

# Colonial Williamsburg

# NEWS

Volume 44, Number 2

May/June 1991



**We're all in this  
together..**

## Take a look at the progress of our seven-year objectives

*Editor's note: This issue is devoted to our seven-year objectives—how we have done and what we plan to do in 1991 and 1992, given the current economic challenges that we face.*



## To be a leader in protecting the quality of the environment in the Williamsburg area...

### ...by aggressively deploying our managerial and financial resources.



*Chuck Trader and the folks who have worked so hard at Colonial Williamsburg's Recycling Center and on the Recycling Committee of the Environmental Action Council received the first Environmental Action Award during Earth Day activities on April 19.*

- ☆Established the Environmental Action Council to oversee seven areas of concern: communications, community awareness, energy and technology, hazardous materials, green space, use of recycled products and recycling and solid waste,
- ☆Opened the Recycling Center; over 124,000 pounds of refuse were recycled in 1991, saving approximately 9,000 square feet of local landfill space,
- ☆Instituted the Environmental Action Council award that recognizes an employee or group of employees who have contributed significantly to the protection of the environment,
- ☆Sponsored the first Colonial Williamsburg Earth Day Festival to celebrate the successes of Colonial Williamsburg's environmental protection programs and to raise the awareness of employees.

"There is a strong desire on the part of employees to do their part in protecting the environment," said Bill Gardiner, vice president, Facilities and Property Management and chairman of the Environmental Action Council.

"The Council hopes to sustain this momentum because there is much more to do. The Franklin Street Office Building employees have set an excellent example for the rest of us to follow but we need to increase the number of recycling programs in our facilities and buildings.

"We also need to make sure we maximize the opportunity to recycle in Colonial Williamsburg hotel properties as we need to encourage other large waste-generating hotels and restaurants in the community to participate in recycling programs. Also, I anticipate we will reach an agreement with the city to start an effective recycling effort in Merchants Square.

"We have the opportunity to ensure that products made from recycled materials are used wherever possible. As an example, we are using paper towels made from recycled paper. The hazardous materials committee has a responsibility to examine, identify and encourage the elimination of hazardous materials here at Colonial Williamsburg.

"We found that we also have a role to play in environmental issues that concern our community, such as the proposed James River Bridge and the increasing development of Route 5, and to let our views be known.

"I feel these committees are off to a great start. You'll be hearing more about what we are doing to protect the environment and how we are setting an excellent example for the rest of the Williamsburg community."



*Bill Gardiner*



# To intensify preservation and maintenance by...

## ...implementing integrated and accelerated programs for the Historic Area and the Collections.

- ☛ A building condition audit was performed in 1989; over 312 buildings were covered, including all the main buildings in the Historic Area as well as properties in the Greenbelt, Carter's Grove, Merchants Square and the hotel properties,
- ☛ Priorities were established for renewal or replacement; safety, deterioration and age as well as cost effectiveness determine the priority,
- ☛ An architectural conservation assessment to identify preservation problems was performed by the Architect's office with representatives from other departments preservation problems are grouped in one of several categories: structural stability, moisture, surface deterioration, pests and vegetation, environmental control,
- ☛ The number of original bricks lost each year is increasing at an alarming rate; with this knowledge, a conservation facility with diagnostic equipment will be constructed in the next five years that will address the deterioration of our original brick and mortar,
- ☛ An exhaustive revised Collections Management Policy, adopted by the Board in late 1989, was distributed early in 1991; this 23-page document covers all aspects of managing our collection,
- ☛ Completion of special exhibition survey, examination and treatment schedules which are assessed and revised quarterly; continue to revise and expand conservation documentation, office procedures and computer logs,
- ☛ Continue to revise and expand Conservation Awareness Training to staff,
- ☛ Develop and support internships, fellowships and training young professionals,
- ☛ Continue to support professional development of conservation staff through attending conference, lecturing and publishing,
- ☛ Oversee contract conservation in paper, rare books, photography, paintings and polychrome sculpture,
- ☛ Continue to promote the quality of our conservation program and collections in the professional community via publications, serving in professional organizations and lecturing,
- ☛ Establish environmental standards for exhibition and storage facilities,
- ☛ Survey and examine special exhibitions,
- ☛ Survey Foundation collections to establish treatment priorities,
- ☛ Maintain emergency response plans and emergency materials depots,
- ☛ Maintain and expand the Historic Area conservation technician program,
- ☛ Develop and monitor the Integrated Pest Management Program,
- ☛ Research state-of-the-art storage techniques and storage of furniture.



*Beatrix Rumford*

"Despite the uncertain economy and the many demands on a small staff, we continue to make real progress on achieving this objective," said Beatrix Rumford, vice president, Museums.



# To be the best place to work by a commitment to...

## ...a shared sense of purpose and direction,

- The Seven-Year Objectives have become part of the Colonial Williamsburg language through manager-employee discussions, New Employee Orientation, *Colonial Williamsburg News* and special promotional pieces, such as posters and coffee mugs,
- Employee communications continue to improve: *Colonial Williamsburg News* received a new look in January 1990; a communications department was established in March 1991, combining both internal communications and media relations; the Department of Communications is organized into a "beat system," providing customers with better service; look for more improvements in 1992!
- Job descriptions and performance standards will be updated in the coming year to help people understand the results they are expected to produce and how they relate to the objectives of Colonial Williamsburg,

## ...respect for each individual,

- New programs, such as Speak Out!, Skip Level Interviews and Solve Your Problem, have been established to provide additional opportunities for upward communications and solving problems; in addition to discussing issues with managers, employees should feel free to contact the Employee Relations staff or Pete Cruikshank, Colonial Williamsburg's ombudsman,
- From November 1989 to April 1991, a 20 percent improvement was made in the representation of minority employees in managerial, professional, technical and skilled trades positions,
- Action planning groups have been active in many work areas, identifying and solving work-related problems; improved communications and respect have resulted.

## ...competitive pay and benefits,

- Each position has been assigned to a specific pay group or career field; pay ranges for each career field have been adjusted so they are competitive in the market place; employees' pay rates have been reviewed and adjusted based on performance and experience in the job; Human Resources will continue to conduct comprehensive salary and benefits surveys on a regular basis to assure that pay levels remain competitive,
- A 401(k) Tax Deferred Savings plan was introduced for Hotel Properties employees,
- Health insurance has improved by adding a prescription drug card, a Blue Cross/Blue Shield Health Maintenance Organization, and an incentive for better neonatal care,
- The Tax Advantage Program was introduced allowing pre-tax deductions for health and life insurance and pre-tax spending accounts for health and dependent care expenses,
- Improved pay and benefits were a major part of the new contract offered to bargaining unit employees; in addition to base pay increases, the contract included provisions for merit pay, improved life insurance, the prescription drug card, 401(k) tax deferred savings plan and family leave,
- The new child care center was opened in September 1990,
- A health and safety fair was held in June 1990 and will be repeated this fall.

## ...and by offering the means to achieve success.

- The Foundation spent \$591,000 in 1990 in tuition costs for employee training, in addition to supporting Colonial Williamsburg's extensive in-house training programs; for a catalog, see your manager,
- Over 150 managers have completed Leadership for Quality Performance (LQP); a second LQP course, Setting Quality Performance Standards, will be introduced in the fall, followed by a course in Performance Evaluations,
- Over 300 Hotel Properties managers participated in a management training course in June 1990 and the follow-up class this past fall,
- All managers received training in employee relations during 1990,
- The Employee Assistance Program continues to broaden its offerings to help employees and dependents with a wide range of personal problems.



**Kathy Whitehead**

"Meeting the challenges of a weak economy and increasing competition has made it even more important that we hire and retain the best employees: ones who are committed to exceeding visitors' expectations and those who will help us reach our goals and objectives," said Kathy Whitehead, vice president, Human Resources. "Employee turnover was reduced from 37 percent in 1989 to 33 percent in 1990, but we're not where we need to be yet.

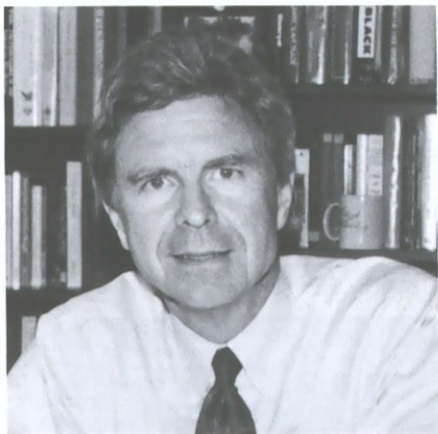
"A lot of things we do here at Colonial Williamsburg take commitment and effort. The progress we have made in improving pay and benefits, training, communications and other programs, in spite of the current economic challenges is evidence of Colonial Williamsburg's commitment to its objectives, particularly that of being the best place to work."



# To exceed visitor expectations...

...for learning, hospitality, courtesy, service, value and enjoyment by continuing to employ highly motivated, knowledgeable and well-trained people.

## In Historic Area Programs and Operations...



Dennis O'Toole

- ☛ Another round of visitor focus interviews on the Visitor's Companion resulted in a revised issue that is easier to use and presents the information more clearly,
- ☛ Continue to do audience surveying as part of Historic Area Programs and Operations' effort to identify and discuss guests' expectations and how to exceed them; the primary focus is on educational programs,
- ☛ Historic Area Programs and Operations reorganization brought together educational evaluation with interpretive development and training efforts; the end result: evaluation has become the norm, not the exception,
- ☛ Visitor Aides, one of our visitors' first Historic Area contacts, now staff the Visitor Center theatre in an effort to better answer guests' questions; the Visitor Aides are also responsible for coordinating visitor surveys,
- ☛ Operation First Impression, piloted by Historic Area Programs and Operations, has resumed on an annual basis and is now the responsibility of the Hospitality and Courtesy Committee.

"Our biggest accomplishment has been our response to the spring 1989 visitor focus groups. From them we learned the technique of gauging visitors' expectations and level of satisfaction, and selected sites for reinterpretation. We've improved visitor orientation through Operation First Impression and are positioning the visitor aide corps in such strategic places as the Visitor Center theater lobbies and bus stop one in the Historic Area.

"In 1991, we plan to make listening and responding to visitors a way of life through regular audience surveys, interpretive planning, improving the utilization of our visitor aide group and the interpretive education and planning groups.

"Employee empowerment heads the list as we develop lines of communication that allow our employees to exceed our visitors' expectations."

—Dennis O'Toole, vice president and chief education officer

## In the business operations...



Dick Schreiber

- ☛ Increased a shared sense of responsibility for exceeding visitor expectations within the hotel properties and restaurants,
- ☛ Established a program of standards for each job in all businesses to ensure greater customer satisfaction,
- ☛ Shields Tavern piloted a garden entertainment program featuring 18th-century diversions,
- ☛ Cascades Restaurant started "Hoe Down," a summer dining event for families,
- ☛ Training programs aimed at helping employees exceed visitor expectations were held in early summer with follow-up classes in the fall,
- ☛ The Historic Area stores' hours were changed to match the hours of the evening Historic Area programs.

"We want everyone who comes to Colonial Williamsburg to leave fulfilled and knowing that this is the greatest place in the world. We want guests to be satisfied with their purchases based on the information from the sales interpreters or interaction during a meal."

—Dick Schreiber, vice president, chief business officer

"We want all people at Colonial Williamsburg to care that every single visitor has an excellent experience. If we care, we can make outstanding guest experiences happen—if not, we're just like every other place."

—Jim Miles, executive vice president, Colonial Williamsburg Hotel Properties, Inc.



Jim Miles



# To enlarge our financial resources...

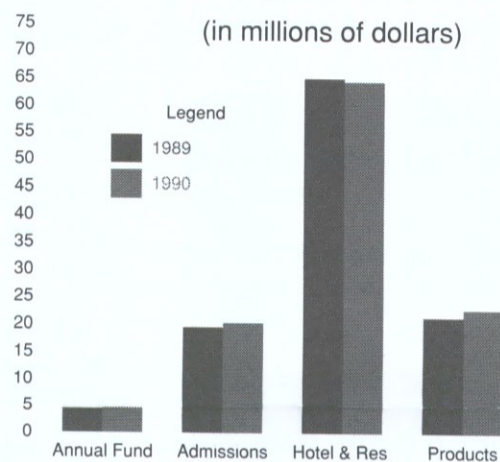
...by increasing annual giving and capital fund raising, by effective investment management and by building the contribution from business operations.

A review of 1990 brings back memories of budget cuts and reduced visitation. It was not without its glimmers of hope, however. We've characterized 1990 as...

## ...the good,

- Gifts and grant receipts totaled a record \$21.2 million, an increase of \$6.5 million over 1989,
- New gifts, grants and pledges for 1990, excluding payments on previous pledges, reached \$16.9 million, an increase of \$7 million over the previous year,
- Of the five categories within the seven-year fund-raising plan, we exceeded goals in three of them—restricted gifts for operations and for endowment, and object gifts—by more than 100 percent,
- The Raleigh Tavern Society increased its membership to 179, the Colonial Williamsburg Associates increased its membership to 158 and the Colonial Williamsburg Burgesses ended its charter year with 288 members,
- Several donors chose 1990 to make significant gifts: \$5 million from June and Joe Hennage; \$2.5 million from Lee and Walter Annenberg; \$1.2 million from the Winthrop Rockefeller Charitable Trust; and \$1 million from Sara and Bill Kimball,
- New investments, such as Shields Tavern, the Tazewell wing of the Williamsburg Lodge and Governor's Inn performed well.

Financial Resources  
(in millions of dollars)



## ...the bad,

- Within the seven-year fund-raising plan, two categories had a shortfall: unrestricted gifts and gifts for facilities, down by five percent and 15 percent respectively,
- Attendance figures for 1990 lagged behind 1989 by 9.5%,
- All divisions reduced their costs by trimming budgets and eliminated positions through early retirements and layoffs.

## ...and the ugly.

- As of May 31, business totals for 1991 were behind 1990 in most categories, admissions income is 6 percent behind; products are 15 percent behind; and rooms and meals are 11 percent behind 1990 revenues,
- Visitation has not reflected the predicted spending upswing, consumers are still showing restraint in spending their discretionary funds.

"When a budget is proposed for the year, we hire people based on the 'promise' that we'll make enough money to support those positions," said Dick Schreiber, vice president-chief business officer. "When that doesn't happen we have to trim costs. Such was the case for 1990. While we surpassed 1989 year-end totals, with the buildup in the Persian Gulf and subsequent war, we realized early in the last quarter of 1990 that we were not going to meet our budget. Guests weren't coming to Williamsburg. When the budget for 1991 was formulated, we calculated it on an expected 1,040,000 visitors. We are now significantly at risk to not achieve even one million visitors this year. The outlook for 1991 is not good, no matter what the papers are telling people.

"We were able to do well with what we invested in our hotel properties and shops," said Dick. "Once the recession is over we'll be able to grow. Because of the challenge we face in 1991, everyone needs to give the absolute best experience to our guests. While the recession will pass, the memory of a bad experience at Colonial Williamsburg will linger for a long time."



# To improve support services...

...by better coordination between providers and users of support services...

## ...in the Publications Department

- ✓ Continue to update and acquire the knowledge and skills necessary to adapt the computerized typesetting and design system to the scheduling, editing, design and production of clients' jobs,
- ✓ Continue to work with the Educational Advisory Group and the Publications Committee to establish priorities for book development.

## ...in Bus Operations

- ✓ A quality team was established to help solve problems and give new suggestions on how to better succeed,
- ✓ Safety, friendliness, knowledge and appearance have all improved through use of specialized training programs, better utilization of equipment and improved communication—training is now an annual one-week event,
- ✓ Two new buses were purchased and the routes improved.

## ...in Security and Safety

- ✓ Security surveys continue at the Williamsburg Inn, Governor's Palace and Carter's Grove and examine security procedures, fire protection, safety and emergency plans; all Colonial Williamsburg facilities will be surveyed in the future,
- ✓ Hazardous waste sites that receive Colonial Williamsburg's waste are surveyed for proper handling of our waste,
- ✓ Worker's Compensation and OSHA testing functions, transferred from Human Resources to Security and Safety, have improved by combining and simplifying record keeping, streamlining employee physical examination schedules and medical tests,
- ✓ A light duty program for employees who have been injured on the job was developed to get them back to productive work sooner, thus enhancing self-esteem by enabling them to make a positive contribution while recovering.

## ...in Information Systems

- ✓ Developed enhanced call handling techniques for 1-800-HISTORY call to prevent potential visitors receiving missed calls or "busy's,"
- ✓ Implemented the PATRIOT system in the Foundation Library,
- ✓ Reorganized the department into business area support teams to provide concentrated analysis and support,
- ✓ Developed guidelines and procedures manual for telephone operators,
- ✓ Re-energized the training for telephone operators by offering Historic Area Programs and Operations' Core Curriculum Training and facilities tours,

## ...in Purchasing and Materials Management

- ✓ The purchasing process has been streamlined by allowing the end user to obtain certain necessary goods, materials or services more quickly through use of blanket order agreements (such as the one we have with Joyce Office Products),
- ✓ The warehouse has continued to enhance its support of clients through computerization and reduction in paper flow.

## ...in Audiovisual

- ✓ "Colonial Williamsburg Today," a project proposed and piloted by the AV staff, is now a regular feature in the communications program at Colonial Williamsburg,
- ✓ Now responsible for numbering all photo materials, resulting in decreased time for client service, improved accuracy, and improved efficiency of reorder/duplication work,
- ✓ Produced "The Runaway" pilot video for classroom support in teaching African-American themes in American History,
- ✓ Installed new color processing equipment.

## ...in Office Services

- ✓ Consolidated all postal reports on personal computer to more accurately report and disburse postal charges,
- ✓ All master mailing lists for Colonial Williamsburg internal mailings are maintained and processed in the Mail Center,
- ✓ Levels of service for mail, messenger requests, VIP transportation support and necessary temporary clerical support continues to be maintained or increased.

## ...in Archives and Records

- ✓ Current Records Indexing System, CRIS, was purchased and provides for more efficient storage and retrieval of records,
- ✓ Finding aids have been improved through computerization of the transfer lists and Oral History index,
- ✓ Vital records protection continues to be improved through use of surveys and microfilming of selected records,
- ✓ With the help of the Finance Division, a list of records that should be retained for audit and those that can be thrown away has been established,



Steve Elliott

"We are trying to focus on our customers, both internal and external, so that we can better understand their needs and expectations," said Steve Elliott, vice president and chief administration officer. "We are working behind the scenes, too, to help exceed visitors' expectations and send them home delighted with their experiences here.

I have been impressed and gratified with how everyone at Colonial Williamsburg has pitched in to get the work done, even though we've all been asked to do more with less because of the challenge of our current economic condition. We truly have risen to the occasion.

This past spring, I met with everyone in each work unit of the Administration Division. I thought it would be good for communications; it turned out to be inspirational for me.

Employees at colonial Williamsburg have a solid commitment to this place and to doing the right thing."

### **...in Facilities and Property Management**

- ✓To improve internal communication and better respond to requests, a clerical employee has been transferred from architecture engineering to facilities maintenance work control center,
- ✓Created three zone maintenance teams in Building Maintenance—Historic Area rental properties, Products, Colonial Houses and Merchants Square, and the support and exhibition buildings—to eliminate the middle person and put the users in direct contact with providers,
- ✓Increased cooperation with Products to strike a balance between the importance of keeping the Historic Area in top condition as well as maintaining the business properties,
- ✓Established a Facilities and Property Management division employee-run suggestion system to improve work areas and operations.

### **...in Finance**

- ✓Held roundtable discussions with users to incorporate their needs and concerns into the Internal Audit Department's annual schedule,
- ✓Accounting departments will establish joint goals with departments served,
- ✓Issued *A Guide to Accounting and Finance* for customers within Colonial Williamsburg,
- ✓Worked closely with business units and other support units in development of the point-of-sale project,
- ✓Offered finance courses for non-financial people,
- ✓Completed first draft of master plan for land adjoining Carter's Grove Plantation,
- ✓Completed revised original 1991 budget to reflect changes in connection with early retirement program, market adjustments to salaries and cost-saving measures.

## **...and replacement or renovation of inadequate facilities.**

- ✓Renovated revenue accounting workspace,
- ✓Improved employee breakrooms,
- ✓Created new work areas for various departments.



*Dining reservations is one of many areas which benefited from improved support services. Information Systems developed enhanced call handling techniques for the 1-800-HISTORY number. Shown here are Marsha Cypress and Leah Washington.*





# To strengthen the educational program...

## ...by concentrating resources on interpreting the Historic Area,

- ¶ Progress is being made toward a more lively interpretation of the Historic Area through the presentation of more 18th-century activities and the greater use of participatory and dramatic interpretive methods,
- ¶ Depict a fuller, many-layered colonial Williamsburg society to our visitors by offering a more honest and vivid picture of women's roles, African-American life and religion,
- ¶ The Colonial Courthouse opens a new chapter of interpretation by inviting guests to participate in the drama of an 18th-century courtroom through the use of orchestrated improvisation and first-person interpretation.

## ...expanding exhibition facilities,

- ¶ The Courthouse, with its new progressive interpretation, opened in early June (look for extensive coverage in the next issue of *Colonial Williamsburg News*),
- ¶ The Winthrop Rockefeller Archaeology Museum opened at Carter's Grove in late June (look for extensive coverage in the next issue of *Colonial Williamsburg News*),
- ¶ The Abby Aldrich Rockefeller Folk Art Center opening has been delayed until late spring 1992.

## ...integrating museums more fully into the educational effort,

- ¶ Carter's Grove Plantation was transferred into the Museums Division; the interpretive corps will service Bassett Hall, the Gallery, Abby Aldrich Rockefeller Folk Art center, when it is reopened, in addition to Carter's Grove,
- ¶ Changing exhibits at the DeWitt Wallace Gallery and the Abby Aldrich Rockefeller Folk Art Center that will feature themes linking the museums to the Historic Area are in the planning stages,

## ...and focusing outreach activities more sharply.

- ¶ Strengthen the services to teachers in the classrooms across the country,
- ¶ Utilize the power of traveling exhibitions to spread the message to audiences outside Williamsburg,
- ¶ Utilize the Matthew Whaley pilot program for testing of instructional materials and programs developed by Historic Area Programs and Operations,
- ¶ Increased focus on our audio-visual priorities.

"We are making progress toward a more lively Historic Area. Our goal is to make it more like a foreign country as our visitors enter another time and place truly different from their own." said Dennis O'Toole, vice president and chief educational officer. "We want an interpretation that energizes, provokes, and delights our visitors."

Left: Behind this unobtrusive door to the new Winthrop Rockefeller Archaeology Museum lies the wonderful world of the archaeologist.



Right: First-person interpretations are a highlight at the Courthouse.





## Newest Order of the Pineapple members share secrets of success

It takes more than "just being a nice person" to be awarded the Order of the Pineapple, though it does help! Candidates must consistently go above and beyond our already high standards for hospitality and courtesy towards visitors and fellow employees that all of us must meet.

So, what makes our newest inductees so special? Continuity? Determination? Caring? Focus? Following the "Golden Rule?" Cheerfulness? While all of these are important, there's no correct answer, no magic mix of character attributes, just an underlying sense of what makes Colonial Williamsburg special for our employees as well as to the more than one million visitors that come our way each year.

"I hope folks don't point at me and say 'I should be more like him.' I'm just an average guy," said **Rod Faulkner**, sales interpreter at Prentis Store. "I don't feel unique. I'm no better or worse than any other employee. I have my good days and bad days, too." Rod's fellow employees don't agree, however.

"Rod is so concerned about the image we portray to the public that he volunteers production of hats and other accessories for other employees' [costumes] without retribution or pay. He is always concerned about how the public views us and constantly does something about it. I have seen Rod accomplish more goodwill toward other people to the benefit of the Foundation in the last five years than most people do in a lifetime."

Rod's secret to success comes from George Bernard Shaw's *Pygmalion*. "The great secret...is not having bad manners or good manners...but having the same manner for all human souls; in short, behaving as if you were in heaven..."

Security officer **Jimmie Rose Langenhennig** has changing views of our visitors. Not only does she see them at their best, but as a law enforcement officer, she sees them at their worst, too. No matter what she faces each day, her calm, caring and professional manner shines through.

Because of Jimmie Rose's efforts, the Hanisko family's vacation was saved. Their three-year-old son, whose only wish was to ride in a carriage, fell and injured his head, requiring stitches. The family stayed in the emergency room the entire afternoon, missing their scheduled carriage ride.

When Jimmie Rose picked them up from the hospital, the child was upset about missing his ride. She arranged for a late ride, fulfilling his dream and bringing the family's vacation to an enjoyable and memorable conclusion.

"I get pleasure out of knowing that I helped someone, though, I don't expect to hear anything from the guests," said Jimmie Rose. "I love Colonial Williamsburg...I get annoyed when others put us down or berate us."

What is Jimmie Rose's secret? A co-worker described it best when he wrote: "She displays a continuous attitude of providing the most caring and understanding assistance to all with whom she comes into contact. She goes out of her way to make every guest and employee feel important, taking care of their problems in a cheerful, kind, courteous and professional manner."

**Bill Jones'** focus never wavers from what he feels is really important: exceeding our guests' expectations. A 37-year veteran waiter at Campbell's, he is seriously concerned about the quality of our guests' dining experiences.

"I was surprised that I got the Order of the Pineapple," said Bill. "I'm outspoken and I express my opinions readily when it comes to service, prices and treatment of guests." Not only do his fellow employees admire this quality, but others as well—leadership, fairness, genuine concern.

"He is considerate of and outspoken about matters and issues relating to his fellow workers' welfare," wrote a fellow employee in his letter of nomination. "Bill is consistently considerate, helpful, kind, generous and gracious. I admire the atmosphere of dignity that

Bill infuses into the atmosphere of the tavern."

According to Bill, his secret to success is focus. "When you focus on the guests' satisfaction—they are treated as 'VIPs'—everything else becomes secondary."

"I'm worried about living up to this," said **Mark R. Wenger**, architectural historian, about the Order of the Pineapple. "I have dark sides just like everyone else, but I'm going to have to watch that now that I'm a 'marked man'."

Mark's co-workers haven't seen any of the dark side to which he alluded.

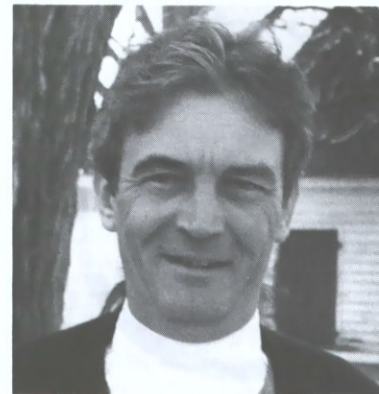
"Mark gave up a chance to attend the most important annual meeting in his profession in order to plan and give a tour of James River plantations to members of the Raleigh Tavern Society. This is another of many examples of Mark's selfless devotion to education at Colonial Williamsburg and his cheerful willingness to take on special assignments," wrote a coworker.

Another co-worker also noticed Mark's commitment to Colonial Williamsburg. "His general disposition is a model for us all," he wrote. "For over ten years, I have seen him consistently set aside his own scholarly efforts and practical responsibilities to help anyone in need of an unscheduled lecture, thoughtful answer to a specialized question, or a helping hand of any variety. He maintains an agreeable disposition in the face of multiple demands."

Mark's secret to success is simple: keep your cool—it makes life easier for those with whom you work.

"Colonial Williamsburg is a different place to work and I'm fortunate that I have a collegial relationship with my co-workers. We have a good time doing what we do."

Is there anyone in your work area that sounds like the four people described here? If so, nominate them for the Order of the Pineapple. The procedure is easy. Read the article below.



Rod Faulkner



Jimmie Rose Langenhennig



Bill Jones



Mark R. Wenger

## Nominating someone for the Order of the Pineapple is easy!

### How can I nominate someone for Order of the Pineapple?

Applications are put on Foundation bulletin boards quarterly or you may call Donna Whalen on 7118 for an application.

### Who is eligible for Order of the Pineapple?

Any active employee, Foundation or Hotel Properties, costumed or behind-the-scenes.

A committee of eight members of the Hospitality and Courtesy

Committee, representing all major divisions, meets quarterly to discuss nominees for that quarter.

### Where does the information on which the vote is based come from?

Once a nomination is received, a letter is sent to the nominee's supervisor, requesting any complimentary letters from the employee's file and suggesting they solicit letters of support from fellow employees. A copy of this letter is also sent to the nominator.

### What does the committee base its decision on?

The committee is looking for specific instances where this employee has gone above and beyond what their job at Colonial Williamsburg calls for and a consistent pattern of good hospitality and courtesy. They are not looking for outside committees served on, organizations volunteered for, church affiliations, or previous jobs held.

### What if someone has one outstanding instance of hospitality and courtesy? Can I nominate them?

For one instance, the person should be nominated for "Lighting the Way for Hospitality and Courtesy." There is no form. You just send your nomination, describing the instance, to Rita Joyner at the Barrett House or Donna Whalen, Franklin Street Office, Room 132.

## A checklist for success



**A**fter nearly a year of negotiation and disagreement we and the union to which some of our fellow workers in the hotel and restaurant business belong have agreed on contract terms.

The tragedy of this situation, from my point of view, is that the agreement could have been reached in December except for a relatively small number of employees and some outside union people who held the contract and the rest of the hotel employees hostage for four months.

The cost of this wholly unnecessary delay was very large. First of all, the cost to the employees—at least \$225,000 in wage increases, merit pay and signing bonuses.

Second, the cost to the union for lawyers, picketers, organizers, etc., all of which has to be paid for with someone's union dues (yours?).

Third, the cost to Colonial Williamsburg for lawyers and advisers, the time of all who dealt with the union negotiators instead of

with employees and customers and the business we lost—and all of us are losers here—because the union tried to scare off visitors, conferees and donors.

So, I find it hard to accept the assertion that the union worked in the best interests of the employees of Colonial Williamsburg Hotel Properties or the interests of anyone else at Colonial Williamsburg who is trying to make this the best place to work and is trying to exceed visitor expectations.

Nevertheless, I continue to believe that managers get what they deserve and until we can demonstrate that we merit the full trust of all employees there will be the temptation to look to outsiders to protect themselves.

Clearly, the effort at decertifying the union suggests that many employees are prepared to and would prefer to deal directly with management rather than through third parties from Atlantic City or Las Vegas.

That the decertification effort did not quite succeed also suggests to me that I am right in believing that there is still much to be done in improving the quality and character of the relationship here among all of us who are employed by and who care about our success and the success of the Foundation.

What does it take to merit trust? What do supervisors need to do? It is not complicated. Here is my list:

- Tell the truth
- Tell it like it is
- Train, counsel, educate
- Listen
- Trust those who you expect to trust you
- Celebrate success

Make your own list. Seek help from your fellow workers. We can do better. We can assure a future in which we solve our differences among ourselves. Then, we won't waste our money on responding to the antics of those who may not have our interests as their first priority.

—Chuck Longworth

## What's your job?



**E**ach of us knows his or her job. Surely each of us knows what he or she does. Right?

Right . . . but not so fast. In the last couple of months a number of employees have been rethinking their jobs, with fascinating results.

**RESULTS.** That's the difference. Think about your job. Do you think about a list of duties and activities that must be completed? That's how we've been trained to think about jobs. That's what job descriptions are usually like.

But let's take our thinking one step further. What is the purpose of your job? Why does Colonial Williamsburg pay you to do those tasks? What is the expected result of your performing your duties?

The more you think about it, the more interesting it becomes. If you're like most of us, there are

some things you do that are vital to achieving the expected results, and others that are much less important. A better sense of priorities and of how we can better produce those results—or produce better results!—Usually follows.

By thinking about what the result of your hard work should be, you stay focused on what's important as changes occur, staffing tightens, or when time is short.

This approach works for work teams, too. It's a great way to make "empowerment" work. By discussing and agreeing on results and standards as a team, the members of the team are better able to make decisions about how they do their jobs because they share an understanding of what the expected results must be.

If you're looking for examples of team members who are redefining their jobs in terms of results and standards, talk with Jennifer Haynes or one of the lanthorn tour leaders, or Karen Grizzard, Gift Shop Sales Manager, or any of the employment analysts or training specialists. They've all developed results-based descriptions of their jobs.

Or ask Kathy Whitehead, who has redefined her job in terms of the results she's expected to produce. Give Kelli Mansel Arbuckle, Kathy Taylor, or Charlie Blaha a call.

But most importantly, think about your work. What results are your team expected to produce. Why do you do the work you do? What do the standards need to be for those results?

**What's your job?**

—Steve Elliott



Raymond Bowman



William Edwards



Jean Edlow

**Oops...** ...we goofed! Three of our retirees' pictures got mixed up in our last issue. Here are the right names with the right faces. Once again, congratulations on your retirement!

## Remembering Friends

Martha Brooks (retired)  
historical interpreter, Buildings

Ruth Billups (retired)  
utilitywoman, Laundry

Robert Ashby (long-term disability)  
waiter, Cascades

Grover Armistead (retired)  
clerk, Accounts Payable

Roosevelt Harris, Sr. (retired)  
delivery man, Products

Rebecca Tabb (retired)  
executive housekeeper, Woodlands

Frank Grasty (retired)  
sergeant, Security and Safety

John Allgood (retired)  
master, Blacksmith Shop

Arthur Ward, Jr. (retired)  
supervisor, Cabinet Shop

Alexander Burrell  
utilityman, Shields Tavern

## Have you heard the one about the wolf?

One day, while the Big Bad Wolf was watching TV (which he loved) and smoking cigarettes (which he also loved) the announcer broke in with a news flash: Three Little Pigs have just built a house of straw on Mistake Street!

The Big Bad Wolf couldn't believe his ears. "A house of straw? THREE little pigs?"

He laughed out loud. His long white teeth gleamed.

"On Mistake Street, eh? I'll say it's a mistake."

He leaped out of his chair and began pacing the room. His mouth began to water.

"The thing I love most in the world—even more than watching TV, even more than smoking cigarettes—I LOVE the taste of freshly roasted pig. I'm going to have some. This very day."

He began to laugh again—great gulping choking guffaws. He laughed so hard that he began to cough. And cough. And cough...

A little while later, the Big Bad Wolf was on his way toward Mistake Street. He moved quickly, nervously, along the shady side of the street, dodging behind trees and fences. He wanted to surprise the Three Little Pigs. So he was very quiet—except for a few coughs here and there, which he couldn't help. And he was almost invisible sneaking through the shadows—except for the telltale smoke from his cigarette, that floated along behind him.

Luckily.

For the Three Little Pigs heard the coughing and saw the smoke rising from behind the fence next door. They knew it was the Big Bad Wolf. They knew he was after them for his dinner.

Squealing with fright, the Three Little Pigs fled into the house, slammed the door and locked it—with two locks. Just in time.

The wolf, a few seconds later, pounded on the door.

"Little Pigs, Little Pigs, let me in," he bellowed.

"Not by the hair of our chinny, chin, chins," they squeaked in terror. The wolf's face appeared at the window, scowling.

"Then I'll huff, and I'll puff, and I'll blow your house in."

The Big Bad Wolf stepped back, stamped out his cigarette, and took a D-E-E-P breath...

To the Three Little Pigs huddled inside the big deep breath sounded a little rattly and wheezy, but they were terrified anyway.

Then the Big Bad Wolf b-l-e-w o-u-t.

The Three Little Pigs braced themselves for a big wind.

Nothing.

Not even a breeze.

Outside, the Wolf was coughing and gasping.

"Come out, you little pipsqueaks. Or I'll (cough, cough) blow that house to the moon."

The Wolf took another D-E-E-P breath. He couldn't hold on to it, so

it came right back as a weak little sputter—p-h-h-h-h-t.

Not a straw quivered.

Now the Three Little Pigs began to giggle.

Again the Big Bad Wolf huffs and puffs, and tries to suck air into his sickly lungs. He is coughing and wheezing and rattling—and furious! Suddenly he is dizzy and has no breath—from all that smoking. He falls—splat right on his long, mean-looking snout.

He doesn't get up.

Poor wolf. He's ruined for blowing houses down.

Inside, the Three Little Pigs dance and sing an old favorite:

"Who's afraid of the Big Bad Wolf?"

Nobody!

*This message is brought to you by the folks who care about your health—Employee Services. For more information on how to stop smoking, call Sue Houser, ext. 7029.*

*Story written by the American Cancer Society.*

## Hotel Properties unsung heroes...

### Night auditors' work exciting

*"You're not just an auditor," explains Chandra Dhanvada. "you're also the desk attendant, housekeeper, cashier...whatever the guest needs."*



Chandra Dhanvada starts his "day" at 11:15 p.m., when many of our guests are tucked in for the night. As a night auditor, his watch is the front desk of whatever hotel he happens to be working.

His main responsibility, like that of the other seven night auditors, is to determine the amount of sales for our hotels, restaurants and taverns.

The night auditors check and record charges to guest's accounts for such things as room service, meals, phone calls, etc., to make sure they are accurate. Then they gather all the information together and send reports to the accounting department so that managers have a daily update on how we're doing financially.

Even though it's late at night, the front desk of a hotel can be a busy place. A guest arrives late, weary from his travels. Another calls the front desk with a problem in his or her room.

Then there are the truly exciting moments. "I've had five guests die while I was on duty," Chandra says. "Once a woman went into labor. Another time, a fire extinguisher exploded in a guest's room. It can be pretty hectic at times. We have to be friends with the Security department. Without them, we couldn't do our jobs."

Even though the night auditor's job is to make sure the numbers add up, the bottom line is this: the guest comes first.

"You're not just an auditor," Chandra explains, "you're also the desk attendant, housekeeper, cashier, bellmen. You do whatever the guest needs."

Each night auditor works on a rotating schedule. One night, Chandra will work at the Inn. The next night he could be at the Lodge. His favorite place to work is the Woodlands.

"Different hotels have different kinds of clients," Chandra says. "Guests at the Inn are very demanding; they want perfection. Guests at the Woodlands are more casual. And, there's more than one night auditor on duty (one does the audit for the taverns). It's nice to have the company."

One of the best things about the job, according to Chandra, is being one of the first to know whether business is good or bad. "The managers are using our information to determine how well the business is doing," he says. "It makes you feel important."

Chandra admits that he enjoys the accounting part of his job, especially when he must act as "detective," finding mistakes and trying to figure out what went wrong.

Finally, there's the "family" atmosphere. "The people I work with are a really close-knit group," he explains. "It's really nice having eight people in a department rather than 30 or 40."

Colonial Williamsburg News  
Post Office Box 1776  
Williamsburg, VA 23187-1776

---

U.S. Postage  
PAID  
Richmond, VA  
Permit No. 1193  
Non-Profit Organization

---

## *This month...*

---

- ☛ Look closer at each of our seven-year objectives and the accomplishments we have made toward achieving them!
- ☛ Comments from Chuck Longworth and Steve Elliott
- ☛ Order of the Pineapple welcomes four new members

Mark your calendar for  
**Health & Safety Fair**  
Thursday, October 17  
Commonwealth Hall  
2 - 7 p.m.

Open to employees, retirees and friends

How healthy are you? Here is your chance to speak to professionals and ask questions or be tested for a variety of conditions. There will be events and booths for all ages! More information coming soon!

---

The *Colonial Williamsburg News* is published for employees, retirees, family and friends of Colonial Williamsburg by the Communications Department. Please address all inquiries to Patrick Saylor, manager, Employee Communications, Colonial Williamsburg Foundation, P.O. Box 1776, Williamsburg, VA 23187-1776.

Photographic processing ..... Audiovisual Department  
Printing ..... William Byrd Press, Richmond, Va.

