

Employee Opinion Program continues to yield results

Last year's Employee Opinion Program--beginning with the survey held in August, feedback and subsequent action planning--continues to yield positive results throughout Colonial Williamsburg. Reports by action planning groups show that more than 70 work groups have made clear-cut changes, following action planning recommendations.

Improved communications--whether within divisions, between departments or within departments--was reported more than any other topic. Many departments have adopted new and better ways to recognize excellent performance. Requests for pay and benefits reviews and analysis ranked high, and Human Resources is gearing up to respond to these recommendations. Numerous changes in work practices, which are making it possible for employees to do a better job, have also been reported.

Given the newness of last year's Employee Opinion Program--the survey, action planning and feedback--and the amount of time it took to organize the efforts of such a large organization, a great deal was accomplished. This year's Employee Opinion Program should yield even more employee input; more rapid response with survey results; much quicker move from feedback to action planning. With the Seven Year Objectives on the books, each of us is in a good position to become directly involved in their achievement.

Of course, the first step is for each of us to make sure our voice is heard. Last year, 80% of Foundation employees did so by filling out the Employee Opinion survey. That leaves 20% more to be heard from. In our hotels and restaurants, 60% took part. So much more can be achieved this year. It is vitally important to our continued success that we hear from everyone.

Don't be left out. Share your thoughts with us, through the 1989 Employee Opinion Survey. Our second survey is scheduled for the week of September 5. This year's survey is clearer, easier to read, is better arranged, has fewer items and more space for you to write your comments.

Large work groups will have scheduled block times (7:30 a.m. to 7:30 p.m.) to go to the Lodge Auditorium. Smaller departments can send individuals at their con-

venience on the half hour. Once again, many hotel and restaurant employees will be scheduled to take the survey in their work places. Your supervisor will have complete details for you later this month. Be sure, too, to watch your department bulletin board and upcoming issues of the "CW News EXTRA" for more information.

We can make it happen through the Salvation Army and United Way

Fire, flood, disaster--natural and/or man-made. Nobody likes to think about these things, but the sad truth is that none of us are immune from tragedy. It can strike anytime, anywhere...usually when we least expect it. That's why the Salvation Army is there. Since 1880, the Salvation Army has offered its helping hand to men, women and children in need.

The Salvation Army, this week's United Way Agency of the Week, is just one of 21 agencies supported by United Way of Greater Williamsburg. It provides a number of human service needs, at no cost, through its Corps Community Centers, Adult Rehabilitation Center, Social Services Department, Women's and Children's Emergency Home, Camp Happyland, Missing Persons Bureau, and Emergency Disaster Services.

Like all agencies supported by the United Way, Salvation Army needs you to continue offering its services to the community. How can you help? By remembering to support the United Way during our sixth annual Pacesetter Campaign. You can:

- ✓Make a single donation;
- ✓Make a pledge, through payroll deduction; or,
- ✓Give of yourself, by becoming a volunteer for a United Way agency.

The community-wide goal for this year's United Way fund drive is \$800,000. Colonial Williamsburg's Pacesetter goal is \$86,000. As always, we will hold drawings for a bunch of great prizes. Everyone who makes a donation is eligible, so be sure to get your pledge card in early. Check your department bulletin board for details on this year's prizes and drawing dates.

Please, remember to help Salvation Army and other agencies supported by the United Way. Together, We CAN Make It Happen, and keep on happening!!! If you'd like to know more about the Salvation Army, call

Carolyn Kincaid, Williamsburg Service Center manager, at 229-6651.

Facilities and Property Management reorganizes

In a memo to directors and administrative officers, Bill Gardiner, vice-president, F & PM, announced administrative changes effective August 1.

The Department of Building Maintenance and the Department of Mechanical Maintenance now report to Will Gwilliam, who has been appointed director, Architecture, Engineering and Maintenance. Will retains responsibility for the Architecture Department and the Engineering Department.

"This group of functions are project oriented and they bring together areas which work together when responding to work requests throughout Colonial Williamsburg," said Bill in his memo. "The new organization will promote better coordination, and Will brings his strong background and extensive knowledge of building design and systems operation to this group."

Gordon Chappell has been appointed to the position of Director, Landscape and Facility Services, which combines Landscape, Custodial and Automotive services. "These departments are service oriented and normally perform work on a continuing basis," said Bill. "Gordon's creative and imaginative leadership, characterized by the fine work and programs of the Landscape Maintenance Department, will now carry over to the Custodial And Automotive Service Departments."

Employee Orientation Program is moving!

We have "lost our lease" at the Governor's Inn. Beginning September 1, Employee Orientation will be held in Room A at the Personnel Training Building. Please help us help our new employees by spreading the word!

Work to begin next month on new 18-hole golf course

Work will begin in mid to late August on a new 18-hole golf course to serve Colonial Williamsburg's hotel guests, according to president Chuck Longworth. The course, designed by well-known golf course architect Rees Jones, will complement the existing 18-hole Golden Horseshoe golf course.

Bids on the first stage of construction, involving relocation of the portion of Quarterpath Road from Tutter's Neck Pond to Colonial Williamsburg's plant nursery, are due in about two weeks. Completion is expected this fall. Bids for the next stage, clearing and grading for the golf course, should be ready before the

end of August. In each case, construction will begin as soon as possible after acceptance of the bids.

Chuck cited the new course as a vital factor to the future of our hotel corporation, which in turn contributes several million dollars annually to the development and operation of our educational programs.

"Addition of a second 18-hole course is critical to maintaining our standing as a major travel destination and our competitive position in the conference market," Chuck said. "Golf is an important growth element in the travel industry, and is particularly important to conference business. Market studies indicate it will continue to grow throughout the 1990's." Chuck explained the importance of conference business to the continuing success of our hotel properties, noting that "failure to protect this base would limit our opportunities for growth in coming years." Several points were cited:

- Conference business provides a strong base in the off-season (65% of the room nights at the Williamsburg Lodge), affording year-round employment to many employees and enhancing the overall financial performance of the hotel corporation.

- A successful conference experience often stimulates a return visit by the entire family.

- Excellence of conference service builds Colonial Williamsburg's reputation with important groups and corporations. Examples of groups that have met here include AT&T, IBM, Du Pont, Eastman Kodak, General Mills, and the Brookings Institution.

- This same excellence helps attract important media events such as the 1983 Summit of Industrialized Nations, Southern Governors' Conference, Democratic Leadership Council, New Members of Congress, First Liberty Summit and the Virginia General Assembly, all of which enhance Colonial Williamsburg's stature worldwide.

We have a long advance booking period and a turn-away rate at the Golden Horseshoe that represent unacceptable guest service standards, Chuck said. "This reduces the quality experience of our in-house individual or family guest, and discourages transient golfers who are unable to obtain a tee time but might wish to stay in our hotels on a future visit."

Chuck said a new golf course will pay for itself primarily from increases in the rounds of golf played. In addition, the new course will generate increased room, food, beverage, product, and admissions revenue through the sale of additional conference and individual room nights.

The cost of the new course, \$9.1 million, will be financed through commercial borrowing. The course is expected to be ready for play in the summer of 1991. Included in Colonial Williamsburg's seven-year plan announced earlier this year, the golf course is projected to become an important contributor of revenue.

Chuck commented on other matters of interest to employees concerning the golf course construction:

❑ An archaeological dig currently under way in the vicinity of the new road section will be completed before construction begins. As the golf course project moves ahead, additional archaeological excavations will be initiated and will be completed before construction begins.

❑ A three-phase site clearing plan will identify and limit the number of trees to be removed. In all phases, strict control of erosion and site drainage will be undertaken.

❑ Colonial Williamsburg engaged Espey Huston & Associates, Inc. to conduct a full environmental study of the area. The firm found no endangered plants or wildlife in the construction area.

❑ Colonial Williamsburg has worked with interested local horticulturists and garden clubs concerning the planned construction. Many ferns, flowers and other plants were relocated away from the golf course site by garden club members last fall.

❑ Plans are being developed for three nature trails which will wind throughout the area of the new golf course. Following the completion of the golf course and associated plantings, it is anticipated that the nature trails will be opened to employees and guests of Colonial Williamsburg's hotels.

Reduced-price mammograms available in August

Williamsburg Community Hospital is offering CW employees, retirees and dependents reduced price mammograms between August 14 and 25. The mammograms cost \$50. The American Cancer Society recommends that every woman have a screening mammogram at least once after age 35, every one to two years between the ages of 40 and 50, and annually after age 50.

Call Sue Houser at ext. 7029 for an appointment. She has the registration form which you need to complete and return before you have the mammogram.

Requirements for obtaining children's Social Security numbers changed

To claim a dependent as an exemption on your 1989 Income Tax Return, you must have a Social Security number for any child who is over two years old at year-end. You may obtain a Social Security number by filing Form SS-5 with the Social Security Administration.

The rules changed have changed for students, too. In 1989, you may not claim a dependency exemption for a student who is 25 years old by the end of the year and who has income over \$2,000.

Colonial Walkers at Patrick Henry Mall

Colonial Walkers invite you to join them in the fast growing "fitness craze" of mall walking. We will meet at the Mary Immaculate information kiosk near the central food court on Saturday, August 19, at 11 a.m.

Just think of walking in the air-conditioned mall. You can meet fellow walkers from all over the Peninsula and at the same time check out the stores and shoppers. You can walk around the mall as many times as you want. Afterwards, we will eat lunch in the food court. You will gain a whole different perspective on shopping in the Patrick Henry Mall.

Kings Dominion Discount Coupons

Discount coupons good for \$6 off the regular \$18.95 general admission ticket price for Kings Dominion are available in the bins outside Room 102 in the Franklin Street Office Building. Coupons are valid August 7 through 11 and August 19 through September 4. There is an additional cost for attending the special concerts: The Beach Boys, Patti LaBelle, and Dolly Parton.

Moving up, moving in...

In Facilities and Property management, Melvin Jenkins has been promoted to assistant manager in the Custodial Maintenance Department. He was formerly a zone supervisor.

Will Gwilliam has been named Director, Architecture, Engineering and Maintenance and Gordon Chappell has been named Director, Landscape and Facility Services. These promotions are more fully explained in the article about the F & PM reorganization found on page one.

In Collections, John Sands has been named acting director of the curatorial division. He temporarily replaces Graham Hood who has taken a four-month leave of absence to complete two books about the Governor's Palace.

Bob Jeremiah is the new Quality Teams chairman

Bob Jeremiah, general manager, Motor House Complex and Cascades, has assumed the role of chairman of the Quality Teams program, succeeding Bill Roberts.

"Bob's participation on the committee for the past several years has demonstrated his leadership in our Quality Teams program, and I am confident that his leadership now will give the program the direction it needs to insure its continued success," said president Chuck Longworth in his memo announcing Bob's appointment. "Bob and his colleagues on the steering

committee, the facilitators, and teams will be working to organize for the future, establish objectives, and determine how the organization can benefit most effectively from the training and experience of the Quality Teams program."

Williamsburg Before and After wins Publisher's Association Award

The Publisher's Marketing Association has chosen *Williamsburg Before and After*, by George Yetter, as one of five finalists in their 1989 Benjamin Franklin Awards competition in design for gift books. *Williamsburg Before and After* was published last year during the holiday season.

The book was designed by Dick Stinely, assistant director and staff artist in the Publications department. Congratulations, Dick, on this honor!

Mike Sweeney named republican page

Michael Sweeney has been named a regular Republican page in the U.S. House of Representatives for the 1989-90 school year, according to the office of Robert H. Michel, House Republican Leader. Mike is a member of the senior Fife and Drum Corps, and is fife section leader. He is a sophomore at Walsingham Academy.

Mike was one of 66 Republican pages chosen from throughout the United States. He was sponsored by first district Congressman Herb Bateman.

Payroll survey shows employees want direct deposit

If you've been waiting for direct deposit, hold tight. Your wait may soon be over. In June, the Payroll department conducted a survey to see how many employees are interested in having their paychecks deposited directly to their banking account. According to Judy Martin, supervisor, Payroll, the survey was sent out with paychecks to about 3,800 employees. Of that number, about 525 surveys were returned from employees who are interested in direct deposit.

"There were enough positive results from the survey that we'll be implementing this employee benefit around the first of the year," said Judy. "Most everyone should be able to take advantage of direct deposit, as long as their bank uses the automated clearinghouse [for checks]. Chances are, there aren't too many banks in our area that don't participate, unless they're very small."

"There are still a number of details to be worked out," Judy concluded. "We'll be sure to keep everyone up to date as we get closer to having the program up and running." If you have any questions about direct deposit, call Judy Martin in Payroll, at ext. 7050.

Walk the Carter's Grove Run!

This year walkers are invited to take part in the Annual Carter's Grove Country Road 8-Miler Run to be held on Saturday, September 16. If you can walk 8 miles in three (3) hours or less join us for an interesting morning. The Country Road is closed to the public all morning until noon. For safety reasons, walkers and runners are encouraged to be finished before then.

Registration is limited to the first 500 runners/walkers. There is an early registration fee of \$8 payable on or before September 14. After September 14, late registration fee of \$10 is payable on up until 8 a.m. on the race day. A signed waiver form is required. Participants will receive a T-Shirt and several prizes/incentive awards will be presented.

If you have any questions or would like to register, please call Sue Houser at ext. 7029 or Jeff MacGuinness at home, 565-0313, or at work, 253-6082.

The Carter's Grove Country Road race is held to raise money for United Way of Greater Williamsburg. It is sponsored by Colonial Williamsburg, the Williamsburg Community Hospital, and the Merchants Square Association.

Do you lead or attend meetings?

Then we have the workshop for you! Attend the one-day Productive Meetings workshop on Wednesday, September 13 and build the skills needed to conduct or participate in meetings that produce results. You will learn how to design a meeting; how to prepare for a meeting; how to guide a meeting to achieve its desired results; how to participate effectively in a meeting; and how to encourage the participation of others.

To sign up for this workshop or to get on the waiting list for a future workshop, call Mary Anne O'Connor, ext. 7122.

The "Extra" is published twice monthly by Human Resources Development. Deadlines are 5 p.m. on the first and third Thursdays of each month. Our next deadline is August 17. Call Heidi Moore, ext. 7121 for assistance. Send announcements to "CW News Extra", Room 245, FSO.