bay, Central Valley and Inland Empire continue to struggle to add jobs.

Even within regions of California, the rebound is not spread evenly.

"If the kind of work you do can be replaced by a computer or a robot, you probably have a set of skills that will not take you very far into the future," Nickelsburg said.

High-tech job openings are plentiful, though many are contract jobs rather than full-time employment with benefits. In contrast, people in manufacturing, retail, logistics, leisure and hospitality and other sectors whose jobs can be automated or supplanted by technology are finding it tougher to land work.

"There are huge differences in the Bay Area," said Jeffrey Michael, director of the Stockton-based Business Forecasting Center at University of the Pacific. "Santa Clara County and San Francisco have recovered much more quickly than the East Bay. And the East Bay was hit much harder than the other areas during the Great Recession, but it hasn't recovered yet."



Economists also believe the trend toward automation helps explain why the overall economic recovery is tepid.

"We haven't had a solid jobs rebound, and the increased use of new technologies is one reason why," said Jordan Levine, director of economic research with Beacon Economics. "Companies can do more with less because they can use new technologies -- the Internet, software, new equipment, automated processes. If they need to meet rising demand for their products or services, they can do so without a major expansion of their payrolls."

Even when they find employment, some Bay Area workers say the jobs aren't quite what they want.

Many available technology openings are contract jobs that don't offer the health benefits and stability of full-time employment, said Gabriel Garcia, a San Jose resident whose field is information technology. "I'm working now at a tech company, but it's a contract job. I'd say 95 percent of the job offers I get are on a contract basis."

Orlando Watkins, an Oakland resident, wants to find a full-time job with a warehouse but can find only part-time work.

"The job market is very difficult, but I'm getting job offers here and there," Watkins said. "I'm taking the offers, but they are for part-time work. I want a full-time warehouse job."

Despite the slow pace in job growth, California can expect a steadily improving economy as measured by gains in payroll jobs, an improvement in the unemployment rate and a rise in personal income, the UCLA Anderson Forecast found.

"We are still seeing job growth, and we also are seeing more positive economic news from China, Japan and Europe," Nickelsburg said.

The forecast predicts that the state's payroll job growth will rise by 1.7 percent in 2013, 1.9 percent in 2014 and 2.2 percent in 2015. It says the jobless rate will average 8.9 percent this year, improve to an average of 7.9 percent in 2014 and drop to 6.9 percent by 2015.

"The worst is behind us," said Levine of Beacon Economics.



Dissecting RevPAR recovery in top US cities

By Christine Wheatley

Many of the top 25 U.S. cities have reached prior 2007-2008 RevPAR peaks, and the rest are soon to follow. But unlike in previous recessions, this recovery follows a different pattern.

REPORT FROM THE U.S.—More than half of the top 25 U.S. cities as defined by STR, parent company of Hotel News Now, have returned to their prior-peak revenue per available room, with the rest forecasted to follow soon, sources said.

However, due in part to a tumultuous decade involving international conflict, natural disasters and a long, harrowing recession, the recovery trends in many of these top 25 markets are different than after previous recessions, and some cities are still struggling.

According to data provided by STR, 15* of the top 25 U.S. cities recovered to their 2007/2008 prior RevPAR peaks as of August. The 15 cities (along with their prior peak RevPAR and August 2013 trailing 12-month RevPAR, respectively) are as follows:

San Francisco (\$119.16 and \$148.60);
Miami (\$117.14 and \$134.90);
Oahu, Hawaii (\$130.68 and \$170.49);
Boston (\$106.76 and \$116.13);
Nashville, Tennessee (\$59.94 and \$68.20);
Los Angeles (\$93.95 and \$102.93);
Denver (\$68.19 and \$70.73);
Detroit (\$49.73 and \$51.93);
Anaheim, California (\$88.13 and \$94.23);
Seattle (\$88.58 and \$90.95);
St. Louis (\$52.05 and \$54.27);
Minneapolis (\$65.48 and \$65.85); and
New Orleans (\$75.53 and \$93.38)

According to STR data, Dallas* recovered its peak RevPAR of \$55.98 in August (\$56.20 on a 12-month moving average). Tampa, Florida, recovered its RevPAR of \$64.53 by July, but in August its RevPAR dipped slightly to \$63.60.

By the end of 2013, Houston (with a prior peak RevPAR of \$67.40 and August trailing 12-month RevPAR of \$67.09) and Chicago (\$88.58 and \$87.59) are forecasted to reach their pre-recession peaks, with Orlando, Florida (\$72.48 and \$70.13), New York (\$235.70 and \$218.08), Atlanta (\$57 and \$54.68) and Philadelphia (\$82.81 and \$79.80) following suit by the end of 2014, according to Steve Hennis, director of STR Analytics.

San Diego (\$102.99 and \$95.65), Washington D.C. (\$104.33 and \$96.50), Phoenix (\$81.42 and \$63.51) and Norfolk, Virginia (\$52.71 and \$47.78), are predicted to recover sometime in 2015, Hennis said.

Lodging tax data

Another measure of the above 14 cities' success was seen in the "2013 HVS lodging tax report," which looked at hotel tax data for the 150 largest U.S. cities. The recovered cities also hit their prior peaks in terms of taxable room revenue, with the exceptions of Oahu, New Orleans and Detroit (for which information wasn't available). Taxable room revenue is an estimate derived by dividing municipal tax revenues by the tax rate.

The report showed a very accurate measure of how cities are recovering, said Tom Hazinski, author of the report and managing director of HVS Convention, Sports and Entertainment Facilities Consulting.

"These hoteliers are obligated under penalty of law to report their revenues to the state, and there's very little non-compliance in the industry," he said.

Hazinski considers the figures in the report to be positive. "This shows evidence that we're reaching that turning point, and if you get into 2013 an increasing number of cities will have achieved their peak revenue and be back to where they were before the recession. It's taken a long time. You're talking about a 5-year recovery period, where in prior recessions the recovery period was one to two years."

Sorting it out

All this data begs the question: Why have some cities recovered while others lag behind?

According to SFR, recovery after previous recessions followed a specific pattern, starting with coastal markets and moving inland as the economy improved. Bucking this trend, however, is the current upswing, in which cities are exhibiting market-specific factors in their recoveries.

"There's more individual stories within the markets as to why they're recovering, as opposed to just the national economy pulling everybody up," Hennis said.

Cities such as Boston, Nashville and Los Angeles can attribute upswings in part to revival in their downtown areas. After falling on hard times, the auto industry—and therefore Detroit—has made a strong comeback. Houston owes its success largely to the gas and oil industry, and San Francisco is benefitting from technology growth and companies such as Google, Facebook and Apple that stayed strong during the recession.

As a result of Hurricane Katrina in 2005, New Orleans likely never experienced the highs seen by other markets in 2007 and 2008. The city therefore didn't have as far to recover to meet its prior peak RevPAR in early 2012.

Larry Daniels, GM of the Hyatt French Quarter New Orleans, said other factors played into New Orleans' recovery.

"Here it is such a tourist destination. This year we had some great events," he said. "The Sugar Bowl rolled into Mardi Gras, then the Super Bowl

and then there were citywide conventions and the women's Final Four. After that was the French Quarter Festival and in April we rolled right into Jazz Fest. They were all great economic drivers to the city and some great entertainment."

Some struggling

Of the cities that haven't met their prior peaks, Norfolk is one of the last predicted to make a recovery. Home of the world's largest naval base, the city experienced a boom of sorts in 2007 and 2008 due to the conflict in Iraq.

Vin Lal, GM of the Tazewell Hotel Norfolk, said: "There were ships being deployed, or coming back to the area, training exercises—a lot of that basically caused traffic to come in and out of our city, and that obviously led to hotel rooms being utilized."

Hennis said Norfolk "did extremely well during the conflict in Iraq."

"That business is no longer there and so they haven't recovered," he said.

According to Lal, Norfolk also suffered because of the decline in government spending, which led to government conventions dropping off and less government employees being sent to the area. Norfolk, hugely dependent on government travel, is beginning to see a comeback in government group business, and numbers for the area are leveling out.

"They are flat, but the good part is that at least they're not declining, so that tells me they're somewhat stable now," Lal said.

The lack of growth in group business is affecting many of the cities that haven't met prior peaks, particularly New York, Atlanta, Orlando, San Diego and Phoenix.

"Certainly there's some commonalities, where a lot of the markets that are more resort-oriented and driven by group business are struggling more because group business is slower to come back," Hennis said.

Division of Labor Standards Enforcement (DLSE)

Overtime

本刊編輯部

In California, the general overtime provisions are that a nonexempt employee 18 years of age or older, or any minor employee 16 or 17 years of age who is not required by law to attend school and is not otherwise prohibited by law from engaging in the subject work, shall not be employed more than eight hours in any workday or more than 40 hours in any workweek unless he or she receives one and one-half times his or her regular rate of pay for all hours worked over eight hours in any workday and over 40 hours in the workweek. Eight hours of labor constitutes a day's work, and employment beyond eight hours in any workday or more than six days in any workweek is permissible provided the employee is compensated for the overtime at not less than:

1. One and one-half times the employee's regular rate of pay for all hours worked in excess of eight hours up to and including 12 hours in any workday, and for the first eight hours worked on the seventh consecutive day of work in a workweek; and

2. Double the employee's regular rate of pay for all hours worked in excess of 12 hours in any workday and for all hours worked in excess of eight on the seventh consecutive day of work in a workweek.

There are, however, a number of exemptions from the overtime law. An "exemption" means that the overtime law does not apply to a particular classification of employees. There are also a number of exceptions to the general overtime law stated above. An "exception" means that overtime is paid to a certain classification of employees on a basis that differs from that stated above.

Q. What is the "regular rate of pay," and how is it determined?

A. Overtime is based on the regular rate of pay, which is the compensation you normally earn for the work you perform. The regular rate of pay includes a number of different kinds of remuneration, such as hourly earnings, salary, piecework earnings, and commissions. In no case may the regular rate of pay be less than the applicable minimum wage.

Ordinarily, the hours to be used in computing the regular rate of pay may not exceed the legal maximum regular hours which, in most cases, is 8 hours per workday, 40 hours per workweek. This maximum may also be affected by the number of days one works in a workweek. It is important to determine what maximum is legal in each case. The alternate method of scheduling and computing overtime under most Industrial Welfare Commission Wage Orders, based on an alternative workweek schedule of four 10-hour days or three 12-hour days does not affect the regular rate of pay, which in this case also would be computed on the basis of 40 hours per workweek.

The agreed upon regular hours must be used if they are less than the legal maximum regular hours. For example, if you work 32 to 38 hours each week, there is an agreed workweek of 35 hours, and thirty-five hours is the figure used to determine the regular rate of pay. However, in circumstances where the workweek is less than 40 hours, the law does not require payment of the overtime premium unless the employee works more than eight hours in a workday or more than

40 hours in a workweek. In other words, assuming you are employed under a policy that provides for a 35-hour workweek, the law does not require the employer to pay the overtime premium until after 40 hours in a workweek. If you work more than 35 but fewer than 40 hours in a workweek, you will be entitled to be paid for the extra hours at your regular rate of pay, as overtime premium pay is only required after 40 hours in a workweek.

The following are examples of how to calculate the regular rate of pay:

If you are paid on an hourly basis, that amount is the regular rate of pay.

If you are paid a salary, the regular rate is determined as follows:

Multiply the monthly remuneration by 12 (months) to get the annual salary.

Divide the annual salary by 52 (weeks) to get the weekly salary.

Divide the weekly salary by the number of legal maximum regular hours (40) to get the regular hourly rate.

If you are paid by the piece or commission, either of the following methods may be used to determine the regular rate of pay for purposes of computing overtime:

The piece or commission rate is used as the regular rate and you are paid one and one-half this rate for production during the first four overtime hours in a workday, and double time for all hours worked beyond 12 in a workday; or

Divide your total earnings for the workweek, including earnings during overtime hours, by the total hours worked during the workweek, including the overtime hours. For each overtime hour worked you are entitled to an additional one-half the regular rate for hours requiring time and one-half, and to the full rate for hours requiring double time.

A group rate for piece workers is an acceptable method for computing the regular rate of pay. In using this method, the total number of pieces produced by the group is divided by the number of people in the group, with each person being paid accordingly. The regular rate for each worker is determined by dividing the pay received by the number of hours worked. The regular rate cannot be less than the minimum wage.

If you are paid two or more rates by the same employer during the workweek, the regular rate is the "weighted average" which is determined by dividing your total earnings for the workweek, including earnings during overtime hours, by the total hours worked during the workweek, including the overtime hours. For example, if you work 32 hours at \$11.00 an hour and 10 hours during the same workweek at \$9.00 an hour, your weighted average (and thus the regular rate for that workweek) is \$10.52. This is calculated by adding your \$442 straight time pay for the workweek $[(32\text{hours} \times \$11.00/\text{hour}) + (10 \text{ hours} \times \$9.00/\text{hour}) = \$442]$ and dividing it by the 42 hours you worked.

Q. Is a bonus included in the regular rate of pay for purposes of calculating overtime?

A. Yes, if it is a nondiscretionary bonus. A nondiscretionary bonus is included in determining the regular rate of pay for computing overtime when it is based upon hours worked, production or proficiency.

Discretionary bonuses or sums paid as gifts at a holiday or other special occasions, such as a reward for good service, which are not measured by or dependent upon hours worked, production or efficiency, are not included for purposes of determining the regular rate of pay.

Q. Are any amounts excluded from the regular rate of pay?

A. Yes, there are certain types of payments that are excluded from the regular rate of pay. Examples of some of the more common exclusions are sums paid as gifts for special occasions, expense reimbursements, payments made for occasional periods when no work is performed due to vacation, holiday, illness, failure of the employer to provide sufficient work, premium pay for Saturday, Sunday, or holiday work, and discretionary bonuses.

Q. Are salaried employees entitled to overtime?

A. It depends. A salaried employee must be paid overtime unless they meet the test for exempt status as defined by federal and state laws, or unless they are specifically exempted from overtime by the provisions of one of the Industrial Welfare Commission Wage Orders regulating wages, hours and working conditions.

Q. How is overtime calculated if I work at different rates of pay in the same workweek?

A. If you are paid two or more rates by the same employer during the workweek, the regular rate is the "weighted average" which is determined by dividing your total earnings for the workweek, including earnings during overtime hours, by the total hours worked during the workweek, including the overtime hours. For example, if you work 32 hours at \$11.00 an hour and 10 hours during the same workweek at \$9.00 an hour, the weighted average (and thus the regular rate for that workweek) is \$10.52. This is calculated by adding your \$442 straight time pay for the workweek $[(32\text{hours} \times \$11.00/\text{hour}) + (10 \text{ hours} \times \$9.00/\text{hour}) = \$442]$ and dividing it by the 42 hours you worked.

Q. Can an employer require an employee to work overtime?

A. Yes, an employer may dictate the employee's work schedule and hours. Additionally, under most circumstances the employer may discipline an employee, up to and including termination, if the employee refuses to work scheduled overtime.

Q. Last week I worked Monday, Tuesday, Wednesday, Thursday and Saturday, eight hours each day. I was out ill all day Friday. For the workweek I was paid 48 hours at my regular hourly rate. Am I entitled to eight hours of overtime pay?

A. No, you are not entitled to any overtime pay. Overtime is calculated based on hours actually worked, and you worked only 40 hours during the workweek. Another example of where you get paid your regular wages but the time is not counted towards overtime is if you get paid for a holiday but do not work that day. In such a case, the time upon which the holiday pay is based does not count as hours worked for purposes of determining overtime because no work was performed.

Q. When must I be paid for the overtime hours I work?

A. Overtime wages must be paid no later than the payday for the next regular payroll period after which the overtime wages were earned. Labor Code Section 204 Only the payment of overtime wages may be delayed to the payday of the next following payroll period as the straight time wages must still be paid within the time set forth in the applicable Labor Code section in the pay period in which they were earned; or, in the case of employees who are paid on a weekly, biweekly, or semimonthly basis, not more than seven calendar days following the close of the payroll period.

Q. Can an employee waive his or her right to overtime compensation?

A. No, California law requires that an employee be paid all overtime compensation notwithstanding any agreement to work for a lesser wage. Consequently, such an agreement or "waiver" will not prevent an employee from recovering the difference between the wages paid the employee and the overtime compensation he or she is entitled to receive. Labor Code Section 1194

Q. What can I do if my employer doesn't pay me my overtime wages?

A. You can either file a wage claim with the Division of Labor Standards Enforcement (the Labor Commissioner's Office), or you can file a lawsuit in court against your employer in to recover the lost wages. Additionally, if you no longer work for this employer, you can make a claim for the waiting time penalty pursuant to Labor Code Section 203.

Q. What is the procedure that is followed after I file a wage claim?

A. After your claim is completed and filed with a local office of the Division of Labor Standards Enforcement (DLSE), it will be assigned to a Deputy Labor Commissioner who will determine, based upon the circumstances of the claim and information presented, how best to proceed. Initial action taken regarding the claim can be (i) referral to a conference, (ii) referral to a hearing, or (iii) dismissal of the claim.

If the decision is to hold a conference, the parties will be notified by mail of the date, time and place of the conference. The purpose of the conference is to determine the validity of the claim, and to see if the claim can be resolved without a hearing. If the claim is not resolved at the conference, the next step usually is to refer the matter to a hearing or dismiss it for lack of evidence.

At the hearing the parties and witnesses testify under oath, and the proceeding is recorded. After the hearing, an Order, Decision, or Award (ODA) of the Labor Commissioner will be served on the parties.

Either party may appeal the ODA to a civil court of competent jurisdiction. The court will set the matter for trial, with each party having the opportunity to present evidence and witnesses. The evidence and testimony presented at the Labor Commissioner's hearing will not be the basis for the court's decision. In the case of an appeal by the employer, DLSE may represent an employee who is financially unable to afford counsel in the court proceeding.

See the Policies and Procedures of Wage Claim Processing pamphlet for more detail on the wage claim process procedure.

Q. What can I do if I prevail at the hearing and the employer doesn't pay or appeal the Order, Decision, or Award?

A. When the Order, Decision, or Award (ODA) is in the employee's favor and there is no appeal, and the employer does not pay the ODA, the Division of Labor Standards Enforcement (DLSE) will have the court to enter the ODA as a judgment against the employer. This judgment has the same force and effect as any other money judgment entered by the court. Consequently, you may either try to collect the judgment yourself or you can assign it to DLSE.

Q. What can I do if my employer retaliates against me because I told him I was going to file a wage claim for unpaid overtime?

A. If your employer discriminates or retaliates against you in any manner whatsoever, for example, he discharges you because you file a wage claim or threaten to file a wage claim with the Labor Commissioner, you can file a discrimination/retaliation complaint with the Labor Commissioner's Office. In the alternative, you can file a lawsuit in court against your employer.

Division of Labor Standards Enforcement (DLSE)

Holidays

本刊編輯部

Hours worked on holidays, Saturdays, and Sundays are treated like hours worked on any other day of the week. California law does not require that an employer provide its employees with paid holidays, that it close its business on any holiday, or that employees be given the day off for any particular holiday. If an employer closes its business on holidays and gives its employees time off from work with pay, such a circumstance exists pursuant to a policy or practice adopted by the employer, pursuant to the terms of a collective bargaining agreement, or pursuant to the terms of an employment agreement between the employer and employee, as there is nothing in the law that requires such a practice. Additionally, there is nothing in the law that mandates an employer pay an employee a special premium for work performed on a holiday, Saturday, or Sunday, other than the overtime premium required for work performed in excess of eight hours in a workday or 40 hours in a workweek.

Q. Last week I worked eight hours on the 4th of July holiday, which fell on Wednesday. For the whole week I worked 40 hours. When I got my paycheck this week I was paid for 40 hours at my straight time rate. Aren't I entitled to extra pay, of at least double time, for working on a holiday?

A. There is nothing in state law that mandates an employer pay an employee a special premium for work performed on holidays, Saturdays, or Sundays, other than the overtime premium required for work in excess of eight hours in a workday or 40 hours in a workweek. Unless your employer has a policy or practice of paying a

premium rate for working on a holiday, or you are subject to a collective bargaining or employment agreement that contains such a term, your employer is only required to pay you your regular rate of pay for all the straight time hours worked on the holiday, and the overtime premium required for work in excess of eight hours in a workday or 40 hours in a workweek. Since you did not work over eight hours on the holiday, or more than 40 hours during the workweek, you were paid correctly.

Q. My employer is open for business on every holiday, some of which I have to work. Isn't this against the law?

A. No. There is nothing in state law that mandates that an employer must close its business on any particular day, if at all. It is up to your employer to select which days, if any, it chooses to be open and closed for business, and if your employer is open on a holiday and schedules you to work that day, there is nothing in the law that obligates your employer to pay you anything but your regular pay and any overtime premium for all overtime hours worked.

Q. Last week we were closed for business on Monday to celebrate Memorial Day. Consequently, I worked Tuesday through Saturday that week, eight hours each day. When I got my paycheck this week I was paid for 48 hours last week at my straight time rate. Shouldn't eight of those hours be paid at time and one-half, the overtime rate, since I was paid for more than 40 hours in the workweek?

A. No, you were paid correctly. In this situation, even though you did not work on the holiday your employer chose to pay you for it, which it has the absolute right and discretion to do. However, the determination of whether overtime pay is due is based upon hours worked, more than eight in a workday or more than 40 in a workweek, and not upon pay received. Thus, since you did not work more than eight hours in any one workday, or more than 40 hours in the workweek, you are not entitled to any overtime pay for the workweek.

Q. We get 11 holidays off each year without pay. My sister gets the same 11 holidays off, and she gets paid for all of them. Is my employer breaking the law because he's not paying us for these holidays when he's required to, even though we don't work on any of them?

A. No, your employer is not breaking the law. There is nothing in state law that mandates that employees be paid for holidays that are not worked.

holidays

"Holidays" under Government Code Section 19853 means:

January 1 (New Year's Day)

Third Monday in January (Martin Luther King, Jr. Day)

February 12 (Abraham Lincoln's Birthday)

Third Monday in February (President's Day)

March 31 (Cesar Chavez Day)

Last Monday in May (Memorial Day)

July 4 (Independence Day)

First Monday in September (Labor Day)

Second Monday in October (Columbus Day/Indigenous People's Day)

November 11 (Veteran's Day)

Thanksgiving Day

Day after Thanksgiving

December 25 (Christmas)

Other days designated by the governor for a public fast, thanksgiving, or holiday.

In addition to the above, under Government Code Section 6700 every Sunday is considered a "holiday," and under Code of Civil Procedure Section 12a, "holiday" means all day on Saturdays.

The significance of which days are "holidays" is that whenever any act of a secular nature, other than a work of necessity or mercy, is appointed by law or contract to be performed upon a particular day, which day falls upon a holiday, it may be performed upon the next business day with the same effect as if it had been performed upon the day appointed. Thus, for example, if the regularly scheduled payday is the 20th of the month, and the 20th falls on a Sunday, the wages for that payroll period may be paid on Monday.

Just because a day is designated by the state as a "holiday," does not mean that an employee automatically gets that day off. Time off from work on a holiday, with or without pay, is entirely (1) at the discretion of the employer, or (2) pursuant to the terms of a collective bargaining or similar type of agreement, or (3) pursuant to the terms of a private agreement between the employer and employee.

And just because an employee works on a holiday does not mean that the employer must pay the employee at a rate other than the employee's regular rate of pay, as any premium pay to reward the employee for working on the holiday is entirely (1) at the discretion of the employer, or (2) pursuant to the terms of a collective bargaining or similar type of agreement, or (3) pursuant to the terms of a private agreement between the employer and employee.

And if an employee gets a paid day off for a holiday, such day is not counted for determining overtime for that workweek as no hours were worked on the holiday.

hours worked

The time during which an employee is subject to the control of an employer, including all the time the employee is suffered or permitted to work, whether or not required to do so.

談足球與酒店管理

本刊編輯部

當寫下這個題目時：足球與酒店管理。其他人可能會啞然失笑，認為是風馬牛不相及的事情，你也能扯上關係？其實想寫這個題目已經醞釀很久，當中國足球一次又一次的折戟世界杯外圍賽之時；當我支持的家鄉俱樂部球隊幾度沉浮聯賽時；當我的職業生涯潮起潮落、歡喜和落寞相互交錯時；當我因為工作瑣事夜不能寐、靠酒精麻醉時；我愈發覺得作為酒店和足球的忠實粉絲，察覺二者之間有很多相同或互鑑之處，有必要寫下來，如果你不嫌囉嗦，請聽我一一道來：

酒店，我職業所在也；足球，我興趣所致也！二者皆我所愛也！喜歡看足球賽與接觸酒店業幾乎是同步的。筆者1993年始讀酒店服務與管理專業，期間有一室友是鐵桿足球迷，受其影響從1993年起開始迷上足球至今。1994年中國足球職業聯賽(甲A、甲B)開始，1994年世界杯開戰都曾讓我流連忘返，如痴如醉。當然，我對酒店知識的渴望和迷上足球是同步進行的，當年的羅馬里奧和斯塔特勒同樣都是我的偶像。把職業和興趣交織在一起，相互借鑒是一件很有趣的事情。而且隨著時間的推移和對酒店、足球的更深理解，竟然發現二者有那麼多相似之處。

一、酒店與足球俱樂部

酒店如同足球俱樂部，在組織框架和經營管理上有異曲同工之處。下面羅列比較一下其中相似之處。讓我們看看職位與職責的相似點。酒店總經理就好比足球主教練，負責戰略和戰術的部署；副總經理猶如助教，協助日常訓練和督導；

酒店業主代表就似足球隊領隊，負責監督和協管日常事務；酒店人事部就如足球經紀人或星探負責招聘人員和挖角；酒店銷售部像突前單前鋒，抓好銷售業績(進球)一馬當先，舍我其誰；餐飲部、房務部似左右邊鋒，以創造業績(進球)為主；康樂部、商品部是左右邊前衛，不可或缺，並且是業績提升(進球)的主要支柱；採購部是前腰，要積極(餵球)提供物品支持；財務部是后腰，既要保證資金供應，現金流不能斷，為經營部門提供保障，又要協助控制資金流向，進攻和防守都離不了他；工程部、保安部像兩邊後衛，平時做好防守，檢查，關鍵時可以助攻(協助經營部門工作)；質檢培訓部就是中後衛，最好監督和人員的呼應；總經理辦公室主任就似守門員，所有最後的收底工作都交給他。是總經理或主教練比較倚重的崗位。

總的來講，酒店各部們就像一支足球隊裡的各個崗位，都很關鍵，任何一個部門掉鍊子，都會給酒店帶來巨大損失。所以酒店總經理就像球隊主教練，一旦在運轉中發現部門出問題，一定要堅決地調換部門負責人(球員)，這樣整體才會有戰鬥力。酒店總經理的經營戰略或者俱體的戰術，是否能因人而用，是否能因地制宜，就像球隊一樣打什麼隊形，不管你是用433、442、還是352，最終的結果就是贏球，也就是盈利。否則，結果都是一樣的：下課！

二、酒店招聘與球員轉會

酒店的招聘和球隊球員之間的轉會又有異曲同工之處，都是為了尋覓合適之人。酒店根據需求招聘人員，需要談工資，挖角有時也需要替看中

之人付違約金；球隊需要通過轉會補充人，需要談年薪，需要付轉會費，合同到期的自由人，球隊簽約偶爾會撿個漏，省筆轉會費。總之：二者之間的終極目標是必須找到適合酒店或球隊發展的合適人選。

三、酒店培訓與球隊訓練

酒店人或球員加入隊伍後，为了更好的融入團隊，酒店需要做上崗前的培訓或崗上培訓或模擬演練；球隊一般需要開賽前冬訓、熱身，比賽後的總結和訓練，迎接下一場挑戰。無論是酒店的培訓還是球隊的訓練，目的都是一致的，都是為了更好的服務團隊，創造佳績。

四：酒店外聘與球隊外援

为了更好的引進先進的管理經驗，創造更好的業績。酒店通常會外聘高級職業經理人協助管理團隊，帶領團隊，整合管理程序，完善規範細節等；而球隊會請外援，幫助球隊成績提升。這些舉措對酒店或球隊都是裨益多多的，而對外聘人員或球隊外援的管理是需要技巧的，否則就會影響整個團隊的和諧。內外有別可以理解，但是超出可承受的心理範圍，往往會帶來爭議。這就要求一方面要做好“內人”的安撫和教育，強調外聘或外援對隊伍的作用和貢獻；另一方面要加強對外聘和外援的約束，強調“土著文化”。以期達到應有的目的。

五、國內外酒店管理公司與中西教練團隊

隨著酒店或球隊的逐步發展，有時候單獨聘請個別外聘或外援，已經不能完全滿足團隊的需求，為進一步提升成績和規範團隊的管理，大手筆的酒店會請國內外酒店管理公司；有實力的球隊會高薪邀請整個中西教練團隊。拿高薪就要有高產出，團隊壓力是很大的，東家(出資人)通常

都會犯一個通病：急功近利。誰都知道，長城不是一天建起來的，但是很多老闆的耐心不夠，當沒達到預想的理想成績時，短時間被掃地出門的例子舉不勝數。還有一些管理團隊不能很快的融入當地風情和文化，與“土著”格格不入，自以為能力高人一籌，傲慢無禮，最終受到抵制，這也是敗走麥城的一個因素。

六、酒店業績與球隊積分

酒店通常考核經營指標、經營成本、費用控制、客人滿意度等；球隊主抓積分排名、票務開發、社會影響力等。二者都需要用數據說話，終極目標就是贏利。

七、酒店星級與等級聯賽

酒店的星級越高表示成就越高；球隊參加的賽事級別越高證明球隊越出色。無論怎樣，酒店或球隊的綜合實力(軟實力和硬實力)決定了能否站的更高或更穩。酒店人的最高夢想是能駕馭世界最好的酒店，比如：迪拜的阿拉伯塔，曼谷東方等；國家級的球隊以舉起大力神杯為最高榮耀！俱樂部球隊以聯賽奪冠或舉起洲際賽事獎杯為榮！若要達到這個目標，個人天分和努力加上團隊的合作，依據執著向上為前進動力，走向各自行業內的最高領獎台絕非是個夢想。

八、職業前景

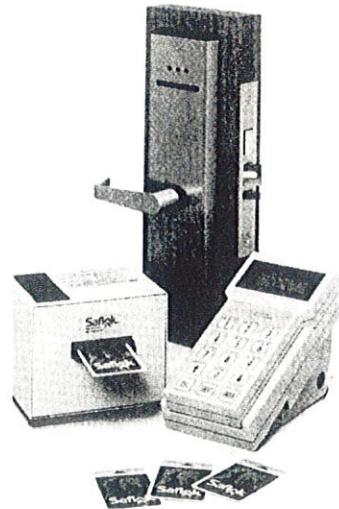
二者一個共同點就是都是在青春時期放光芒，說白了，吃青春飯者居多，能否升級成管理者或教練，延續自己的職業生命，就要求酒店從業者或球員在最燦爛時要未雨綢繆，多學多練多掌握一些綜合知識。為自己的人生暮年需多找一條出路。

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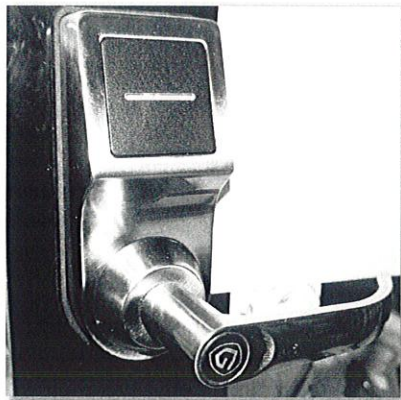
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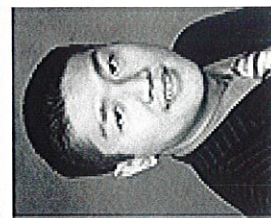
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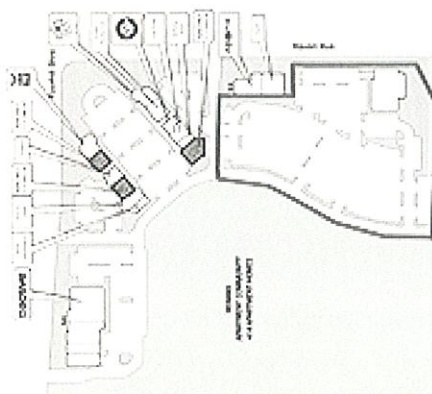
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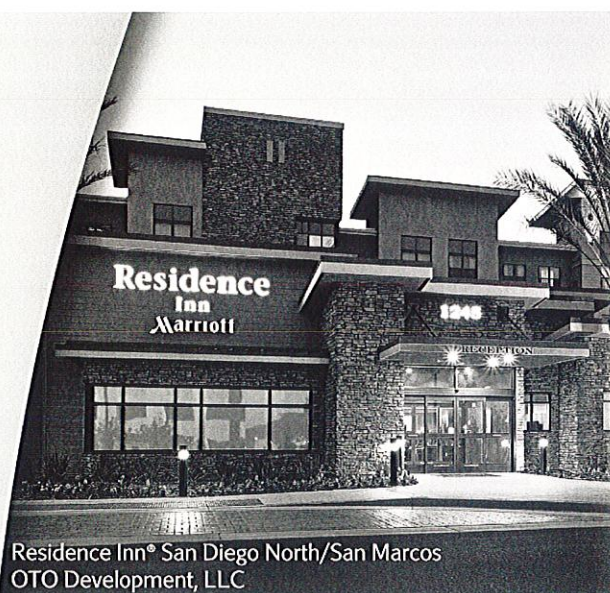
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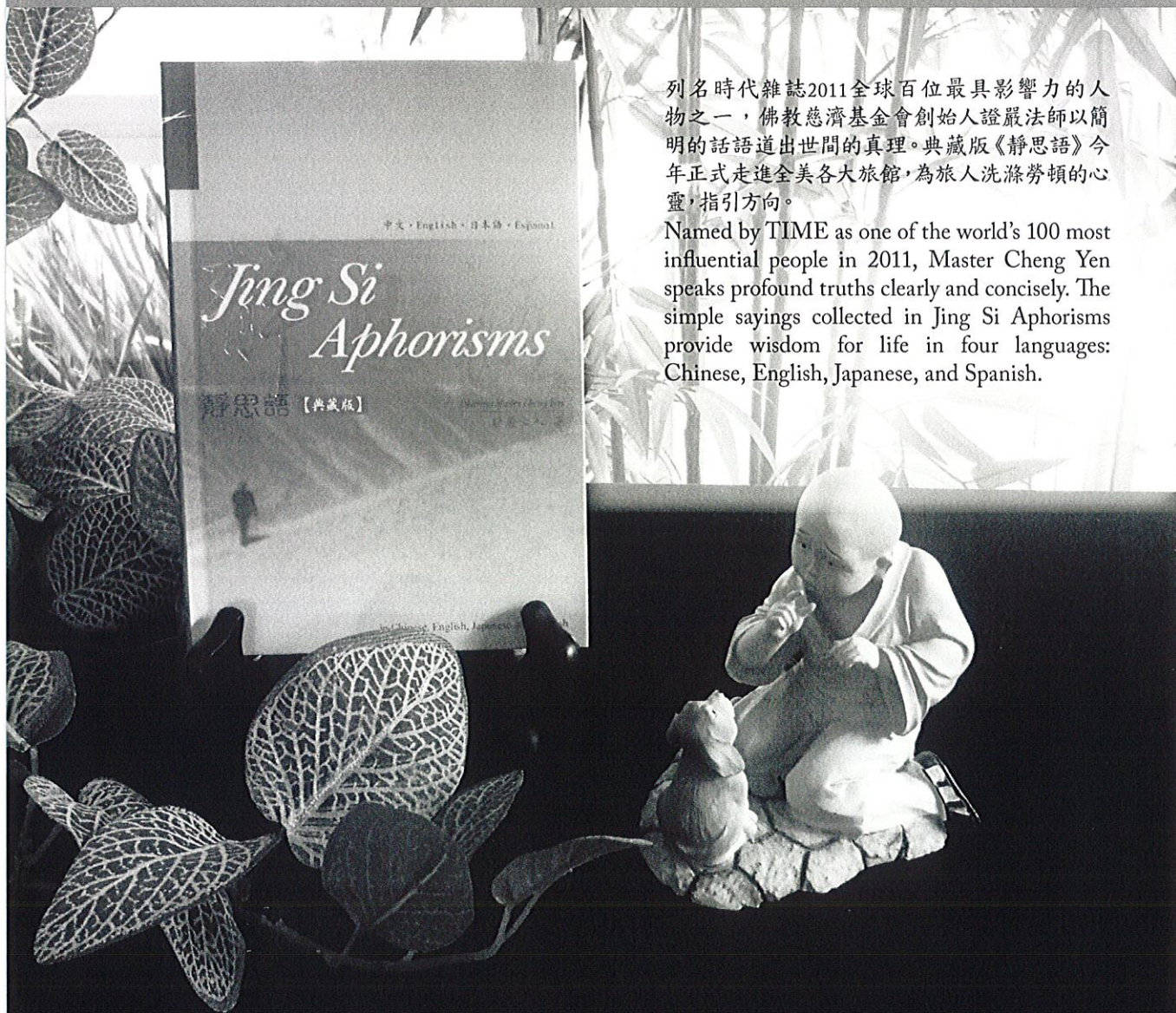
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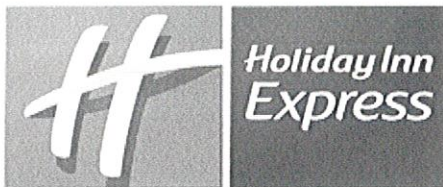


列名時代雜誌2011全球百位最具影響力的人物之一，佛教慈濟基金會創始人證嚴法師以簡明的話語道出世間的真理。典藏版《靜思語》今年正式走進全美各大旅館，為旅人洗滌勞頓的心靈，指引方向。

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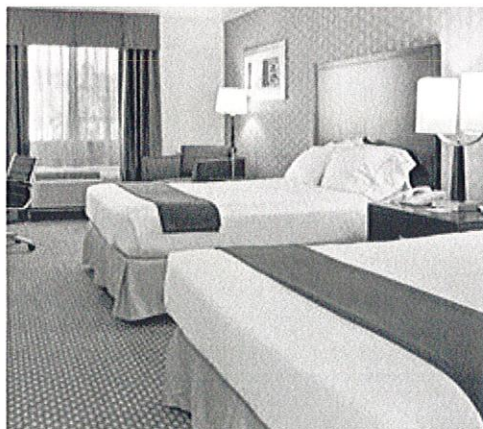
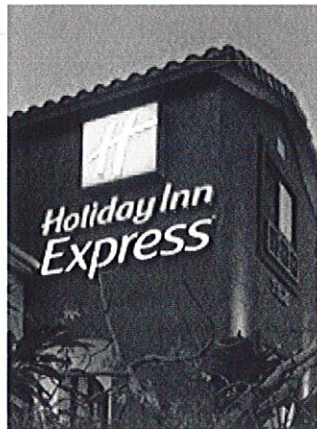
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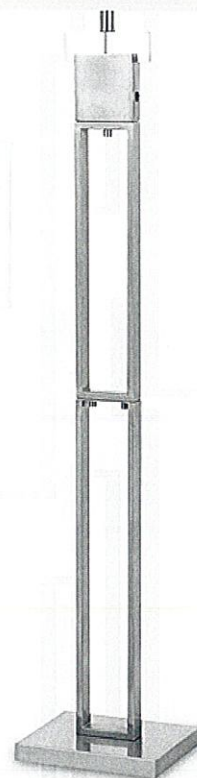
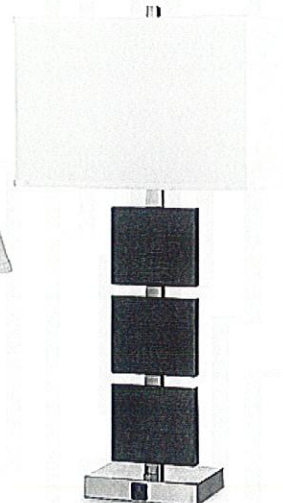
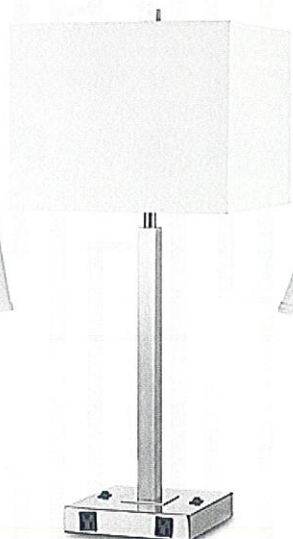
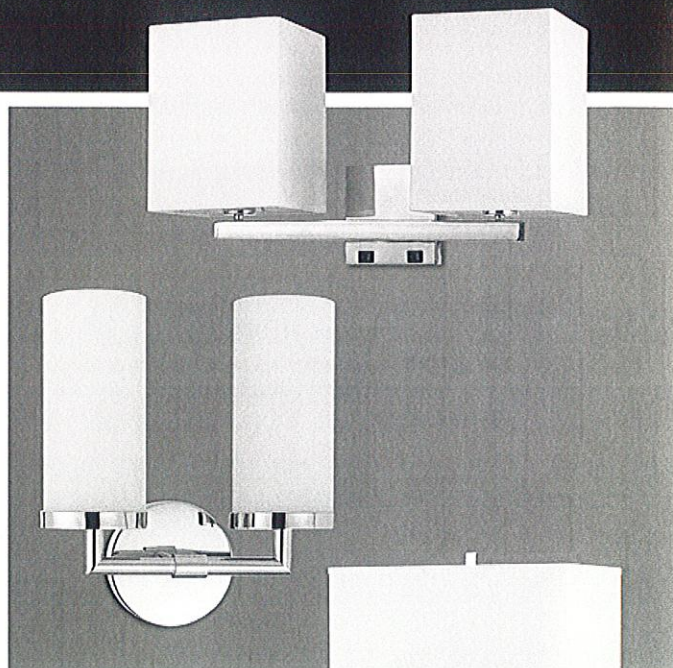
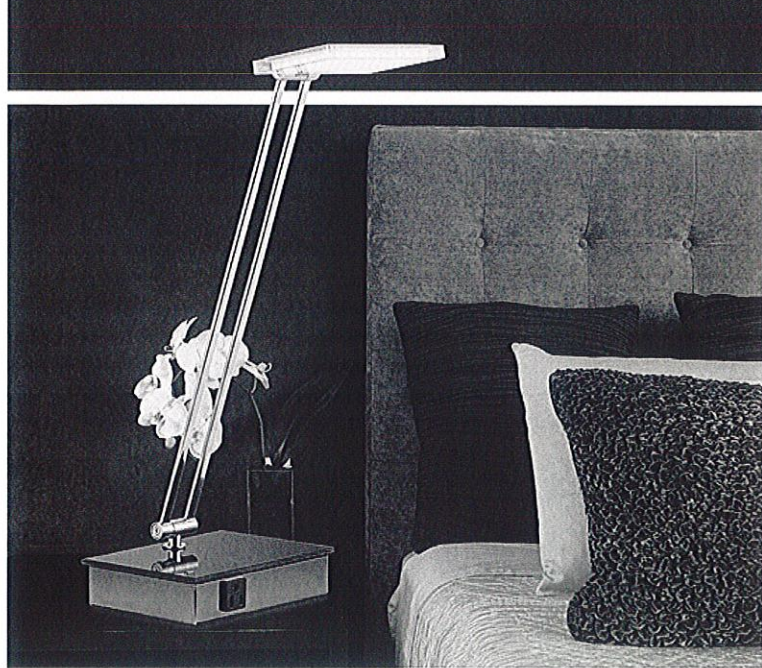
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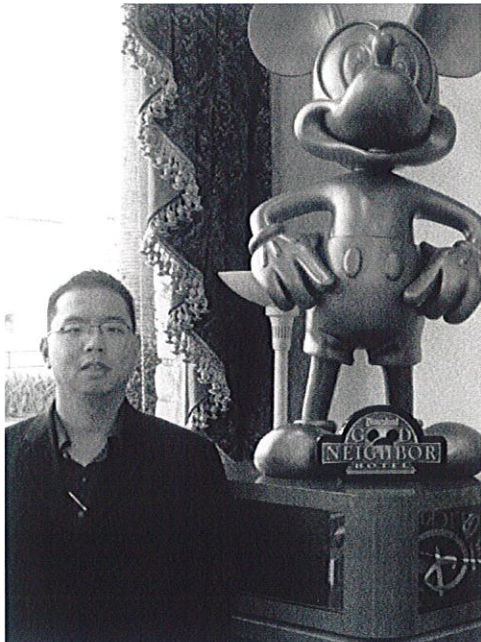
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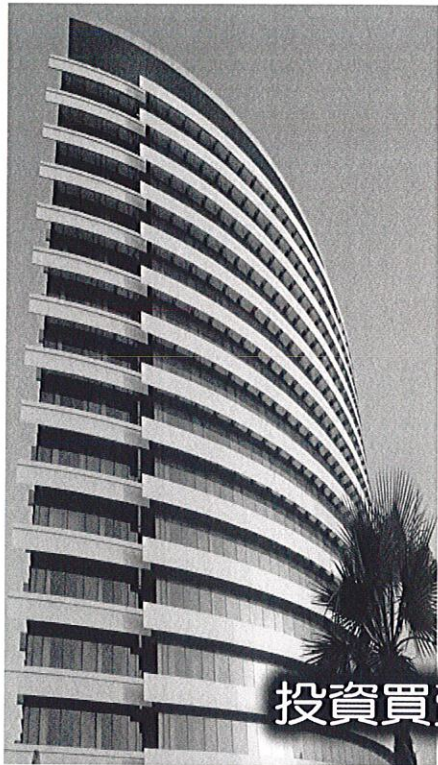
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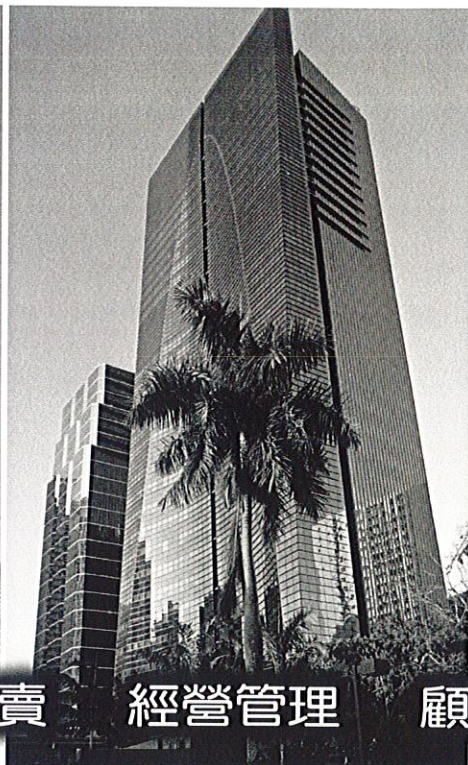
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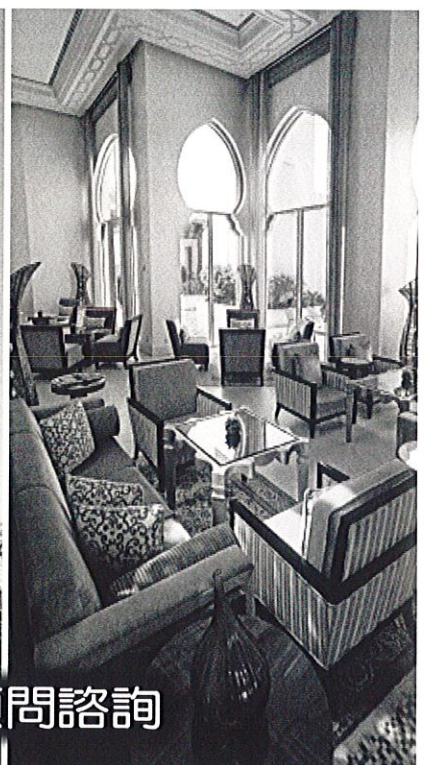
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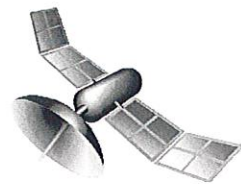
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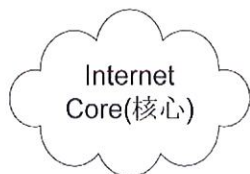
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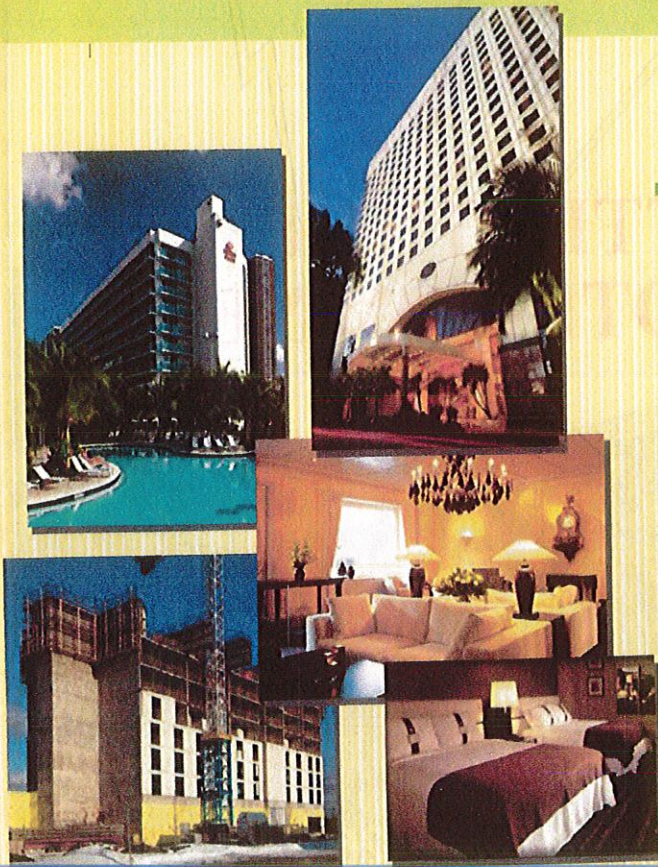
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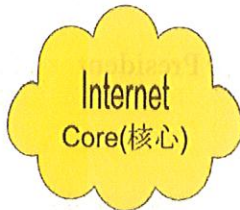
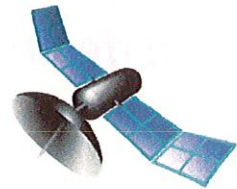
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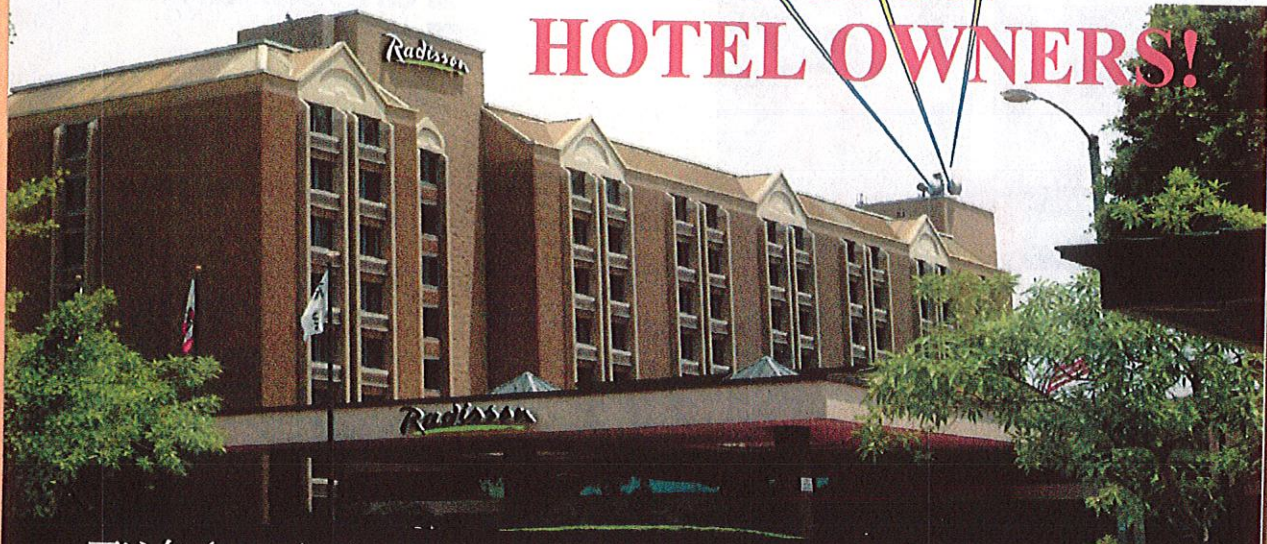
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