
Re: Expectations

From FORRESTER Steven <Steven.FORRESTER@swissotel.com>
Date Sun 3/30/2025 9:47 AM
To David DELACRUZ <David.DelaCruz@swissotel.com>
Cc Jadesofia MASIGAN <Jadesofia.Masigan@swissotel.com>

Hi David,
Please submit original document to Jade on Monday 31st.
Thank you.

Steve.

Get [Outlook for iOS](#)

From: FORRESTER Steven <Steven.FORRESTER@swissotel.com>
Sent: Friday, March 28, 2025 8:16:20 AM
To: David DELACRUZ <David.DelaCruz@swissotel.com>
Cc: Jadesofia MASIGAN <Jadesofia.Masigan@swissotel.com>
Subject: Re: Expectations

Thanks David,

We will keep this on your record in T&C.

As the certificate recommends a diet every four hours, I will amend your lunch break time to 1pm as you start at 9am currently.

Should we need to adjust your start times in the future, we will also amend your break times.

スティーブン・フォレスター

Steven Forrester

料飲部長兼総料理長

Director of Food & Beverage and Culinary

Swissôtel Nankai Osaka

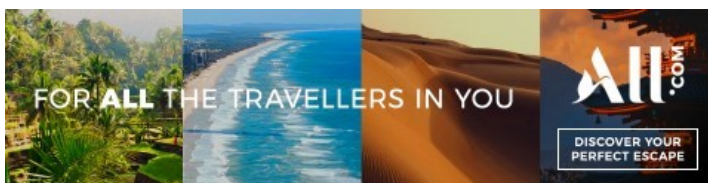
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From: David DELACRUZ <David.DelaCruz@swissotel.com>
Sent: Thursday, March 27, 2025 5:29 PM
To: FORRESTER Steven <Steven.FORRESTER@swissotel.com>
Cc: Jadesofia MASIGAN <Jadesofia.Masigan@swissotel.com>
Subject: Re: Expectations

Hi Steve,

Hope you had a great holiday.

As requested, I am submitting my medical certificate for your reference. I apologize for any language issues in the document, as the doctor's primary language is not English. Please confirm the correct process for submitting this officially, if any additional steps are required.

Please let me know what system works best for you to be aware of the time I am at lunch to ensure clarity moving forward.

Thank you!

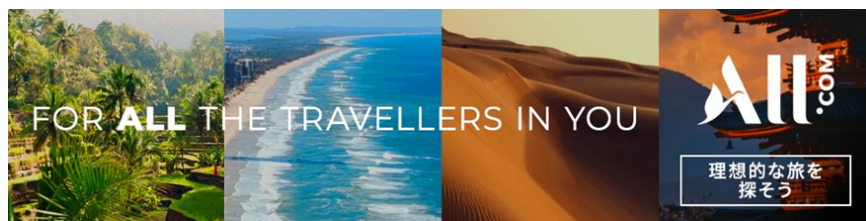
Best Regards,

デビッド・デ・ラ・クルス
David De la Cruz

F&Bマーケティング
F&B Marketing

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From: David DELACRUZ <David.DelaCruz@swissotel.com>
Sent: Tuesday, March 18, 2025 12:04 PM
To: FORRESTER Steven <Steven.FORRESTER@swissotel.com>
Cc: Jadesofia MASIGAN <Jadesofia.Masigan@swissotel.com>; Yutaka MORIZONO <Yutaka.Morizono@swissotel.com>
Subject: Re: Expectations

Steve,

I want to clarify that when I suggested informing you of my lunch break time, I was trying to find a reasonable solution and ensure transparency in order to avoid comments like "Deserting work station." However, your response—stating that I must ask for permission rather than simply informing you—seems inconsistent with how other employees in similar positions manage their breaks. As far as I am aware, no one else is required to formally request permission to take their lunch at a different time. Could you confirm if this is a new policy that applies to everyone, and if so, where I can review it?

Regarding my medical condition, I will provide the necessary certificate. Please share the policy and procedure for submitting medical documentation so I can follow the correct process. While I do have snacks at my desk for that reason, I hope that as a culinary expert, you can appreciate the difference between a snack and a proper meal.

Additionally, regarding the discussion you mentioned about my responsibilities, I have explained my tasks multiple times. If there is still uncertainty about the scope of my work, please let me know if you would like me to simplify the explanation. I am happy to provide further clarification if needed.

If there is still something you would like to discuss in person, please let me know when you would like to meet.

Best Regards,

デビッド・デ・ラ・クルス
David De la Cruz

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From: FORRESTER Steven <Steven.FORRESTER@swissotel.com>
Sent: Monday, March 17, 2025 4:54 PM
To: David DELACRUZ <David.DelaCruz@swissotel.com>
Cc: Jadesofia MASIGAN <Jadesofia.Masigan@swissotel.com>; Yutaka MORIZONO <Yutaka.Morizono@swissotel.com>
Subject: Re: Expectations

David,

following instructions by your manager is part of your role. What part of this do you not understand?
Putting structure around your work day is absolutely my job. These breaks have been added to your roster, to which are considered the same as start and finish times.
If you have medical issues and evidence of this then please provide. Additionally you are more than welcome to have medicine and or snacks at your desk should you have blood sugar issues.

If you require to leave your workspace, at a time other than specified, then as an employee, you are able to ask permission. Not simply send a message telling me what you are doing.

we will discuss the nature of your responsibilities in person tomorrow, and you can help me understand why an administration all task like adding names to a poster is something that cannot be paused at a certain time for a designated lunch break.

Let's put this to rest and start to follow the instructions given to us by our managers.

Steve.

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From: David DELACRUZ <David.DelaCruz@swissotel.com>
Sent: Monday, March 17, 2025 4:29:04 PM
To: FORRESTER Steven <Steven.FORRESTER@swissotel.com>
Cc: Jadesofia MASIGAN <Jadesofia.Masigan@swissotel.com>; Yutaka MORIZONO <Yutaka.Morizono@swissotel.com>
Subject: Re: Expectations

Steve,

I recall you commenting that I should be at my desk at 9:00 when I arrived at 9:03 on March 6th (although the image you sent shows 8:58, indicating I was on time). However, I do not recall you ever stating in person that I must take a break exactly from 12:00 to 13:00. If you could

clarify when and where we had this discussion in person, I would appreciate it.

Had this instruction been given in person, I would have asked you to provide the policy that specifically requires me to follow a fixed break schedule while others in the office do not. Additionally, I would have informed you that I have a medical condition related to blood sugar levels. A strict break time does not align with my health needs, which is why I have never worked in a position that forces me to eat at a specific time, as I may need to eat earlier or later depending on the day. If there is a policy requiring staff in similar positions to follow a fixed break schedule, please let me know.

Regardless, I have made an effort to accommodate the designated break time you are trying to enforce. However, given the nature of my responsibilities, it is not always possible to stop exactly at 12:00 if I am in the middle of an ongoing task. That being said, I remain fully reachable via email or WhatsApp during my shift in case of urgent matters, so I do not see how this could be considered "deserting my workstation."

Since this is neither a simple direction nor was counseling involved in your email, I cannot accept it as such. Please let me know if you would like to discuss this further to accommodate your request. If you have a need to know exactly when I go to lunch, I am willing to do the extra task of sending you a message.

Best Regards,

デビッド・デ・ラ・クルス
David De la Cruz

F&Bマーケティング
F&B Marketing

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From: FORRESTER Steven <Steven.FORRESTER@swissotel.com>
Sent: Saturday, March 15, 2025 9:44 AM
To: David DELACRUZ <David.DelaCruz@swissotel.com>
Cc: Jadesofia MASIGAN <Jadesofia.Masigan@swissotel.com>; Yutaka MORIZONO <Yutaka.Morizono@swissotel.com>
Subject: Re: Expectations

David,

You have received a direction from myself as follows;

please ensure clock out for break at 12pm, and clock back in by 1pm to return to work.

A simple direction from your manager and yet it seems that you are failing at this instruction.

This was stated to you in person and via email, I expect you to be at your desk working by 9am, break from 12pm, back at your desk working from 1pm and finishing at 5.30pm unless otherwise instructed by myself or Morizono san.

03/05	水	公休					----	----	----	----	----
03/06	木		当 8:58	当17:36	当12:09	当13:08	0:59	7:37	----	----	0:07
03/07	金		当 8:51	当17:40	当12:11	当13:10	0:59	7:41	----	----	0:11
03/08	土		----	----			----	----	----	----	----
03/09	日	公休					----	----	----	----	----
03/10	月		当 8:56	当17:33	当12:31	当13:30	0:59	7:34	----	----	0:04
03/11	火		当 8:58	当17:30	当12:07	当13:07	1:00	7:30	----	----	----
03/12	水		当 8:56	当17:32	当12:18	当13:18	1:00	7:32	----	----	0:02
03/13	木		当 8:55	当17:39	当12:13	当13:13	1:00	7:39	----	----	0:09
03/14	金		当 8:58	----	当12:39	当13:38	----	----	----	----	----

Your schedule and these instructions are made to ensure I/ we can understand your whereabouts when on shift, in case there is need for other tasks that I am required to give you.

Failure to follow direct instructions from your manager is included in the disciplinary matrix used by the hotel.

Refusal to carry out the
lawful instructions of a
manager

マネージャーの合法的指示

を拒否する

Deserting
work

station

職場放

棄

Accept this email as a counselling on this simple task, any further discrepancies will be managed accordingly.

Warm Regards,

スティーブン・フォレスター

Steven Forrester

料飲部長兼総料理長

Director of Food & Beverage and Culinary

Swissôtel Nankai Osaka

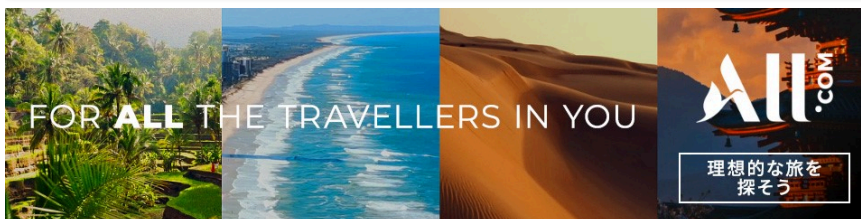
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From: FORRESTER Steven <Steven.FORRESTER@swissotel.com>

Sent: Saturday, March 1, 2025 4:05 PM

To: David DELACRUZ <David.DelaCruz@swissotel.com>

Cc: Jadesofia MASIGAN <Jadesofia.Masigan@swissotel.com>; Yutaka MORIZONO <Yutaka.Morizono@swissotel.com>; Shane EDWARDS <Shane.Edwards@swissotel.com>

Subject: Re: Expectations

Thank you for understanding,

For when you are not on shift, please ensure handover for digital signage, this could easily be set up the day prior and handed over to the outlet manager.

Ensure this is done by 12pm for all future events.

If you require more USB then simply arrange purchase.

Cerezo events are in F&B- F&B marketing still needs to take ownership of the basic on site awareness of when the event is happening.

I have sent you the grooming standard, and to my last point, business attire (suit) is to be worn when on shift.

If you are aware clocking in is mandatory, please adhere to this simple responsibility. Also, as there has been discrepancy in your break times, I have added in 12pm as your designated 1 hour lunch break, please ensure clock out for break at 12pm, and clock back in by 1pm to return to work.

There is no need for a template, simply;

What tasks are you working on?

What time frame will you take to get the tasks done?

Are there any hurdles you are facing to get your tasks done?

This will work two fold, for me to ensure I am getting productivity out of an employee, and to ensure that you have the support required to complete your work.

Warm Regards,

スティーブン・フォレスター

Steven Forrester

料飲部長兼総料理長

Director of Food & Beverage and Culinary

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From: FORRESTER Steven <Steven.FORRESTER@swissotel.com>

Sent: Saturday, March 1, 2025 3:33 PM

To: David DELACRUZ <David.DelaCruz@swissotel.com>

Cc: Jadesofia MASIGAN <Jadesofia.Masigan@swissotel.com>; Yutaka MORIZONO <Yutaka.Morizono@swissotel.com>; Shane EDWARDS <Shane.Edwards@swissotel.com>

Subject: Re: Expectations

Thank you for understanding,

For when you are not on shift, please ensure handover for digital signage, today there is retro night and no signage TV screens in place, this could easily be set up the day prior and handed over to the outlet manager. Ensure this is done for all future events.

If you require more USB then simply arrange purchase.

Cerezo events are in F&B- F&B marketing still needs to take ownership of the basic on site awareness of when the event is happening.

I have sent you the grooming standard, and to my last point, business attire (suit) is to be worn when on shift.

If you are aware clocking in is mandatory, please adhere to this simple responsibility. Also, as there has been discrepancy in your break times, I have added in 12pm as your designated 1 hour lunch break, please ensure clock out for break at 12pm, and clock back in by 1pm to return to work.

There is no need for a template, simply;

What tasks are you working on?

What time frame will you take to get the tasks done?

Are there any hurdles you are facing to get your tasks done?

This will work two fold, for me to ensure I am getting productivity out of an employee, and to ensure that you have the support required to complete your work.

Regards,

スティーブン・フォレスター

Steven Forrester

料飲部長兼総料理長

Director of Food & Beverage and Culinary

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From: David DELACRUZ <David.DelaCruz@swissotel.com>
Sent: Friday, February 28, 2025 2:29 PM
To: FORRESTER Steven <Steven.FORRESTER@swissotel.com>
Cc: Jadesofia MASIGAN <Jadesofia.Masigan@swissotel.com>; Yutaka MORIZONO <Yutaka.Morizono@swissotel.com>; Shane EDWARDS <Shane.Edwards@swissotel.com>
Subject: Re: Expectations

Hi Steve,

Just to make clear on these expectations moving forward can you clarify.

-All outlet events are to have digital (TV) signage, at minimum in the foyer by midday on the day of event.

****Sure, I will place the signage by midday on the day of the event if I am on shift. Let me know if there are any additional locations you want me to place a TV. I might need more USBs.**

-Cerezo watching events are also included in this

****It seems there is some unawareness of how Cerezo collaborations are handled. I was involved in the initial meetings, but Marcom later took over, and it was out of my hands. If I'm expected to work on this again, I'm happy to step in—but please confirm with Angela, as there's a specific process when working with a brand of this scale.**

-Hospo night is to be on TV screen as per other events

****Sure, I will work on that.**

-TV's and poster material not to be stored in BOH hallways or fire egress

**** I am aware of this and I don't store any equipment in BOH hallways or fire egress, but I'll keep it in mind. Only when setting up the TV I leave it in the hallway in the 6F for 1-5min to check everything is working properly before placing it before the guests. If that counts as storing please let me know.**

-Flyers and menus/ tickets etc are to be provided to the outlets the day prior to events

**** Flyers are always prepared in advance, so no issues there. The menu can also be provided a day prior, but this depends on when I receive it. Typically, I only get it one day before the event. Please confirm if adjustments can be made to ensure it's available earlier. As for tickets, organizers usually confirm the quantity on the day of the event, but I can ask them to finalize numbers a day earlier if that's preferred.**

-As an F&B representative, you are to wear business attire (suit) when on shift.

****Could you clarify this? I have worn the same style of clothing for over a year without issue. When meeting guests or organizers, I always wear my jacket as expected. If there has been a change in policy, I must have missed the communication—please let me know.**

-Prior to sending the online platform audit, you are to share with me any non-conformances from outlets so I may address with the managers.

****Sure, I will send you that information by email.**

-Clock in and clock out of shift, and for breaks is mandatory and no further allowances on this will be tolerated.

****Yes, I am aware of this, but thank you for bringing it up again.**

-I would like to see on the Monday of each week, your work list/plan and actionable items, If I am away this is to be presented to Morizono san.

****Could you provide a template or example of the format you'd like? That way, I can ensure it includes all the information you expect.**

Looking forward for your response.

Best Regards,

デビッド・デ・ラ・クルス

David De la Cruz

F&Bマーケティング

F&B Marketing

Swissôtel Nankai Osaka

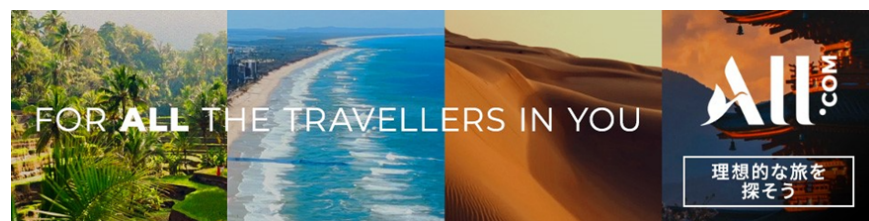
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From: FORRESTER Steven <Steven.FORRESTER@swissotel.com>

Sent: Thursday, February 27, 2025 12:57 PM

To: David DELACRUZ <David.DelaCruz@swissotel.com>

Cc: Jadesofia MASIGAN <Jadesofia.Masigan@swissotel.com>; Yutaka MORIZONO <Yutaka.Morizono@swissotel.com>; Shane EDWARDS <Shane.Edwards@swissotel.com>

Subject: Expectations

David,

To be clear on some expectations moving forward;

- All outlet events are to have digital (TV) signage, at minimum in the foyer by midday on the day of event.
- Cerezo watching events are also included in this
- Hospo night is to be on TV screen as per other events
- TV's and poster material not to be stored in BOH hallways or fire egress
- Flyers and menus/ tickets etc are to be provided to the outlets the day prior to events
- As an F&B representative, you are to wear business attire (suit) when on shift.
- Prior to sending the online platform audit, you are to share with me any non-conformances from outlets so I may address with the managers.
- Clock in and clock out of shift, and for breaks is mandatory and no further allowances on this will be tolerated.
- I would like to see on the Monday of each week, your work list/plan and actionable items, If I am away this is to be presented to Morizono san.

Thank you for understanding, please see me should any of this not be understood.

Warm Regards,

スティーブン・フォレスター

Steven Forrester

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