

# HOWARD V. STEVENS, SPHR

(808) 555-5555 • hvstevenssphr@hawaii.rr.com  
89291 Delmar Avenue • Honolulu, HI 99861

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June 23, 2010

Jim Stein, President  
Symmons Industries  
1040 45<sup>th</sup> Avenue  
Long Island City, NY 11101

Dear Mr. Stein:

I am enclosing my resume for consideration as the next Vice President of Human Resources with Symmons Industries. With more than 20 years' experience as an HR Professional, I offer a wealth of experience across the entire spectrum of HR leadership. I have provided HR guidance to senior management teams during mergers, acquisitions, startups, and turnarounds, successfully enhancing organizational goals.

Having spent some time reviewing and researching your company, I can see why this is an exciting time in the life of the organization. The stated goal of doubling revenues through aggressive organic growth and acquisition is an area where I can be of great value to Simmons Industries. My strengths include:

- Drive acquisition projects from inception to completion, producing increased revenue growth, improved employee relations, and heightened customer satisfaction
- Succeed in union and non-union environments, building trust between employees and management while attracting and retaining the best talent
- Evaluate organizational needs and develop and deliver training programs to enhance staff skills
- Implement HRIS technology to improve data flow and use in strategic planning initiatives

At Hilton International, I led by example. I possess strong problem-solving, decision-making, and project management skills. I know I would prove to be a valuable asset to the strategic and tactical execution of your goals. I am available at your convenience for a personal meeting and appreciate both your time and your consideration. Thank you.

Sincerely,

Howard V. Stevens

encl: resume

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## SENIOR HUMAN RESOURCES EXECUTIVE

Leader • Strategic Planner • Organizational Development & Change Manager • Problem Solver

**Talented Human Resources Executive with wealth of experience assuming lead roles across organizational lines to contribute in both strategic and tactical situations. A skilled team leader with a record of recruiting, matching, and retaining highly qualified employees. Essential provider of HR expertise to senior leaders for multiple acquisitions from due diligence to conversion. Strong communicator, strategic decision maker, and expert problem solver.**

- Mergers & Acquisitions
- Performance Management
- Labor/Employee Relations
- Recruitment & Retention
- HRIS (HR Information Systems)
- Union & Non-Union Environments
- Benefits & Compensation
- Training & Development

## PROFESSIONAL EXPERIENCE

**HILTON INTERNATIONAL** (1984–2008)

**Advanced rapidly through a series of HR management roles by showing a willingness to contribute beyond conventional organizational expectations. Demonstrated extensive knowledge of HR practices, training, and development while delivering Hilton core classes in Management Fundamentals, Organizational Change, and Presentation Skills. Worked formally as a valuable team member with senior leaders to facilitate acquisitions, startups, and turnarounds.**

**HILTON KILANI RESORT & SPA, Kilani, HI**

2002–2008

### **RESIDENT MANAGER**

**Fulfilled lead Human Resources role and teamed with the General Manager to produce an EBITDA of more than \$4M, best ever for the property.** Performed HR role on the team during the acquisition of the 4-diamond property with 387 rooms and more than 700 employees.

- Increased market share from 75% to 98%.
- Improved occupancy rate from 67% to 88%.
- Accomplished a 99% guest satisfaction rate by introducing a new “At Your Service” program aimed directly at enhancing guest experiences.
- Recognized with the “Hilton Movers and Shakers Award” for excellence in facility operations.

**LOKI BEACH HILTON RESORT & SPA, Honolulu, HI**

2000–2002

### **DIRECTOR of HUMAN RESOURCES**

**Served as the Human Resources Executive at a unionized facility with 800 employees.** Innovatively retained staff during the tourism downturn following the 9/11 attacks.

- Reacted to an employee retention crisis by creating a program of short-term layoffs and shortened workweeks. Resulted in reduced turnover and resignations.
- Led program/policy changes that increased employee retention by 50% and cut staffing costs by 21%.
- Facilitated the implementation of next-generation HRIS technology.
- Demonstrated corporate image astuteness by collaborating with the City of Honolulu to bring NYC 9/11 Firemen and their families to the hotel through the “Sharing of Aloha” program.

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HILO HILTON RESORT & BEACH CLUB, Hilo, HI 1995–2000

### **DIRECTOR of HUMAN RESOURCES**

Functioned as the initial Director of Human Resources for property with 345 guest rooms, 232 timeshare villas, and a total staff of 450. Held dual reporting responsibilities to the resort General Manager and the timeshare villas Project Management Team, providing HR support to each entity.

- Introduced next-generation HRIS technology.
- Reduced employee costs by 18% annually through the introduction of safety, training, and incentive program improvements.
- Realized an additional \$2M in annual cost savings by successfully halting union organizing attempts.

LAGUARDIA AIRPORT HILTON, Queens, NY 1994–1995

### **DIRECTOR of HUMAN RESOURCES**

- Increased employee survey participation, leading to an 8% increase in employee satisfaction at a 438-room hotel employing 300.

FORT LEE HILTON, Fort Lee, NJ 1993–1994

### **DIRECTOR of HUMAN RESOURCES**

- Transitioned successfully into the lead HR management role of the 289-room, 180-employee facility.

NEW YORK HILTON, New York, New York 1989–1992

### **ASSISTANT DIRECTOR OF HUMAN RESOURCES**

#### **EMPLOYMENT MANAGER**

#### **BENEFITS SPECIALIST**

- Promoted quickly through a series of increasingly responsible HR roles.
  - Created a Management Exchange Program designed to leverage Hilton's market presence in Japan. Hosted one Japanese representative and sent several Hilton employees to Japan.
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## **PROFESSIONAL TRAINING & CERTIFICATION**

- **Senior Professional in Human Resources (SPHR) Certification**
  - **Society for Human Resource Management**, Member
  - **Executive Education Program**, Aspen Institute
  - **Certification—Management Trainer/Facilitator**, Hilton Worldwide
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## **EDUCATION**

- **B.S., Hotel Administration**  
University of Rhode Island, School of Business & Finance, Providence, RI

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July 6, 2010

Jim Stein, President  
Symmons Industries  
1040 45<sup>th</sup> Avenue  
Long Island City, NY 11101

Dear Jim:

Since leaving our meeting last Wednesday, I have thought at great length about our discussion, the tremendous opportunity at Symmons Industries, and the value I can bring to the organization. As such, I would like to take a moment of your time to address several key points.

Primarily, I have the experience and expertise to contribute at a high level as Symmons Industries undertakes the journey to double revenues through organic growth and acquisitions. I undertake each new project with a two-pronged focus: (1) provide the team with the highest quality of HR expertise to place the organization in the best possible position to achieve favorable outcomes; and (2) create strategic and tactical programs that consistently build value, brand reputation, and earnings.

My leadership efforts at the succession of facilities I served during my career with Hilton International have proven me a person willing to go beyond the norm to achieve top-tier results. I have consistently succeeded in each opportunity I have been presented.

I noted that during our conversation you expressed some concern at my lack of bilingual qualifications. Given the opportunity to consider your concerns, I want to point out that during my time in Hawaii I have successfully overcome some unique language barriers with many staff members native to the Islands. They often speak a combination of English and their native Hawaiian language. I have had no communication problems as I have quickly adapted and learned to communicate very effectively.

Additionally, I have researched an application for my iPhone that translates English to Spanish and Spanish to English for a mere \$25 investment. The application is Jibbigo. I have added it to my phone, tested it, and found it a very useful tool.

It was great to be back in the New York City area, especially out on Long Island, where I spent much of my time early in my career. I hope that you and I have the opportunity to continue our discussions and certainly appreciate the amount of time you and your staff spent with me last week. I guarantee that I cannot only meet your expectations—I can clearly exceed them.

Very truly yours,

Howard V. Stevens