

Introduction to Inn of the Governors and Our Management Philosophy

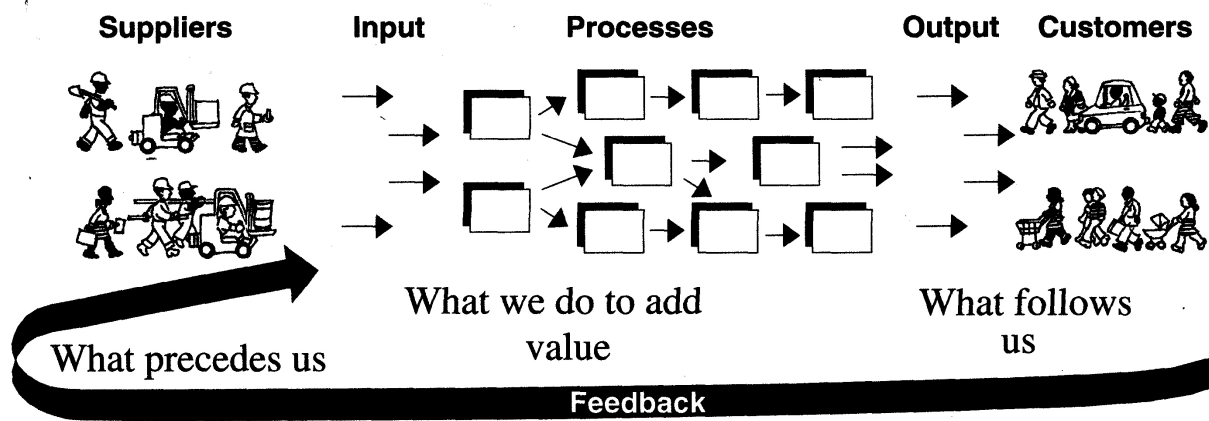
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Dr W. Edwards Deming, also known as the legendary Einstein of Business, introduced quality to Japan starting in the 1950's. Deming's work is a key factor in the quality and success of countless organizations worldwide, including Toyota, Ford, Proctor and Gamble, Canon, Harley Davidson, the US Navy and of course, Inn of the Governors.

The focus of this management philosophy is realizing that any business conducted is the direct result of systems. Within these systems, there are many processes that make the system effective. It is the responsibility of management to continuously improve the system by; listening to the voice of the staff and the customer to eliminate any waste, frustration and lost opportunities that may hinder the system.

We strive to create the "Loyal Guest" defined as a guest who returns time and time again to visit while telling all their friends and family about the feeling they get each time they return to "Their Home in the Heart of Santa Fe".

Every System has a chain of customer/supplier relationships. The aim of the Inn of the Governors management team is to continuously improve all of its systems, people and products.



Inn of the Governors has a unique financial partnership in which the staff members share in the profits. Each person has an opportunity to have their voice heard concerning any aspect of the business that they feel they can improve. Management and line staff join together to create our philosophy of innovation and continuous improvement for a Win-Win Partnership.

The Four Keys to Our Successes are;

1. Realizing that people are our most important asset.
2. Commit to, and live the Values of Inn of the Governors
3. Whenever there is frustration, customer separation or internal challenges, look to the system.
4. Act above the line, No Blaming, Shaming or Justify



INN OF THE GOVERNORS

Vision

*“We are the preferred provider of World-Class Service in Hospitality and your
“Home in the heart of Santa Fe”*

Mission

“Is to exceed our Customer’s expectations by providing genuine hospitality, a valued experience, and a commitment to continuous improvement.”



La Vision

“Somos los proveedores preferidos de servicio clase mundial en hospitalidad y tu casa en el corazon del romantico Santa Fe.”

Mision

“Es sobrepasar las expectativas de nuestros clientes dando hospitalidad genuina, una experiencia valiosa, y un proposito para un mejoramiento continuo.”



Inn of the Governors Values

Integrity

Keep your word - Only make agreements you intend to keep. We are honorable and clear in our dealings. Communicate broken agreements ASAP to all involved. Act above the line and take personal responsibility: No shaming, blaming or justifying.

Respect

Guided by our values, we strive to treat others as we would want to be treated. Communicate calmly and professionally; no harmful sarcasm or condescension. Acknowledge that what's said is important to the speaker; everyone is right from their perspective. Ask clarifying questions if you disagree or don't understand.

Customer Focus

We strive to maximize internal and external customer appreciation and loyalty

Commitment

We maintain the highest level of unity and sense of purpose. We are dedicated to daily living our values and vision.

Family

We value and support our staff in maintaining healthy relationships. We welcome our guests into our home and family.

Health

We encourage and support healthy lifestyles.

Joy

We enrich the experience of all those who come into our hotel. We are dedicated to making our hotel fun and memorable for our staff and guests.

Leadership

We practice effective communication through dialogue. We encourage innovative ideas from all sources.

Quality

We embrace and practice the theory of Continuous Quality Improvement (CQI). Whenever anything is not working, look first to the system for answers; propose system based solutions.

Spirituality

We honor the unique beliefs and values of ourselves and our customers.

El Inn of the Governors Valores y tipo de conducta

INTEGRIDAD

Guarda tu palabra- no hagas acuerdos que no puedas cumplir. Somos responsables y claros en todos nuestros tratos. Comunica tratos rotos lo mas pronto posible a todas las personas envueltas. Actua sobre el limite y toma responsabilidad sin culpar, justificar o sentir pena.

RESPECTO

Guiados por nuestros valores, tratamos a otros como nos gustaria ser tratados. La comunicacion debe ser con calma y profesionalismo, sin necesidad de sarcasmos, malas palabras u otro. Date cuenta: Lo dicho es importante para el que lo dice, cada uno tiene su propio punto de vista. Pregunta con claridad si no comprendes o estas en desacuerdo con algo.

CONCENTRACION EN EL CLIENTE

Nos esforzamos para agrandar el aprecio y lealtad de los clientes internos y externos.

COMPROMISO

Mantenemos el mas alto nivel de unidad y sentido de proposito. Estamos dedicados a vivir diariamente nuestras visiones y valores.

FAMILIA

Valoramos y ayudamos a todos nuestros empleados para que tengan buenas relaciones. Nuestros clientes son bienvenidos en nuestra casa y familia.

SALUD

Enfatizamos y apoyamos estilos de vida saludables.

DICHA

Enriquecemos la experiencia de todos aquellos que vienen a nuestro hotel. Estamos dedicados a hacer de este hotel, algo divertido y memorable, para clientes y empleados.

LIDERAZGO

Practicamos comunicacion efectiva a travez del dialogo. Enfatizamos las ideas nuevas de donde vengan.

CALIDAD

Acojemos y practicamos la teoria de Mejoramiento de Calidad Continua. Cuando sea que algo no esta trabajando, buscar primero en el sistema por respuestas; propon soluciones para las bases del sistema.

ESPIRITUALIDAD

Honramos las creencias unicas y valores de nosotros mismos y de nuestros clientes.

IOG Communication Code of Conduct

- Keep your word: Only make agreements you intend to keep. Communicate broken agreements ASAP to all involved.
- Communicate calmly and professionally; Act “above the Line” and take personal responsibility: No Shaming, Blaming, Justifying or harmful Sarcasm, Condescension or Gossiping.
- Acknowledge: What’s said is important to the speaker; everyone is right from their perspective. Strive for direct, value added, win/win communication.
- Speak your truth with compassion; strive to come from “I”, rather than from “You”. Always look to the system first for variation or improvement points.
- Think before reacting; Be open, and welcome constructive feedback.
- Whenever there’s an uncomfortable or unclear issue, timely (3 days or 1st opportune moment), non-threatening communication is a priority
- Always confirm mutual understanding; ask clarifying questions if you have a different perspective or don’t understand.
- Listen to Learn



Clave de Conducta de Comunicacion del IOG

- Mantén tu palabra: Solo has acuerdos que pretendes mantener. Comunica acuerdos alterados mas pronto posible a todos los que involucra.
- Comunica calmado y profesionalmente; actúa “sobre la línea” y toma responsabilidad personal: No Avergonzar, Culpar, Justificar o Sarcasmo lastimador, Condensacion o Chismear.
- Notar: Lo dicho es importante para el hablante, todo mundo esta en lo correcto desde su perspectiva. Trata por directa, valor adherido, y comunicacion ganadora.
- Di tu verdad con compacion; trata que venga de “yo”, en vez de que venga de “tu”.
- Piensa antes de reaccionar; se abierto, y dale la bienvenida comentarios constructivos.
- Cuando sea que ahiga un punto turbio o incomodo, tiempo (3 dias o en el primer momento oportuno), no comunicacion amenazante es una prioridad.
- Confirma siempre entendimiento mutuo; has preguntas claras si tienes una perspectiva diferente o no entiendes.
- Escucha para aprender.

IOG Staff Compensation and Benefits Fact Sheet

1. The 2 Point Compensation Plan
 - The policy of The Inn of the Governors is to be competitive with your compensation as compared to the surrounding hotels in the downtown Santa Fe area (what you could make doing same job at a comparable hotel with the same experience) evaluated annually on April 1st.
 - Inn of the Governors staff receives a gainsharing distribution on a monthly basis. Six (6) months of fulltime employment is required to participate in this program.
2. Medical and dental insurance is available on an individual basis after six (6) months of employment. Benefits may be paid for through our gainsharing program. Please see the Accounting Department for more information.
3. Daily staff meal at no charge.
4. Holiday Pay:

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|-----------------|-------------------------|
| Time and a half | New Years Day |
| Time and a half | Labor Day |
| Time and a half | 4 th of July |
| Time and a half | Thanksgiving |
| Double Time | Christmas Day |
5. Five paid vacation days after one year of employment, 10 days after 2 years, 15 days after 5 years.
6. Hotel room discounts at the IOG. Up to 50% off regular rates, based on availability and the discretion of the General Manager.
7. On-site parking with permit based on occupancy of IOG.

Inn of the Governors

Hotel Wide Standards

1. All employees of the IOG are committed to providing excellent customer service by knowing and anticipating our guests' needs. (external customers)
2. All IOG employees treat one another with respect realizing that teamwork and team spirit are essential to our success. (internal customers)
3. All guests' requests and complaints are top priority and are responded to quickly, courteously and professionally. Every guest receives a follow up call from the employee who "owns" the request or complaint.
4. All guests are recognized and acknowledged with the (10-5) greeting by our entire staff 100% of the time. (with a smile☺)
5. All IOG employees present a clean and neat personal appearance: wear nametags at all times and are properly uniformed for their position.
6. Every employee receives a thorough orientation and excellent training for their specific position. Thereafter we commit to 2-4 hours of training per employee per month.
7. Every employee is knowledgeable of Hotel information and recommends Manana Restaurant and Bar prior to outside facilities.
8. Cleanliness of our Hotel, grounds and "back of the house" (basement, offices, kitchen) is the responsibility of every employee. We work together to accomplish this.
9. All employees of the IOG address guests by his or her last name whenever possible.
10. All IOG employees are dedicated to the conservation of our natural resources and the property and assets of our hotel.

Profound Knowledge

W. Edward Deming considered the thorough understanding of Profound Knowledge as life changing. Profound knowledge is divided into four segments.

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|--|--|
| <p style="text-align: center;">Appreciation for a System</p> <p>A conundrum: An appreciation for a system requires an understanding of how everything works together so that a change in any part effects the whole. Yet, Profound Knowledge is divided into four segments? Therefore, the segments must interact with one another and a lack of knowledge in any part effects how well one can manage.</p> | <p style="text-align: center;">Knowledge about Variation</p> <p>Change and variation are inescapable. They are all around us, the trick is understanding when it is a change you can do something about and when it is natural variation.</p> |
| <p style="text-align: center;">Theory of Knowledge</p> <p>Dibert is all about managers and workers who are "clueless." More realistically, managers need to have a working knowledge of the processes they are managing.</p> | <p style="text-align: center;">Psychology</p> <p>Human nature is a wondrous thing, it is funny, deadly serious, misunderstood, obvious, and an important part of Profound Knowledge.</p> |

Deming's 14 points

The 14 points are a basis for transformation of [American] industry. Adoption and action on the 14 points are a signal that management intends to stay in business and aim to protect investors and jobs. Such a system formed the basis for lessons for top management in Japan in 1950 and in subsequent years.

The 14 points apply anywhere, to small organizations as well as to large ones, to the service industry as well as to manufacturing. They apply to a division within a company.

1. **Create constancy of Purpose.** Create strong constancy of purpose toward improvement of product and service, with the aim to become competitive and to stay in business, and to provide jobs.
2. **Adopt the new philosophy.** We are in a new economic age. Western management must awaken to the challenge, must learn their responsibilities, and take on leadership for change.
3. **Cease Mass Inspection.** Cease dependence on inspection to achieve quality. Eliminate the need for inspection on a mass basis by building quality into the product in the first place.
4. **Minimize Total Cost-Aim for Single Suppliers.** End the practice of awarding business on the basis of price tag. Instead, minimize total cost. Move towards a single supplier for any one item, on a long-term relationship of loyalty and trust.
5. **Constantly Improve Systems.** Improve constantly and forever the system of production and service, to improve quality and productivity, and thus constantly decrease costs.
6. **Institute training on the job,** for continuous job skills growth & improvement.
7. **Institute leadership.** The aim of supervision should be to help people and machines and gadgets to do a better job. Supervision of management is in need of an overhaul, as well as supervision of production workers.
8. **Drive out Fear.** Drive out fear, so that everyone may work effectively for the company.
9. **Break Down Dept. Barriers.** Break down barriers between departments. People in research, design, sales, and production must work as a team, to foresee problems of production and in use that may be encountered with the product or service.
10. **Eliminate Slogans, Etc.** Eliminate slogans, exhortations, and targets for the workforce asking for zero defects and new levels of productivity. Such exhortations only create adversarial relationships, as the bulk of the causes of low quality and low productivity belong to the system and thus lie beyond the power of the work force.
11. **Eliminate Management by Numbers.** Eliminate work standards (quotas) on the factory floor. Substitute leadership. Eliminate management by objective. Eliminate management by numbers, numerical goals. Substitute leadership.
12. **Remove Barriers that Rob Pride.** Remove barriers that rob the hourly paid worker of his right to pride in workmanship. The responsibility of supervisors must be changed from sheer numbers to quality. Eliminate annual reviews and merit ratings.
13. **Institute Education.** Institute a vigorous program of education and self-improvement.
14. **Involve Everybody.** Put everybody in the company to work to accomplish the transformation.
The transformation is everybody's job.