



**Training Proposal for:
Pebble Beach Company
Agreement Number: ET10-0255**

Panel Meeting of: **October 23, 2009**

ETP Regional Office: **San Francisco Bay Area**

Analyst: D. Woodside

PROJECT PROFILE

Contract Type: Retrainee

Industry Sector(s): Services

Counties Served: Monterey

Repeat Contractor: Yes No

Union(s): Yes No

Priority Industry: Yes No

No. Employees in CA: 1,600

No. Employees Worldwide: 1,600

Turnover Rate	Manager/Supervisor
10%	15%

FUNDING DETAIL

Program Costs	Substantial Contribution	Total ETP Funding
\$83,325	\$0	\$83,325

In-Kind Contribution
\$110,211

TRAINING PLAN TABLE

Job No.	Job Description (by Contract Type)	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee	Business Skills; Computer Skills; Continuous Improvement	101	24-200	0	\$825	\$13.00
				Weighted Avg: 55			

Minimum Wage by County: \$13.00 for Monterey County.

Health Benefits: Yes No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: Yes No

\$2.48 per hour may be added to meet the post-retention wage.

Wage Range by Occupation	
Occupation Title	Wage Range
Reservation Agent	
Concierge & Special Service Agent	
Front Desk Agent	
Personal Valet	
Manager	

INTRODUCTION

In this proposal, the Pebble Beach Company (PBC) seeks funding for retraining as outlined below:

Established in 1919 as the Del Monte Properties Company, the original property was founded with the grand opening of Pebble Beach Golf Links and The Lodge at Pebble Beach. In 1978, the property was purchased and renamed Pebble Beach Company. Throughout the years, PBC has grown with the opening of additional resort hotels and golf links and now employs 1,600 Californians. Along with its headquarters located in Pebble Beach, PBC owns and operates three resorts including: The Lodge at Pebble Beach; The Inn at Spanish Bay and Casa Palmero; and four golf courses: Pebble Beach Golf Links, Spyglass Hill Golf Course, The Links at Spanish Bay, and Del Monte Golf Course. Its other famed properties include the scenic 17-Mile Drive and The Spa at Pebble Beach.

PBC provides meeting and event facilities, luxury accommodations, activities, and other upscale resort amenities. It annually hosts premier events such as the Pebble Beach Concourse d'Elegance and the AT&T Pebble Beach National Pro-Am. PBC will be the site of the 2010 U.S. Open. Customers include national and international corporations, sponsors, event planners, meeting planners, travel agents, and others in the travel, resort, or related industries. Customers also include leisure travelers, business travelers, and professional and amateur golfers.

Pebble Beach itself is a coastal resort destination on the Monterey Peninsula which attracts year-round visitors from across the country and around the world. PBC is eligible for retraining under the Out-of-State Competition Provisions outlined under Title 22, California Code of Regulations, Section 4416(g)(1) as a destination resort competing nationally and internationally for customers from both inside and outside of California.

A major challenge facing PBC is to quickly implement its World Class Service initiative as it prepares for the upcoming surge in business due to the 2010 U.S. Open. PBC's representatives see this as an excellent opportunity to counteract the industry downturn in the past two years by maximizing exposure to consumers with the U.S. Open which is televised internationally. In order to capitalize on this exposure, employees must meet and exceed visitors' expectations by delivering a first-rate guest experience during this event.

At the same time that it prepares for this event, PBC has determined that its staff with guest contact must be given enhanced skills training. This retraining effort will assist PBC in retaining its workforce even in the face of increased transportation expenses, reduced corporate spending, and less vacation time and financial resources among leisure travelers. By maintaining and enhancing its reputation for world class service, PBC will be able to create more job security resort-wide as customer service expectations are met and exceeded.

PROJECT DETAILS

All of the training to be provided with the assistance of ETP funds will be fundamentally different from the basic training courses and on-the-job training currently provided by PBC. The company representative states that the focus of this ETP curriculum is on advanced skills and techniques. For example, the company currently provides training in Guest Service Fundamentals. In this course, the trainee learns the basic guest service skills such as the value of name recognition, using guests' names during interactions, and proper decorum and protocol when responding to guests' requests for information or service.

In the ETP-funded training, the company will provide "Standing Out – Advanced Negotiation Skills and Guest Service Excellence" training which will train workers in advanced sales techniques and negotiating skills. For example, currently the reservation agents respond to calls from prospective customers and effectively handle the requests for reservations. The agent now uses skills which allow him or her to provide service, but in a passive, reactive "order-taker" style. In this competitive industry, the agent now needs to develop skills to cultivate a professional, proactive approach with guests by receiving enhanced skills training. Through ETP training, these reservation agents will learn skills and techniques needed to be proactive when responding to business or leisure travelers to increase the revenue generated or extend the trip duration.

Business Skills Training in product knowledge, sales skills, negotiation skills, and advanced customer service will be given to all occupations. Training will also be given in written and oral communication skills including topics such as professional business writing and the effective use of online communication tools. This training will ensure consistency and excellence throughout the customer service interaction.

Computer Skills training will be delivered to all trainees in the effective use of SMS (Springer Miller Systems) scheduling software system as well as run reports. This training will provide the skills needed to improve efficiency using this resource planning software. The training will include how to collect information on resources or tasks with detailed filtering, reporting, expense tracking, and cost analysis.

Continuous Improvement Training in continuous improvement topics such as effectively dealing with change and streamlining service approach will be provided to improve processes and workflow efficiencies. In addition, training in leadership essentials will be delivered to frontline workers across all occupations in order to successfully develop team members in the workplace.

Commitment to Training

PBC represents that ETP funds will not displace its existing financial commitment to training. Indeed, PBC notes that it received ETP funds approximately 10 years ago and used that opportunity to launch its training department. Thus, ETP funding encouraged an ongoing financial commitment by PBC to its training program. Today, PBC has expanded its internal resources for training to include two full-time training managers. Current training includes, but is not limited to the following topics: New Employee Orientation; Food & Beverage Service Fundamentals; Banquet Service Fundamentals; Guest Service Fundamentals; Sales and Customer Service Fundamentals; American Red Cross CPR (Cardio Pulmonary Resuscitation) and AED (Automated External Defibrillator) Certification; TIPS (Training for Intervention Procedures) Alcohol Awareness Certification; Food Safety Awareness; Sexual Harassment and the Law; Excel 2003 Basics; New Manager Orientation; Interviewing for Success: Effective Interviewing Practices for Managers; and Effective Performance Evaluations. The training budget for 2009 is approximately \$150,000.

PBC trains and will continue to invest in training its union employees with its own training budget and will not request ETP funds for the training program for occupations not included in this proposal. PBC states that it will continue to employ a full-time training manager who is dedicated to training the union employees. This training includes, but is not limited to the following topics: New Employee Orientation; Food & Beverage Service Fundamentals; Banquet Food and Beverage Service Fundamentals; Guest Service Fundamentals Training; American Red Cross CPR/AED Certification; TIPS: Alcohol Awareness Certification; SERV-SAFE: Food Safety Awareness; Sexual Harassment and the Law; and other training topics.

PBC represents that safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

Green Operations

Pebble Beach Company reports that it is a certified green business through the Monterey Bay Area Green Business Program (MBAGBP). The MBAGBP recognizes businesses that volunteer to operate in an environmentally responsible way. To earn "green" certification, PBC demonstrated compliance with all regulatory agencies and exceeded program standards for conserving resources, preventing pollution, and minimizing waste.

RECOMMENDATION

For the reasons set forth above, staff recommends approval of this proposal.

DEVELOPMENT SERVICES

PBC retained the California Manufacturers & Technology Association (CMTA) in Sacramento to assist with development of this proposal at no charge to the company.

ADMINISTRATIVE SERVICES

The company will conduct its own project administration.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours

24-200

Business Skills

Product Knowledge - Resort Knowledge
Selling Pebble Beach Resorts – Sales Process Techniques
Advanced Customer Service Excellence
Exceeding Customer Expectations
Standing Out – How to Negotiate and Compete Effectively
in the Luxury Market
Effective Professional Business Writing
Verbal Communication
Effective Use of Online Communications

Continuous Improvement

Keep Improving – Effectively Dealing with Change
Streamlining Service Approach - Workflow and Processes
Leadership Skills

Computer Skills

SMS (Springer Miller Systems) Resource Software

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