

*Colonial  
Williamsburg*


# NEWS

Published by the Colonial Williamsburg Foundation for its employees and friends

Volume 43, Number 3

May/June, 1990

## Employee Teams...



**"QUALITY = EMPLOYEE INVOLVEMENT"**  
Margie Weiler and Mary Oles of our Quality Teams program review plans for Quality Day, held May 15. Planned entirely by team members, the annual event celebrates improved quality through employee involvement.

**"Q=EI"**



## Improving Quality through Employee Involvement...



Archives and Records' action planning group came up with an innovative way of dealing with employee burnout in their workplace. The group conducted a survey to identify each member's expertise in various computer programs, along with those skills they wished to learn. Based on this information, the group has scheduled regular "training sessions" during which they teach and learn from each other. According to members of the group, the classes have helped ease their frustration over needing to become familiar with ever-changing technology—which helps them do their jobs better. Above from left: Pat Hickey, Dianne Gillette, Mary Hall and Donna Casselle learn the ins and outs of a database program.

Employee involvement is by no means a new concept at Colonial Williamsburg. Since the beginning, buildings have been built or restored, educational programs developed and put in place, products developed and brought to the public, and much, much more—all as a result of the insight, talent and hard work of CW people.

Over the past few years, however, this spirit has moved beyond the "big projects." First through Quality Circles—now Quality Teams—and now through "Action Planning Teams," employee involvement

has "come home" to the workplace.

All over Colonial Williamsburg, employees are jumping in and taking an active role in identifying problems, developing solutions and putting their ideas to work. The solutions can be as simple as developing "streamlined" procedures or as complex as providing improved air

flow for the Laundry.

The end result, however, is the same. Quality is improved. Communication and cooperation within and among departments is enhanced. The work environment is improved. Employees are given the means to make a difference. In short, these employees find that theirs has become a better place to work.

Colonial Williamsburg's Quality Team, or SPIRIT (Special, People, Involved, Responding, Innovating, and Thinking), program began in 1983 as a way of improving the quality of services and products by encouraging employees at all levels to share responsibility for developing new ideas and solving problems.



While not a direct result of their action planning, utility workers like Clarence Burrell at Campbell's Tavern have a brand new dish machine. "Action planning has helped managers set priorities in terms of spending money where it's really needed," says Bob Birney. "In a lot of cases, things are being done more quickly than they might have without making them priorities through action planning."

Quality teams of up to 12 members each are formed throughout Colonial Williamsburg. Their purpose is to meet regularly to identify, analyze, generate new ideas and make recommendations to management, and, wherever possible, to implement new ideas and solutions to problems.

Each group is assigned a team leader within the work group who has been specially trained in problem solving techniques, interpersonal communication, effective meetings and other skills useful in working with the groups. A team facilitator is also assigned each group to serve as an advisor, provide support, training and information, and coordinate activities among the group and other resources. "The objective of the program has been and is to "tap the expertise of employees to find solutions to work place problems," explains Kelli Mansel Arbuckle, director of Human Resources Development and a member of the Quality Teams steering committee. "This is based on a belief that those who do the jobs know the jobs best and can see any problems that exist and find potential solutions."

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The Hi-Liters quality team from the Department of Historical Interpretation updated the furnishings books that are located in many of the exhibition buildings. "Each member of the team took a part to work on, gathering the information on the furnishings in a room, architectural details, or even a room itself," says team member Ginny Kaufmann. "We had to go to a number of sources including Collections, Museums, Research and others. The books were then reviewed by the Historical Interpreters themselves, to make sure they were accurate and easy to use. It's been a very successful project."



Making Colonial Williamsburg  
the Best Place to Work...



**"It's a challenge, something I look forward to."**

—Stephanie Brown, former leader, Cleaners and Stitchers, on her role as facilitator for a new quality team at the Motor House



Lodge pantry workers like Cindy Tynes have a clearer idea of their job responsibilities, thanks to the work done by their action planning group. As one of their activities, the group developed new job descriptions and standard operating procedures for each pantry position. Eventually, every position in the Lodge kitchen will have similar guidelines. The standards have been very helpful, Cindy says, especially for new pantry workers.

"Generally, these problems have to do with the way employees work together and the quality of work they are able to do. More and more, groups are working to enhance communication among themselves and other workgroups, trying to eliminate the 'us and them' sort of thing."

Over the years there has been a change in emphasis, Kelli continued, in an effort to broaden the reach of quality teams training. "In the beginning, we provided training for persons to use in leading or facilitating 'traditional' quality teams. Under the leadership of Bob Jeremiah (steering committee chairman), we've really tried to broaden our focus in terms of whom we train. "Our approach now is that you don't have to lead a quality

team to take advantage of the training. These are skills that any supervisor, action planning leader or other group leader can use. We want to open the door and make the problem solving and leadership skills gained through quality teams training a part of the way we do business.

"We give you a skeleton on which you can take what works for you and build on it. We try to stress a logical path to problem solving. How you use it is up to you. It's a very pragmatic approach and it seems to work

for a lot of people.

"There has been a very high level of management support for Quality Team training, which speaks to its effectiveness. I'd like to see all supervisors given the permission and encouragement to attend training, create teams and work on solving problems. Problem solving doesn't have to start and stop. It's a way of doing things that improves our business. people can use the skills they've learned in many types of circumstances."

Employee involvement has increased in recent years through Action Planning, which was developed in 1988 as part of the Employee Opinion Program and strengthened in 1989. Like quality teams, action planning is intended to encourage employee involvement in identifying problems or concerns, setting priorities, and working to develop solutions.

According to Bob Birney, Employee Opinion Program steering committee chairman, "we found that the focus of action planning needed to be internal. Time and time again, we hear groups saying they are frustrated because they can't do a good job, for a variety of reasons—poor communications within and among departments, not enough equipment or staff, poor working conditions, etc.

"It is clear that we can more consistently achieve our objective of exceeding visitors' expectations when employees have the resources to do their jobs well."

While it's difficult to make a good comparison, Bob notes that more employee groups seem to be achieving results this year through action planning. "We've gotten reports

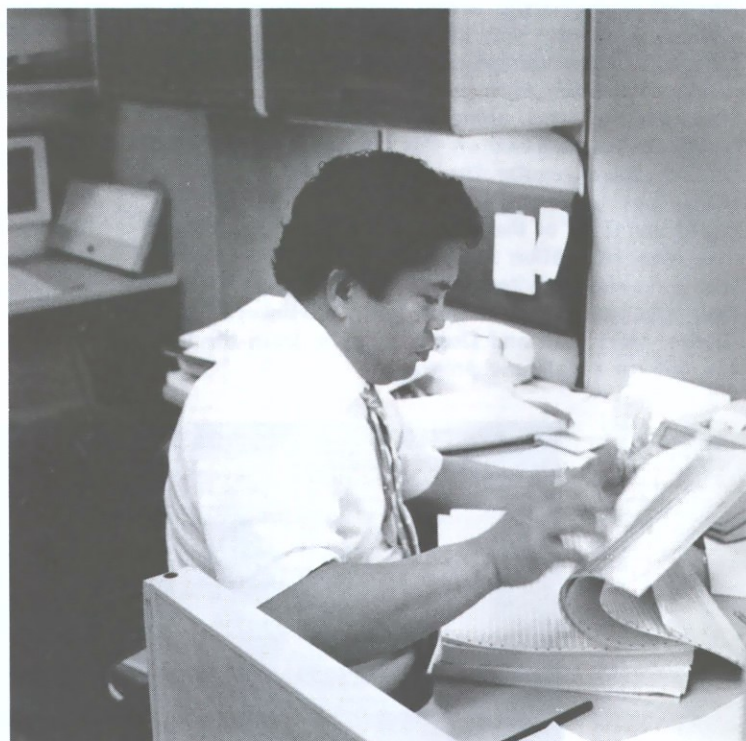


Representatives from several F&PM action planning teams discuss their recommendation to provide maintenance workers with lighter-weight shirts for wear in hot conditions. They are: Mike Kerley, Zone 2; Dana Hogge, Zone 1; Bill Criswell, Trades; and Joe Byrd, Zone 3 (not pictured: Jeff McLain, Electrician).

back from nearly 80% of our groups so far," Bob says, "and a significant number of groups have sent in three and four reports."

"The groups seem to be into much more hands-on types of things this year. Many of the reports I've gotten show objective, measurable actions. There aren't nearly as many referrals or statements that something *should* be done.

"There also seems to be more going on in regard to the 'grand



The Revenuers quality team, representing Income Audit, Accounts Receivable and Proof, did all the preliminary work that led to the remodeling of the Revenue Accounting office at the Motor House, according to manager Jack Purdie. Walls were removed and new paint, carpeting and work stations put in, similar to that shared by Lynn Parkin and Arturo Pereras, above. "The reaction has been fantastic," says Jack. "Most everyone is proud of our new work space and wants to take care of it. We even gained a new lunchroom, something we never had before." The group has also sponsored copier training, a CPR class and other projects, according to team leader Marylou Maimone.

frustrations' (interdepartmental communications, the approval process, etc.) than meets the eye. Clearly, there are things being worked on by groups and ad hoc committees that may not have received much attention.

"It's really become clear, from the top on down, that change is ex-



Above from left: Co-leaders Malinda Brown and Edna Roberts, along with facilitator Margie Weiler, discuss plans for Quality Day during a meeting of the Cleaners and Stitchers, the Laundry quality team. A very active team, the Cleaners and Stitchers have recommended and seen implemented a number of solutions to workplace problems. Currently, they are working to make the Laundry more accessible to the handicapped.



pected, and that senior managers are a part of the process, too. It all goes to illustrate a nice point—that is, most of us are motivated by rewards and reinforcement, and we're far more likely to get involved when we see results. People have to be shown that investing their time in a program like this is worth it."

Whether it's through Quality Teams, action planning or some other means, efforts to have employees become truly involved in problem solving have met with good success all around Colonial Williamsburg. Like many good things, however, employee involvement requires a high level of commitment to be truly successful.

"Successful quality teams are willing to take risks to identify things



Jamie Wilson and Linda Katz look over the procedures manual developed by their quality team, the Accommodators. Centered in the Group Arrivals Building, the Accommodators was the first multi-divisional team, consisting of members from Historical Interpretation and Tour Group Reservations. "It's been a good learning process," says Jamie. "It's helped us to realize that even though we represent different areas we can work together well."

***"Employee involvement has to be carried out by employees and managers, together. It's participative...no one knows the job better than the employee. I don't lead the group—they lead themselves."***

—Mike Hornby, of the Lodge Kitchen action planning group, on why his group has been successful.



Members of the Williamsburg Fifth Avenue quality team—(left to right) Coleen Sowards, Ira Petteys, Janie Hughes, Cindy Meyers, Angela Smith, Mark Frankel and Tom Redd—worked to remove empty pallets from the Distribution Center parking lot, creating parking spaces for ten more cars. This project was just one of many that have helped make the Distribution Center "a better place to work," according to team member Tom Redd. Other projects have included having the parking lot repaved, and removing trash more often to open up aisles in and around the products warehouse. They recently recommended new paint and carpet for their office space. "A lot of the solutions have been quick and easy for the most part," Tom says. "You spend a lot of time looking at alternatives to find the best solution."

that will contribute to the quality of their work," explains Kelli. "The next most important thing is communication—what, how, where, etc.—with co-workers, supervisors and managers. The formula is being able to take risks, communicate and keep working on the problem until it's solved.

"It's hard to determine how successful quality teams have been in terms of measurable things like dollars saved, quantity increased or decreased, etc. In terms of opportunities for those involved, there's no question. In some cases, people have

been promoted because of the skills they've learned, presentations given, communication skills developed—not because they were in the program, but because of what they learned."

And what of the future? Will employee involvement indeed become the way we all do business at Colonial Williamsburg? "That's our hope," says Bob Birney, "although in many areas, action planning seems to be viewed as something that ends, rather than being an on-going effort."

—Pat Saylor

## Employee Involvement—

# Quality Solutions

Positive changes to workplace problems are being suggested and put in place by employees throughout Colonial Williamsburg. Here are just a very few examples of the things being done as a result of employee involvement:

### Garden Club Quality Team...

- ★ Tool sheds reorganized to improve tool availability and safety
- ★ Clipboards for sign-in/sign-out of tools
- ★ Message centers installed in sheds
- ★ Established relations with area equipment dealers
- ★ Department made familiar with up-to-date equipment
- ★ Established Field Day, reward and recognition programs

### Hotel Sales Quality Team...

- ★ Manual outlining all entertainment opportunities for conference/group visitors
- ★ Meeting planners' and secretaries' guides developed

### Inn Housekeeping Quality Team...

- ★ Specific job-related problems solved, including light-weight vacuum cleaners; glass cleaning machines; new uniforms; fans; new furniture; improved worker attendance; more available supplies; new, higher quality blankets; procedures for appropriate use of materials

### Action Planning Groups...

- ★ Motor House front desk employees surveying their peers at other hotels in town to learn about job duties, pay, etc.
- ★ Tazewell Club employees developing "fitness notebook" as a means of keeping informed on health-related issues
- ★ Regular meetings with F&PM Trades representatives and project managers to improve coordination among departments
- ★ "Minor Defects Reports" completed by bus drivers at the end of each shift, to improve communication between Bus Operations and Automotive Shop
- ★ "Quality Council" established in Security & Safety to examine broad policy and procedural issues and make recommendations
- ★ Ad-hoc committee formed in Landscape Maintenance to re-examine job descriptions and make recommendations on appropriate pay for skill, experience



### Unsung Heroes...

## Helping to make a good impression

*Even though he has limited contact with our guests, the quality of Robert's workmanship has a profound impact on visitors' impression of the tavern...*

He arrives at his job as Colonial Williamsburg sleeps. Only reminders of the past night's meals, gambols and frivolity greet him at 6 a.m. As a new day begins, Robert Bolling, utility person at Chowning's, picks up his broom to sweep away memories of our guests' good times to make way for new ones.

Robert is charged with keeping the tavern clean inside and out, including the restrooms, dining rooms and Garden area. Even though he has limited contact with our guests, the quality of Robert's workmanship has a profound impact on visitors' impression of the tavern and Colonial Williamsburg as a whole.

"The tavern needs to be clean. If the outside is dirty, the guests assume the inside is dirty, too," says Robert. "It's one of the first things people look at. A good first impression is so important. If I were a guest and what I saw was dirty, then I wouldn't have a pleasant experience."

Chowning's Tavern is Robert's favorite because of its small, intimate size. It's also the only Colonial Williamsburg property in which this 16-year veteran has worked.

"I like the tavern employees," says Robert. "George, the manager, Chef Lo, our head chef, and everyone make this a nice place to work."

—Heidi Moore



"A good first impression is so important," says Robert Bolling.



Chef Ed Swann and Wyoma Smith

## Dinner for 3,000? Why not?!?

What would you do if someone told you that 3,000 people were coming to dinner and you had to cook for them? Panic? Run and hide? Call Domino's delivery?

When Virginia Natural Gas asked Chef Edward Swann of Shields Tavern to prepare a dish for 1,500 people visiting their Richmond Homarama on two consecutive Tuesday nights in November, he responded by creating a dish of breaded chicken breast stuffed with Virginia ham and crab meat and served with white wine sauce. Piece of cake!

Each year, Virginia Natural Gas shows approximately ten homes that

feature natural gas appliances. To demonstrate how easy it is to cook with gas, they invite chefs from Virginia and surrounding states to prepare a dish using gas appliances. The visitors to the homes vote on which dish they like the best. Chef's recipe came out on top!

Chef Swann admits, though, that winning the Homarama award was hardly a cakewalk. "I couldn't have done it without Wyoma Smith, assistant chef here at Shields," he said. "She helped with the sauce, preparing the chicken and serving. I couldn't have done it without her."

—Heidi Moore





Some 175 people stand behind the 5-Diamond Award given the Regency Dining Room for excellence in dining. Many of them were present when the award was presented by James Owen, division manager, Peninsula Division AAA. From left: Marla Shaheen, Regency Lounge waitress; Lewis James, Regency Room waiter; Russell Rosenau, sous chef; Charlotte Johnson, Regency Room captain; James Owen, AAA; John Hollowell, Inn general manager; William Swann, sous chef; Alvin McLaughlin, restaurant manager; Hans Schadler, executive chef; Brenda Wallace, Regency Lounge captain; and Audley DaCosta, Regency Room captain.

## Regency Room receives AAA Five Diamond Award

The Williamsburg Inn has added some diamonds to its five-star crown! The American Automobile Association, AAA, awarded the Regency Dining Room at the Williamsburg Inn its coveted Five-Diamond Award. Much like the Five-Star Award for outstanding hotels the Inn received from Mobil earlier this year, the Five-Diamond Award recognizes excellence in the total dining experience.

More than 6,700 restaurants were inspected by AAA. Fourteen were selected nationwide to receive this award. The restaurants were graded on a number of points including qual-

ity of staff, menu, food, wine, room service and atmosphere.

"An award of this significance is only achieved through a team effort," said John Hollowell, Inn general manager. "Superior service occurs only when the staff assists each other and works together." At the Inn, approximately 175 people—including sommeliers, cooks, chefs, utility workers, room service personnel, lounge staff, wait staff, bus people and managers—stand behind the five diamonds proudly displayed at the entrance to the dining room.

"AAA, an organization of 30 million members, has given us their high-

est award, telling us that we're on top," said John. "Now, the challenge is to build and improve on what we're already providing to our guests."

The Williamsburg Inn Regency Dining room joins thirteen others at the pinnacle of dining experiences: The Dining Room, Atlanta; Maile Restaurant, Honolulu; Ambria, Chicago; Grill Room, New Orleans; Aujourd'hui, Boston; Four Seasons, New York; Le Bernardin, New York; Le Bec Fin, Philadelphia; The Mansion on Turtle Creek, Dallas; French Room, Dallas; South Street Cafe, Dallas; and The Inn at Little Washington, Washington, Virginia.

*"An award of this significance is only achieved through a team effort. Superior service occurs only when the staff assists each other and works together."*

—John Hollowell  
Inn General Manager

### Ingredients:

6 ozs. chicken breast  
Lawry's seasoning  
3 cups flour  
3 whipped eggs and 1/2 cup milk to make egg wash  
Bread crumbs

### White Wine Sauce:

3 tsp. onions, finely diced  
1 cup white wine  
2 tsp. chicken bouillon  
2 1/2 cups whipping cream  
2 tsp. cornstarch  
2 tsp. water

### Crab meat and Virginia ham dressing:

2 tsp. butter  
1/4 cup celery, small diced  
1/4 cup onion, small diced  
1 oz. backfin crab meat  
2 tsp. chicken bouillon  
1 oz. Virginia ham, medium diced  
3 cups bread crumbs, finely ground  
1 tsp. dry mustard  
2 dashes of Worcestershire sauce  
Dash of hot sauce

## Sauteed Chicken Breast Stuffed with Crab Meat and Virginia Ham Dressing

### To Make:

Pound chicken breast lightly to tenderize. Sprinkle with a little Lawry's seasoning on both sides. Add 2 oz. crab meat stuffing then roll and tuck both ends. Dust in flour lightly, then dip in egg wash. Dust in bread crumbs, then saute on each side just to brown. Put in 350° oven for 15-20 minutes.

### Crab Meat and Virginia Ham Dressing:

Saute butter, celery, onion, crab meat, chicken bouillon, and ham over medium heat for two minutes. Add bread crumbs, dry mustard, Worcestershire sauce and hot sauce. Cool for about 10 minutes in refrigerator.

### White Wine Sauce:

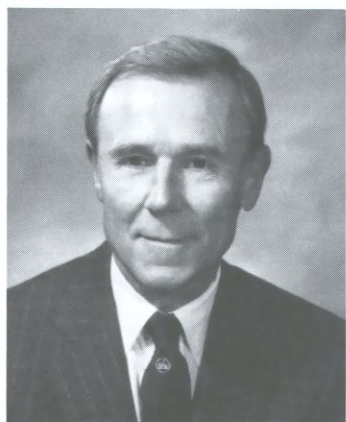
In a saucepan, put onions, white wine, chicken bouillon. Let reduce for two minutes at medium heat. Add whipping cream, let cook for 10 more minutes. Put cornstarch and water together and stir. Pour this mixture into sauce. Serve sauce on the side. Serves eight.

—Chef Ed Swann  
Shields Tavern



## Viewpoints from the President...

# Soon, you'll be able to 'Speak Out!'



Chuck Longworth

***"It is this sort of give and take that makes Colonial Williamsburg work. It reinforces my belief that the way to get things done is to work together."***

—Chuck Longworth

During March and April I enjoyed meeting with nearly 2,000 of you, a chance to exchange views and to get to know each other a little better. I know those meetings were not exactly like a visit face-to-face, but they were at least a start.

I liked telling you about what I have been doing and about what is on my mind for the future of Colonial Williamsburg. In turn, I appreciated your willingness to speak up about your concerns, hopes, and ambitions. You were helpful in telling me about things you believe we can do better and I have acted already on a number of your suggestions.

It is this sort of give and take that makes Colonial Williamsburg work and gives each of us an opportunity to make a difference. It reinforces my belief that the way to get things done is to work together, person to person—not against each other, and certainly not second-hand through outside people who do not share our concern for and interest in Colonial Williamsburg.

In addition to the large meetings, I have had visits in my office from a number of you. These conversations have been very helpful and useful to me, as well as pleasurable. I'm always glad to see you and will help you if I possibly can.

In order to keep communications alive and help keep us talking directly to each other, we're about to

start a way for you to make suggestions, report problems, or even deliver compliments while keeping your identity to yourself and just one other trusted person.

This is a program we're calling "Speak Out!". Let me tell you about it.

"Speak out!" will enable you to address a question or concern in writing to a single person. Only you and that one person (who is yet to be named) will know what you have written. The person will direct your inquiry, compliment, or complaint to the person at Colonial Williamsburg who can best give you a good answer, and will get you an answer. The person answering will not know who you are unless you want him or her to know.

I think "Speak Out!", which will begin in a few weeks, will help us stay in touch.

Further, as part of our effort to make Colonial Williamsburg the best place to work, we're starting immediately to improve a number of work and break spaces. This is the beginning of an ongoing program. We started with the places that were nominated as most in need of improvement and will work our way down the list. The first ten are:

- \* Visitor Center Landscape Maintenance Building
- \* Chiswell-Bucktrout Storehouse

- \* King's Arms Barber Shop
- \* Governor's Palace Coach House
- \* Brush-Everard House
- \* Public Gaol
- \* Franklin Street Office
- \* Ayscough House
- \* Christiana Campbell's Quarters
- \* George Wythe House

The Forum on Black Colonial History, held on May 4-5, was a huge success. We had participants, black and white, from all over the country, meeting together to understand a part of history that is important to us all.

I was particularly impressed with the leadership of many of the people in our department of African-American Interpretation and Presentation. They are articulate proponents of our efforts to present the lives and contributions of 18th-century black people.

We are now in the middle of the second year of our Seven-Year Plan and are making good progress toward some important goals. Working together, I know we can strengthen Colonial Williamsburg to the future benefit of every one of us. Many thanks to all of you who are contributing so greatly to make this a better place for our visitors and each other.

—Chuck Longworth

## The Quality Spirit...

# Each of us is probably someone else's 'they'

***"This is a complicated enough organization without making things more complicated for ourselves."***

—Steve Elliott

Do you know the "they" I'm talking about?

- "Why did *they* do that?"
- "Why do *they* need this form?"
- "Why do *they* send us this report?"
- "Can't *they* do anything right?"

It seems that there are lots of "theys." To know who "they" are, you only need to know who "we" are. Are "we," for example:

- Men...or women?
- Black...or white...or native American...or?
- Workers...or supervisors?
- Education...or business operations?
- Business operations...or support?
- Front desk...or back of the house?
- Sales interpreter...or custodian?
- Union...or management?
- Any department feuding with another department?

The fact is, this is a complicated enough organization without making things more complicated for ourselves.

There's been a lot of work and a lot of discussion about where we are headed and changes in what we do, how we manage, and how to do things

better. We've got a mission: preservation, teaching history, and providing services and products of quality and value. We have seven-year objectives to help us focus our efforts in achieving our mission.

Working toward that mission and doing the best job we can for our visitors are why we are here.

To be successful, we've got to work together. To face up to problems and work them out...together. To not do this is counter-productive for Colonial Williamsburg and for each of us, as an employee and an individual.

This means not looking the other way when there are problems and challenges. And not ignoring places and situation where we are not measuring up. It takes working together. And it takes mutual respect and understanding.

It may mean giving the other guy a break, cutting him some slack. It means reminding ourselves of the Golden Rule, treating others as we'd like to be treated. Keeping an open mind. Giving the other person the benefit of the doubt that each of us

would like. Not assuming the other person is an idiot until you've heard him out—and he's heard you.

Keeping our sights on the same objectives. Working in good faith toward solutions and improvements. Not bad-mouthing "them," not exaggerating and publicizing things. That only makes things worse, not better.

We need to remind ourselves when the chips are down that perfectly good people can misunderstand each other and even disagree. If I'm misunderstood, I appreciate the opportunity to know about it and set it right. So does the person I have misunderstood.

After all, each of us is probably someone else's "they."

We need to work toward each of us at Colonial Williamsburg being part of "we." That's what teamwork is all about. That's what mutual respect and the Golden Rule are all about. That's what our mission demands for Colonial Williamsburg and each of us to succeed.

—Steve Elliott



## Speak Up

*The theme of this month's issue started out to be "Quality." In no time at all, it became very apparent this was somewhat over-ambitious, given that quality is a part of everything we do at Colonial Williamsburg. To find out your thoughts on the subject, we asked you to tell us what persons, things or programs represent quality to you. Here are highlights from your replies.*

"To me, 'quality' is the milestone which measures my progress toward a goal of excellence, personally and professionally. A 'quality' day means coming to work with the drive to take myself and the department I work for one step beyond where we were the day before. If I can be helpful to others, cheerful, creative and productive on the job, I'm a little closer to being the best that I can be at Colonial Williamsburg.

Because I work in a service department, my 'quality' days can't be measured by exceeding visitors' expectations. But maybe my efforts will help someone who does have contact with our guests excel at what they do. In turn, that positive interaction will stay with and promote the commitment to Colonial Williamsburg so many people who work and visit here have acquired. Then the whole 'quality' feeling feeds upon itself...and grows and grows".

—Katie Veilleux

Audiovisual Department

"I would like to nominate our Tazewell Health Club for special recognition for outstanding quality. I have yet to talk with anyone who has used the facility who isn't tremendously impressed with the friendliness of the staff, the cleanliness of the entire club, the quality of the equipment and the highly professional way the various programs are conducted.

The manager, Bob Sweel, not only has a careful eye for details, but has instilled in his staff, through his own example, pride in what they do and a wonderful feeling of hospitality and courtesy. All who enter the club are made to feel welcome and treated as a special guest of the Tazewell Health Club."

—Pete Cruikshank

Vice President, Equality Development and Administrative Services

"I think that Barbara Jones, my secretary, is one employee who represents quality every day. One of Barbara's most important roles is to talk to prospective tenants about the possibilities of being assigned Colonial Williamsburg housing...a long and tedious process. Most of the time employees do not understand how difficult it is for the Housing Committee to select from among a number of worthy employees that one ideal person. People inquiring about housing often spend a lot of time talking to Barbara about their personal needs, their dreams and their frustrations about getting an assignment. Barbara is the perfect sympathetic ear. She gives them her time, her courtesy and her patience. She asks the right questions but without prying. Even though she is rarely able to give them the immediate answer they are seeking, she always leaves them with the realization that she has listened and that she cares...very important when we have to tell an employee that the assignment went to someone else.

The ability to give bad news gracefully, or not to give false hope, is vital to our work and Barbara is the ideal person to handle this. I think she epitomizes quality in this important support service, and in making Colonial Williamsburg the best place to work. Her actions are not dramatic or flashy, but consistent and dependable. We need to recognize people who are examples of quality every day."

—Peg Waite

Manager of Property Management

"Since I joined CW in June, 1989, I have found that the Order of the Pineapple award is synonymous with quality. It is an ideal of hospitality which I consider when I work with CW people, when I consider hiring someone, and when I reflect on my own work habits. The Quality Teams program comes immediately to mind as well—individuals working together to improve the place where we work, and thereby improve a community of historic and hospitable tradition.

I admire Colonial Williamsburg for investing in the training of its managers, through such programs as, "Supervising People" and "Interpersonal Communication." These thought-provoking, quality of work life programs offer new managers an honest insight into the management techniques and viewpoints they will encounter (and develop themselves) at Colonial Williamsburg.

I admire Chris Anderson's abilities. He responds to Motor House Complex maintenance inquiries and adversity in a calm and yet attentive manner. Then he sees that the job is done as promptly as possible. I imagine that the people who work with him daily view him in the same way."

—Jon Durfee

Manager, Cascades Restaurant

"I would like to recognize truly outstanding work by three employees. First, Rosemary Brandau and Ed Swann in developing the Shields Sampler. The original sampler was not totally authentic. Rosemary learned of this inaccuracy through visitors's comments in the Historic Area kitchens. Rosemary then took the initiative to contact Shields about the problem and worked with Chef Swann in adapting 18th-century receipts for modern restaurant use...extra work on top of her regular duties. Due to Rosemary's initiative and the cooperation of Ed Swann, we now have a more authentic menu at Shields Tavern. This cooperation between Historic Trades and Hotel Properties certainly helps to strengthen our educational programs and exceed our visitors' expectations.

The third individual is Wayne Barrett. The transformation of the *Colonial Williamsburg Journal* under Wayne's direction is really remarkable. I hear comments from donors all the time about how much they enjoy the magazine. A professor at William and Mary told me that he's been getting the *Journal* for years, but that now it's worth reading. Donors and friends have definitely noticed the improvement in the magazine since Wayne took over as editor. Pull out an old issue and compare it to a recent issue. Now *that's* exceeding expectations and improving quality!

—Ken Wolfe

Director, Planned Giving

## Why the change?

"I have noticed that the last few editions of the paper have been done with a new format. The new look is great, but I'm wondering why you have switched to a much heavier grade of paper. Couldn't the new format be used on the old paper? Doesn't the new paper cost more to buy and send? The new CW News is much heavier than the old and glossy, too. Can this paper be recycled?"

We are always being told that there is no money for certain purchases or projects in our area. I would like to know how much more the News costs to produce and what the purpose is in spending more (if it is more) for its production. Did you get complaints about the quality of the old paper?"

—Jane Hanson

Music Teacher's Room

*Thank you for the compliment and for your questions. While the new paper stock may seem heavier than the old, it is actually printed on a lighter-weight paper. It's a rather complex and technical issue, but I will try to explain as best as I can. Paper is sold by weight, which is affected by several things—the thickness of the paper, its density, etc. It's sort of like comparing a cracker and a piece of bread and asking which weighs more, five pounds of crackers or five pounds of bread. You could order a "60 lb." paper stock and actually get less paper per 100 pounds than you might with a "70 lb." paper*

*The difference that you see in the new paper is that it feels thicker and has a "shunier" finish. The old paper that we used was uncoated, acid-free paper. Also, our first two issues were big themselves—20 and 24 pages—adding to the bulk of the new version. In response to your question about recycling, I visited the Williamsburg Recycling Center and they do not currently accept this type of paper for recycling. As we continue to look at alternatives for the paper, we will keep this in mind.*

*Why the change? We were not satisfied with the quality that we were getting—especially in the reproduction of photos. Our goal in redesigning the paper (which had not changed substantially in its appearance for many years) was to give it a more up to date, visually appealing, professional, quality appearance—one that I hope reflects the quality that represents Colonial Williamsburg and its people. We think the new paper, along with the way it is printed, meets this goal admirably and allows us more flexibility in the way each issue is put together*

*While it does cost more to produce, it has not affected the amount that has been budgeted for the paper. This is due to a number of efficiencies that we've put in place over the past two years—primarily, fewer issues and in-house computer typesetting and page make-up. We did not receive many complaints about the "old" CW News, and those that we do receive are generally about content rather than appearance. We have, however, received a lot of positive comments about the change, for which we are grateful.*

*I appreciate your interest and comments. I hope that all employees will write or call us with their concerns or suggestions about the CW News.*

—Patrick R Saylor, Manager  
Employee Communications

***"...The things that set us apart are not only the buildings of Colonial Williamsburg, but the people who make it come alive."***

—Roger Thaler

***"We need to recognize people who are examples of quality every day."***

—Peg Waite

***Do you have a question, comment or suggestion about an issue of concern to Colonial Williamsburg employees? Need help in getting an answer? Tell us!***

***We'll print your letter, along with a reply from a person who is knowledgeable or qualified to respond to the issue.***

***Letters should be about a problem or issue that affects many employees, not items that relate to a specific work area. Letters will be edited for clarity and to remove potentially false or malicious material. Letters must be signed with your name, work area and phone number. Letters that are not signed will not be considered for publication.***

***Remember, your letter will not be confidential. It will be forwarded to a person who is qualified to respond, in order that we all may learn.***

***Send your letter through the interoffice mail to, "CW News, MPO." Or, write to us in care of, "CW News, P.O. Box C, Williamsburg, VA 23187."***





## The Seven-Year Objectives—A Closer Look...

# "To Improve Support

### Improving Coordination

#### Administration

- ✓ Increased user interaction to better identify users' needs, priorities and satisfaction; review service and information currently provided, other services and information currently available, and new services which may be required.
- ✓ Installation of new IBM AS-400 computer. Driven by hotel needs for improved systems for lodging and dining reservations and yield management (effectively managing room rates by forecasting demand, thereby improving occupancy and profitability). This system represents one of the first major hardware investments in which *user* needs for competitive advantage (versus "processing" needs) provided the impetus.
- ✓ Departmental workgroups created in Information Systems, Audiovisual, and Bus Operations, as an outgrowth of the Employee Opinion Survey. Their goal: to address day-to-day frustrations and inefficiencies, improve interdepartmental communications and cooperation, and improve customer service and support.
- ✓ Upgraded quality of photo lab processing standards and improved service delivery times.
- ✓ Audiovisual department working to streamline procedures by eliminating "changes" and paperwork on routine audiovisual production services.
- ✓ Development of a new tracking system in Publications department, to monitor editing, design and production of printed materials.
- ✓ Publishing guidelines and priorities developed by Publications department in cooperation with Foundation and Business Operations users.
- ✓ Archival Management Policy developed by Archives and Records department to give a clear description of users' records responsibilities and allow better management of records.

### "To Improve Support

- ✓ Better coordination of users of support services
- ✓ Replacement or renovation of facilities and equipment

#### Equality Development & Administrative Services

- ✓ Commitment by Equality Development & Administrative Services division to "provide excellence and quality support to all division customers," and to "achieve maximum cooperation and operating efficiency among all affected work groups throughout the Foundation."
- ✓ Continuing the Quality Team concept in Bus Operations and Security and Safety to increase level of performance and service to the customer.
- ✓ Establish a closer tie-in between Bus Operations and the divisions that are serviced by the department—Visitor Center, Hotel Properties, HAPO.
- ✓ Increase the quality of communication within Security and Safety department through daily briefings, regular squad meetings and staff rotation of duties.
- ✓ Coordinating the work of the risk management, insurance, safety and environmental health, Worker's Compensation and OSHA testing functions.
- ✓ Establishing an "ad hoc" team with representatives from Purchasing, Materials Management, Finance, Information Systems and major users of the purchasing system to evaluate the effectiveness of the new computerized inventory/purchasing/accounts payable system.
- ✓ Commitment by members of Purchasing, Materials Management and Office Services to listen to and work closely with their customers to assure that they provide the highest possible level of service.



# Services"

## Support Services by:

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### Human Resources

- ✓ Customer service assessment conducted by Employment department with applicants, employees and supervisors to gather information on quality of service. Employment currently working with CWHPI managers to improve recruiting and retention.
- ✓ Assisting managers in determining employee training needs and developing training plans to satisfy those needs.
- ✓ Providing a library of self-training materials for home use, including personal and management development.
- ✓ Used action planning teams and customer input to revise procedures, paperwork to more efficiently process requests for support in new employee hiring, sign-in, benefits, training, records, etc.

### Finance

- ✓ User manual developed by Finance division for release in 1990.
- ✓ Joint goal-setting process established to link Finance division goals with those of the users they serve.
- ✓ Active effort by Finance division to seek out and participate on Foundation committees when financial representation is appropriate.
- ✓ Development of an Internal Audit policy statement for distribution to the Foundation and Hotel Properties.

### Facilities & Property Maintenance

- ✓ Personally answer all incoming calls and discourage use of AUDIX.
- ✓ Continuous effort by F&PM work crews to respond as soon as possible to user requests for service.
- ✓ Examining "user friendly" work control system to allow users to track work orders in progress via computer.
- ✓ Increased cooperation between F&PM and business operations to provide improved service, reducing response time for work requests.
- ✓ Implement feedback system to determine whether work done by F&PM crews meets and/or exceeds users' expectations, standards.

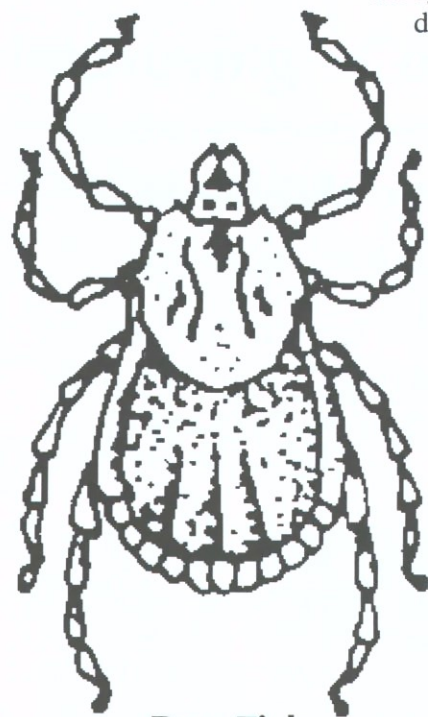
### Replacement and Renovation

- ✓ Renovation of Archaeology office and labs, Motor House dining and lodging reservations, and revenue accounting areas.
- ✓ Creation and/or renovation of employee break rooms and work spaces.
- ✓ Continuing campaign to obtain the Bruton Heights for educational offices.
- ✓ Active support by the Finance division of effort to replace or renovate inadequate support facilities.
- ✓ Group Arrivals Building exterior upgraded to improve appearance.
- ✓ Surveying existing work space to determine most efficient use. Examining the possibility of leasing property off site to relieve overcrowding.
- ✓ New Laundry to be built in 1993. New Commissary to be built in 1995.



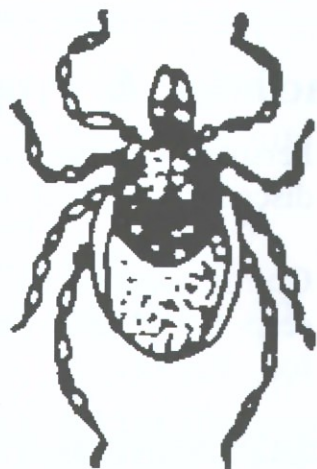
# The Facts About Lyme Disease...

With the onset of Spring, our thoughts naturally turn to the outdoors. For this reason, it is timely that we discuss Lyme Disease. Lyme Disease is a bacterial



**Dog Tick**  
(*Dermacentor variabilis*)

Lyme disease, transmitted by the deer tick, is spreading and today is more prevalent than Rocky Mountain spotted fever, which is spread by the dog tick.



**Deer Tick**  
(*Ixodes Dammini*)

infection transmitted by the bite of a small tick, especially deer ticks. The disease is typically seen during the warm, summer months. More and more cases of Lyme Disease are reported each year, and the disease has been reported in the Williamsburg area.

The disease generally is divided into three stages. In its first stage, Lyme Disease typically includes an expanding skin rash. During this early disease stage, it can also include flu-like symptoms. If not treated, Lyme Disease can extend to involve the heart and nerve tissue. In

later stages of the disease, arthritis can develop.

The diagnosis of Lyme Disease is made by a medical doctor, based on the typical appearance of the rash. A history of tick bite is helpful, but not essential to the diagnosis. Blood tests are available to diagnose Lyme Disease, but these tests are often negative early in the course of the disease.

The rash is usually seen anywhere from three days to three weeks after the bite of the tick. The use of insect repellents can sometimes prevent attachment of the tick, but the use of repellents is not always successful. It

is also important to remember that most tick bites do not lead to Lyme Disease.

Any suspicious rash should be inspected by your medical doctor. Again, the history of a previous tick bite is helpful to your doctor, but is not essential for the diagnosis.

In its early stage, Lyme Disease usually responds very well to a variety of oral antibiotics. It is also important to note, however, that even the later complications of Lyme Disease usually respond to antibiotic therapy.

—Dr. John Hamrick

## Briefs...

### Toastmasters elect new officers

New officers lead the Town Criers Toastmasters Club as of June 1. They are: Jim Bradley, President; Barbara Leach, Educational Vice President; Libby Oliver, Administrative Vice President; Peg Waite, Secretary; Elaine Dawson, Treasurer; Peggy Bender, Bulletin Editor; and Joyce Hedgepeth, Sergeant-at-Arms.

Their "mission" is "to provide a mutually supportive and positive learning environment in which every member has the opportunity to develop communication and leadership skills, which in turn foster self-confidence and personal growth."

Meetings are held each month on the second Tuesday at 12:15 p.m. and the second Wednesday at 5:45 p.m. You're invited to attend either or both meetings. Call the Town Criers at 220-7791 for more information.

### Colonial Walkers hike and picnic

You're invited to join the Colonial Walkers for a hike and picnic in Waller Mill Park beginning at 11 a.m. on Saturday, June 23. Bring your family and friends and enjoy the company of other enthusiastic walkers!

### How do you look in your bathing suit?

Employees, retirees, spouses and friends are encouraged to join the Weight Watchers-at-Work program sponsored by CW. We meet on Wednesdays between noon and 1 p.m. The cost for each eight-week session is just \$75.00. Employees may take part in our payment plan; if you attend all eight meetings you may be eligible for the 25% registration rebate.

Weight Watchers isn't just a diet—it's a weight control program based on proper nutrition and exercise. Our next eight-week session starts July 11. To register or for more information, call Sue Houser at 220-7029. Take off your excess weight!

### Health and Safety Fair is June 30

Employees and family members are invited to the Colonial Williamsburg Health and Safety Fair on June 30 from 10 a.m. to 5 p.m. in Commonwealth Hall. Sponsored by the Tazewell Health Club, Security and Safety and Williamsburg Community Hospital. Look for more information in upcoming issues of the *CW News Extra* and on bulletin boards.

## Upcoming Events

### June

- 27 Colonial games end
- 29 Volleyball season ends
- 30 Health and Safety Fair, Commonwealth Hall

### July

- 1 Third quarter Exercise Incentive Rebate begins
- 9 Softball season begins
- 11 Weight Watchers begins
- 13 Second Quarter Exercise Incentive Rebate cards due
- 26 Bloodmobile
- 31 Bowling Mini-League ends



The spirit of America is in the hearts of its volunteers! The Volunteer Income Tax Assistance (VITA) program has been available to employees for nine years. This year, 18 employees volunteered their time and skills and completed more than 648 federal and state tax forms. Special recognition and thanks to, from left: Carol Teel, Tom Taylor, Catherine Griffin, Michelle Swick, Dannette Panza, George Marsh, Rebecca Rhyne, Lynn Martin, Peggy Morrison, Sharon Randall, Rendell Spratley, Peggy Bender, and Katherine English. (Not pictured: Ruth Exton, Harold Gill, Elizabeth Hoopes, Sue Houser, Karin Ingram, and John Rossi.)



# LQP aimed at creating "Leader-Managers"

LQP stands for Leadership for Quality Performance. It brings together leadership and management skills that are needed by managers at all levels so they may help their people perform to the best of their capabilities.

According to Charlie Blaha, trainer in Human Resources Development, "LQP helps managers and supervisors take the lid off and let people do what they are capable of doing. It's a mix of tried and true,

Not all supervisors and managers do everything. If a supervisor's job doesn't include setting standards in her area, then she won't have to take the setting standards workshop.

"LQP is aimed more specifically at achieving our seven-year objectives," said Charlie. "We can exceed visitor expectations only if we perform above the ordinary. Support services can be improved only if we give outstanding service to each other, particularly those on the front-line. We will be the best place to work only if each of us has a

pants won't sit passively listening to what the instructor is saying. Rather, they will be actively engaged in activities that will broaden and deepen their understanding of the concepts presented in the text and planning how to apply them back on the job.

The new leadership workshop is not untested. "This workshop has been, as the others will be, subjected to extensive review by the Operations and Quality Council, comprised of administra-



Trainer Charlie Blaha looks on during the LQP class held for administrative officers and directors. The class will eventually be offered to all managers and supervisors.



Comparing notes during the LQP dry run are Norm Beatty and Jim Miles. The new workshop has been subjected to extensive review by managers throughout Colonial Williamsburg.

updated and new leadership, managerial and supervisory skills."

LQP also provides what supervisors and managers have been asking for: shorter workshops and less time away from the office. LQP is actually an umbrella name for six workshops that will eventually replace "Supervising People."

**"Our goal is to have managers see themselves as leader-managers."**

—Charlie Blaha

high level of personal satisfaction and feels good about ourselves and our work."

The first workshop, "Quality Performance: A Leadership Challenge," discusses the difference between a leader and manager (see article below) and how important it is to be both. "Our goal is to have managers see themselves as leader-managers," said Charlie.

The emphasis is on **work** in the workshops. Supervisors and managers are expected to come to class prepared, having been given a text to read prior to the workshop. Partici-

tive officers and senior directors. We also have had trial runs with a mix of managers and supervisors of all levels," said Charlie. "The workshops will be offered first to upper level managers so they will have the knowledge and skills to support their managers and supervisors as they progress through the workshops and apply what they have learned."

It will take approximately a year and a half to get all six workshops written, tested and in place. When that happens, supervisors will have six workshops from which to choose. They include: *Quality Performance: A Leadership Challenge*; *Setting quality Performance Standards*; *Training for Quality Performance*; *Maintaining Quality Performance*; *Solving Performance Problems*; *Evaluating Performance*.

**"Leadership without management can produce chaos... management without leadership can bog down the organization in the status quo."**

—Charlie Blaha

## The difference between leaders and managers

Leadership and management are different. One is not good and the other bad. Neither is more important than the other. Both are needed.

How do leadership and management differ? The central theme of leadership is creating useful change. The central theme of management is creating order and consistency.

At first glance, leadership and management seem to be mutually exclusive. How can you create change and also have order and consistency? It isn't easy. But it is necessary for success—both personal and organizational—in the modern business world.

A "new breed" is emerging at all levels of the organization, the "leader-manager," the single person who knows both how to seek out and implement useful change and how to impose order and consistency on the turbulence that surrounds change... the single person who knows when and how to act as a leader and when and how to act as a manager.

What does it mean to act as a leader? First, leaders figure out where they are going—what they

want their organization to be like in the future. Inevitably, that means innovation, doing things in the future that are different from and better than the things they are doing today.

Leaders inspire people to help them achieve that vision. They show people that the future, as they envision it, will be better—not only for the organization as a whole, but also for its members individually.

They lead their people to that better future by setting the example, by empowering team members with both the authority and the resources to do their jobs and by creating the right conditions for both effective teamwork and maximum individual contributions.

What does it mean to act as a manager? Managers plan and budget. Their plans aim to move the whole of their organization in the same direction, and their budget divides their financial resources in a way that will achieve their organization's success.

They provide a structure that will enable the organization to achieve its purposes, that will organize its human resources for maximum effi-

ciency. They develop policies and practices that foster coordination and the efficient use of resources throughout the organization. Finally, they set up systems to monitor the results produced by the organization and its parts and resolve deviations from their plans.

Leadership without management can produce chaos—different parts of the organization working at cross purposes to achieve different ends. Management without leadership can bog down the organization in the status quo—failing to keep pace with progress, change and competition. Both leadership and management are needed if an organization is to be successful in today's world.

For managers at all levels of our organization—from the president to first-line supervisors—the challenges are clear. Learn to be an effective leader. Learn to be an effective manager. Learn which role to emphasize in a given situation. Achieve the right balance between leadership and management activities. In short, become a leader-manager.

—Charles L. Blaha





### Meet our newest Order of the Pineapple members

No matter who you are, what kind of morning (or night) you've had or what kind of mood you're in, calling for room service at the Inn will always be a pleasant experience, thanks to Florence "Dolly" Stephens.

According to one of her co-workers, "she's been the hidden end of that phone call for a great number of years, taking breakfast orders and processing them. She has served our guests well, in addition to all the meals for kings, queens, presidents and heads-of-state that she has helped to expedite.

"Several times she has picked up on the fact that a guest was not feeling well and notified the on-duty manager. Upon going to the guest's room, the manager has found that the guest indeed needed help."

Florence lives up to her nickname, "Dolly," given to her by her mother because "she said I looked like a doll." Writes a co-worker, "Dolly is always cheerful and polite to all of our guests. When the pressure is on, I can always count on her to show us exactly how professional she really is!"

"Before I got the Pineapple, I didn't even know how they chose the recipients," said Dolly. "The Pineapple is important because you find out you must be doing something

right. If not, I wouldn't have gotten it!"

Laura Viancour, Landscape supervisor, applies the Golden Rule to her work here at Colonial Williamsburg. Visit Laura when she's out "in the field," specifically the hotel properties and the Visitor Center complex, but don't be surprised to find her down on her hands and knees planting or weeding the flower beds right alongside the crews

that she supervises.

"Getting the Order of the Pineapple is humbling. There's many more out there who are deserving of this award," said Laura. "I never thought of myself in those terms; I was always thinking about other folks

because of my work on the Hospitality and Courtesy committee."

When she's not leading her crews out in the field, she's leading them through the Quality Team process, having served as the Garden Club quality team's facilitator for many years.

Laura's leadership hasn't stopped with her department. It goes beyond to include chairmanships of the Order of the Pineapple award selection committee, Order of the Pineapple presentation breakfast and garden tour leader, just to name a few. In each role, she makes every effort to improve her knowledge and share it with others. In her dealings with others inside and outside the Foundation, she is always pleasant, cheerful and willing to help.

"Doing business with a company that doesn't emphasize hospitality makes you appreciate its importance at Colonial Williamsburg. Hospitality and courtesy is important to our success. It really makes a difference," said Laura.

As Foundation ombudsman and vice-president of Equality Development and Administrative Services, Pete Cruikshank is "all ears," listening to employees' concerns about their jobs. He is fair-minded, listens well, gets the facts and looks at them with empathy. While employees may not always leave with the answer they expect, all leave feeling better about themselves, about Colonial Williamsburg, and that somebody cared enough to listen.

One of Pete's former employees writes, "I've worked under the direction of a number of vice presidents of Human Resources. Never before have I met one who is more committed to the growth and well-being of the employees in the organization than Pete Cruikshank. Pete models the behavior that each of us should demonstrate."



Dolly Stephens: "Always cheerful and polite."

"Hospitality and courtesy is the cornerstone of everything we do around here," Pete said. "It's the one thing that sets us apart and keeps people coming back to visit. Hospitality and courtesy is important from a business standpoint, too. By applying hospitality and courtesy, we help



Laura Viancour: "Getting the Order of the Pineapple is humbling."



Pete Cruikshank: "It's the highlight of my CW career."

bring about some of our seven-year objectives—being the best place to work, exceeding visitor expectations and promoting divisional cooperation.

"Getting the Order of the Pineapple is the highlight of my CW career because it's something that's given by fellow employees. While you expect to receive recognition from your boss, it's especially nice when other people recognize you. It's something that says we're all employees working for the same thing."

—Heidi Moore



## On-Site

### Music Department

By John Moon

An experimental program providing a behind-the-scenes glimpse of how the Fife and Drum Corps presentations are researched, practiced, written and performed has been successful. Entitled, "A Military Music Concert," it is presented on Wednesday evenings at 7 p.m. This series will repeat in the fall. All employees are welcome to attend on a space-available basis.

Both Capitol Concert and Governor's Evening music series are off to a good start under the able musical direction of Cliff Williams and Herb Watson, respectively.

Recently, the Senior Corps spent the first day of many to come in video and audio taping of all the military music in the repertoire. This archival program will extend over several recording sessions and will provide an interesting progression of players, standards, styles and historical record.

The recent Rockefeller Concerts, under the direction of Jock Darling, graced Bruton Parish Church with their accustomed charm.

### Automotive Maintenance

By J. Elaine VonCannon

The Auto Shop recently hosted an automotive clinic sponsored by NAPA auto parts. All area mechanics were invited. It was the second clinic of this kind that we've had in the past four months.

A recent safety meeting hosted by Gordon Chappell at the Nursery was led by our own Sherman Pressey. His subject was, "Safeguarding Tools and Equipment."

### Architecture and Engineering

By Phil McCormick

Scott Spence, as state preservation officer for the American Institute of Architects and member of the National Historic Resources Committee, is tasked with identifying properties as candidates for National Landmark registration. This will help celebrate this year's 100th anniversary of the committee, the oldest standing committee of the AIA.

Mark J. Wenger, who succeeds Will Gwilliam as chairman of the Virginia Society AIA Historic Architecture Committee, is leading the state's efforts to celebrate with a commemoration of the past 100 years of Virginia architecture. For this year's convention in the fall, the committee plans to sponsor two events, a talk on quality in architecture and construction, and construction trades demonstrations.

Wayne Buhl, Bob Cowling and Joe Poole participated in the RESTORE Intensive Workshop, where they learned to analyze and resolve problems encountered on preservation maintenance projects involving brick and stone masonry. The week-long restoration skills program included lectures, laboratory demonstration and field workshop sessions, followed by a take-home exam. Also

## Bus Operators help visitors in need



Steve Elliott, left, with Bus Operations supervisor Sarah Jones and Freddie Byrd. Freddie and Sarah were recognized by CWHPI vice president Jim Miles for assisting a family in need.

People is what we're all about—bringing together visitors from around the world with persons and ideas of the 18th century. Friendliness and expertise are key qualifications for persons who work in visitor contact positions. So, too, is sensing how to be helpful when the need arises.

Jim Miles got a glimpse of these qualifications at work, through the actions of bus driver Freddie Byrd and his supervisor, Sarah Jones.

Jim was duty officer March 17 and 18. As he was riding Freddie's bus, he witnessed the following interaction, which he recounted in a memo to Chuck Longworth:

"Freddie...was of considerable assistance to a family of four who had lost their tickets. He not only allowed them to board his bus but, by radioing the bus dispatcher, located the lost tickets (which were on another bus) and made arrangements for the tickets to be picked up at the bus dispatch office.

"I overheard all of this as I was a passenger on Freddie's bus. I was a pleasure to see how well the system worked and, in particular, how understanding Freddie was with the guests involved."

A tip of the tricorne hat to Freddie and Sarah!

—Steve Elliott

present were Rod Bradby, Larry Heath, Jim Shipley and Les Turner, representing Facilities Maintenance.

Tom Coker, Larry Rowland and Jim Tickle spent a day in April at Virginia Beach, discussing ice storage such as the system at Regent University (formerly CBNU). Virginia Power and ASHRAE-Hampton Roads sponsored the Thermal Energy Storage Seminar, "Cooling With Ice." Possible application includes enhancement of the Lodge/Inn mechanical system for greater efficiency.

Jim Waite attended a three-day, 50th anniversary conference of the Society of Architectural Historians in Boston. The general theme was, "The Colonial Revival in the U.S." Jim found a day tour of historic architecture in Providence, Rhode Island to be especially informative.

Welcome to Jack Hancock, our new design/civil engineer; Keith Johnson, architect in training; and Laura Wilson, architect in training.

### Collections

By Laurie Suber

What a thrill it was to see the combined efforts of so many CW departments culminate in a "new & improved" physical plant, interior, and furnishings plan for CW's first exhibition building, the Raleigh Tavern. It seemed as though we had just moved the furnishings out of the Raleigh Tavern and found them all new "homes" when it was suddenly

time to refurnish the building in May.

Finding storage space for that quantity of furniture was no easy task, but with the cooperation of our colleagues in HAPO, we succeeded. We created makeshift storage areas in the Public Records Office, the second floor of the Gaol, and added to already crowded rooms in Collections. The months of researching, planning, and just plain "pushing and shoving" were all made worthwhile as the excitement began to mount in the weeks preceding the building's reopening.

The invigorating (or should I say "backbreaking"?) task of carrying the furnishings into the building became doubly challenging as visitors on the street began to understand what was happening to the tavern. As a steady stream of tables, chairs, cupboards, and boxes filled with untold treasures made its way up the front steps, our staff were treated to an equally steady stream of questions ranging from the well-informed "Is this where Phi Beta Kappa started?" to the eager "Can we come inside?" or my favorite query, "Did George Washington sleep here?"

After seeing the new furnishings in place, I can't wait for my first "official" tour by one of our Historical Interpreters, because new interpretive plans are underway as well. All of this activity took place because our curatorial, historical, architectural, and archaeological research-

ers took a new look at photos of the site's excavations, the Anthony Hay inventory of 1770, and other surviving documentation, and realized that we had been misinterpreting some of the tavern's spaces.

The first changes you will notice are the locations of the Billiard Room and the Public Dining Room—they're switched! Current thinking tells us that billiard playing was a private men's activity, for which they would have rented the entire room, located in a private section of the tavern, or sometimes in a separate building on the property. We now believe that the Raleigh's billiard room was initially a separate structure, later joined to the main building. The Public Dining Room is now shown in a front room where the Billiard Room used to be, making it much more accessible to diners, who would not have to walk through the tavern's private spaces to eat their meals.

Other dramatic changes you will see involve the bedrooms upstairs. The beds and their hangings are now accurate reflections of the tavern's furnishings as listed for us in the Anthony Hay inventory of 1770. If George Washington did not sleep at the Raleigh, it was definitely his loss, because the rooms certainly look inviting.

### Laundry

By Stephanie Brown

Things are great at the Laundry. We have quite a few new employees. Welcome to all, and we hope your employment is successful.

Congratulations to Calvin Lee, our new assistant manager. Calvin started with us in the flatwork department, then moved to the dry cleaning department as a presser, and then became our valet. He did very well in all these jobs and we are pleased to have him as our assistant manager.

Paulette Blake, Lynn Murphy, Kathy Mays, Debra Faggins, Lucy Shaw and Stephanie Brown completed the more than nine-mile walk for the March of Dimes on April 28, the only CW team to finish the walk. Together, the team raised almost \$300. Thanks to everyone at the Laundry, King's Arms Tavern, Campbell's Tavern, Chowning's Tavern, and the Commissary for their donation.

Goodbye to Katherine Curtis, who retired in March, and best of luck in your new business. We hope you are very successful. Goodbye to Margaret Brown, who retired in May. We miss you both and hope you get a chance to do all things you wanted to do but couldn't before now. **Turn to page 14**



### Visitor Aide Department

By Lynn Evans

Congratulations to those who made it through 1989 with perfect attendance: John Greenman, Bernadette Freeman, Annette Shaffer (2 years in a row), Bob Shaffer (3 years), Karen Schlicht (6 years in a row!), Kelly Wiggins, Edward Hall (2 years), Daryle Combs, Jodi Norman (3 years), John Mitchell and Bruce Hobday.

Our department has recently been merged with the ushers at the Visitor Center, so we now count Merrill Roots and Kim Randolph in our numbers. They are wonderful assets and we are all enjoying getting to know them.

We bid a sad farewell to the Shaffers, Bob and Annette, who moved to upstate New York where they bought a wonderful house and store and invite all of us to drop in when we're in the neighborhood.

Bill Rose, one of our resident cartoonists and one of the wackier members of the department, has finished Boot Camp for the Navy Reserve.

He is now in training and will return in August. His sense of humor is still intact and he sends messages and drawings periodically giving his own version of what he's going through.

Best wishes to Karen Schlicht who be moving into Handicapped Services to fill in for Bill Suber while he is away this summer. We'll miss her smiling face—especially at the Palace

and Geddy House—but we wish her the best and hope for her speedy return.

### Products Silversmith Shop

The Products division silver shop is working on a reproduction of the Rodman Wanamaker Trophy, awarded to the winner of the PGA championship. First used in 1916, the Wanamaker Trophy bears the names of many golfing greats including Sam Snead, Walter Hagen, Gene Sarazan, Jack Nicklaus, Gary Player, Paul Runyan and many others.

The silver shop is also producing six half-scale reproductions of the trophy, which will be given to winners of the PGA championship. The Wanamaker Trophy is the third such reproduction to be done by the Products silver shop, joining the Senior's Cup and Ryder Cup trophies.

### Promotions

**Carolyn Weekley** will resume duties as director of the Abby Aldrich Rockefeller Folk Art Center, effective July 1. Carolyn was previously director of the DeWitt Wallace Gallery, having served as its interim director since 1987. Carolyn joined AARFAC in



Local 4-H members were recently awarded the James City County Community Spirit Volunteer Award for their work in youth programs at Colonial Williamsburg and Jamestown Settlement. Receiving the award on behalf of their peers were (front row from left) Jill Brelsford of our youth livestock program, Laura Bristow of our "Once Upon a Town" program, and Michael Cathcart of Jamestown Settlement. They were joined by (rear from left) Jae Ann White and Marianne Hull of the Department of Historical Interpretation. The "Once Upon a Town" program was begun in 1983 as a Department of Historical Interpretation summer tour involving local youth. There are now three programs at CW and Jamestown, involving nearly 50 local 4-H youth.

## Anniversaries—May and June

### 10 Years

Edith M. Wallace, *Motor House*  
June Chicarelli, *Lodge*  
Lawrence Jones, *Commissary*  
Annette White, *Custodial Maintenance*  
Lisa Ashby, *Custodial Maintenance*  
Sandra Oliver, *Custodial Maintenance*  
Richard Pierce, *Landscape Maintenance*  
Barbara Hudgins, *Purchasing*  
Alice Edmunds, *Cascades*  
Shelia Jefferson, *Lodge*  
Seetha Sivakumar, *Visitor Center*  
Walter Clark, *Hotel Services*  
Ronald Johnson, *Bus Operations*  
Lynn Braxton, *Inn*  
Diane Moon, *Inn*  
Mary Leonard, *Human Resources*  
Ruth Vaughan, *IEAHC*  
William Walker, *Hotel Services*  
Chris Gusack, *Governor's Inn*  
Pierre Monet, *Hotel Properties Administration*

### 15 Years

Reba Minns, *Motor House Cafeteria/Grill*  
Maggie Braxton, *Room Reservations*  
Ann Topp, *Products—Colonial Post Office*  
Jean Van Tol, *Finance*  
Evelyn Coleman, *Inn*  
Maurice West, *Lodge*  
John Washington, *Campbell's Tavern*  
Robert Walker, *King's Arms Tavern*  
Carolyn Randall, *Costume Design Center*  
Barbara Harper, *Cascades*  
Gwen Reid, *Inn*  
Louise Nickerson, *Historical Interpretation*  
Dennis Denoy, *Hotel Services*

### 20 Years

Carolyn Pritchard, *Products*  
Catherine Johnson, *Cascades*  
Calvin Ashlock, *Purchasing & Materials Management*  
William Holmes, *Motor House Cafeteria/Grill*

Ernestine Barbour, *Room Reservations*  
Carolyn Crump, *Laundry*  
Alberta Brown, *Motor House*  
Virginia Walker, *Motor House*  
Jon Laubach, *Historic Trades*  
Dolores Moore, *Inn*

### 25 Years

John Parrott, *Products*  
Sarah Carroll, *Motor House Cafeteria/Grill*  
Robert Bernard, *F&PM*  
John Stukes, *Motor House Cafeteria/Grill*

### 30 Years

Sarah Tyler, *Custodial Maintenance*  
Willie Coles, *F&PM*  
Katherine Davis, *Information Systems*

### 35 Years

Betty Phillips, *King's Arms Tavern*  
Douglas Canady, *DeWitt Wallace Gallery*  
Phillip Williams, *Building Construction & Maintenance*  
William Miller, *Motor House*  
Willie Brown, *Hotel Services*

## Welcome...

Annie Loud, *Department of Music*  
Richard Arnold, *Visitor Aides*  
Melanie Barbour-Krozel, *Visitor Aides*  
Barbara Carroll, *Visitor Aides*  
Nancy Grieve, *Visitor Aides*  
Lucy Smith, *Visitor Aides*  
Jack Underwood, *Visitor Aides*  
Maggie Anderson, *Visitor Aides*  
Kay Williams, *Visitor Aides*

## Deceased...

Thomas A. Moyles (retired), *Manager, Williamsburg Inn*  
Mary E. Platz (retired), *Escort*  
James E. James, *Gardener, Landscape Maintenance*  
Edgar D. White, Sr. (retired), *Butcher, Commissary*

1979 as curator, was named associate director in 1982 and director in 1984.

**Peggy Howells** has been named manager, Museum Professional Services, in the HAPO division. She is responsible for publicity, planning and coordination for the Seminar for Historical Administration; the Foundation internship program; planning and coordinating visits by museum professionals; assisting with visiting college groups; and assisting with the Foundation/College of William and Mary graduate program in museum management. At CW since 1975, she previously was administrator of Museum Studies.

**Betty Wiggins** has been named manager, Data Analysis and Visitor Information in the HAPO division. Betty is responsible for HAPO liaison with Information Systems; the collection and analysis of attendance statistics, coordinating HAPO departmental data projects; and assisting with HAPO budget reports. Betty has been with CW since 1964. She was formerly special assistant and project manager in the department of Administration and Museum Studies.



## "Scheme of a Lottery" a popular colonial pastime

Everyone these days seems to have lottery fever, or "scheme of a lottery" or raffle, as it was in the 18th century. The December 15, 1768 *Virginia Gazette* mentions seven lotteries within its four pages. Astonishingly, George Washington, Benjamin Harrison, Richard Henry Lee, Edmond Pendleton and John Randolph, to name a few, are noted as being involved in such undertakings.

This year marks the 250th anniversary of the Prentis Store building. In looking for ways to celebrate this milestone, we explored the "scheme of a lottery." After asking many questions of our researchers and talking to many tradesmen, we began to realize that we could conduct an 18th-century raffle for our visitors, and in the process help to realize two of our seven-year objectives: to increase revenue and, most importantly, to exceed our visitors' expectations.

The idea behind the raffle/lottery is to give our visitors a chance to take part in an activity that was common in 18th-century Virginia, to provide an inexpensive printed memento of their visit to CW, and to make them a part of the celebration at the Prentis Store building.

We took the concept of our plan to the Program Planning and Review Committee, headed by Bob Birney and represented by each department of the Foundation. It was accepted with enthusiasm, but also with caution. We want to be sure that our policy of not encouraging gambling, along with the integrity of Colonial Williamsburg, is kept intact.

After getting the proper legal clearance, arranging for support from the Historic Trades department in the form of printing the tickets (based upon one found with the papers of William Byrd), and applying for a license

and approval from the City of Williamsburg, we were ready to begin.

There will be three separate raffles this year, with drawings on July 4, September 2, and December 29. Each person who buys a \$1 hand-printed ticket has two chances to win either the grand prize or second prize. Prizes include two handmade sterling silver goblets or a reproduction beveled Wythe House mirror for the July drawing; an all-expense paid trip for two to Williamsburg or a set of our new Yorktown saltglazed pottery for the September drawing; and, a 14 carat gold diamond scroll ring and band or a reproduction Palace Candelabra for the December drawing.

CW employees, except for those who are directly involved with Prentis Store operations, are allowed to participate in the raffles. Tickets are available only at the Prentis Store.

—Baxter Hardinge

***"The December 15, 1768 Virginia Gazette mentions seven lotteries within its four pages."***

## Children's Programs at Colonial Williamsburg

*Colonial Williamsburg offers a number of educational programs aimed especially at children and their families. Many of these programs include local young people who apply, are interviewed and trained in content, presentation and interpretive skill. For more complete information on schedules, etc., please see the weekly Visitor's Companion.*

### At the Geddy House...

*Tickets for children's programs at the Geddy House are included as part of the regular admission.*

**"Children and Family Life"** - Local young people interpret and demonstrate some of the daily activities of their 18th-century counterparts. Visitors receive an interpretation on the life of children, observe a typical activity such as needlework or penmanship, and then take part in a variety of 18th-century games. Five days a week, at the Geddy House.

**"Eighteenth-Century Stitching"** - This program is primarily an instructional class in 18th-century sewing techniques for local young girls. Their instruction and production is conducted before the public, either indoors or outside. These young girls talk with visitors about their projects and an adult interpreter is present to provide information; however, the strength of the program is the visual interpretation it provides. Offered two afternoons a week at the Geddy House.

**"Children's Lessons"** - Children learn about 18th-century education through interpretation and some type of hands-on activity. Participants are given a short "lesson" in such things as writing with a quill pen, ciphering exercises, playing a board game, or trying a dance program. A very informal program, children are invited to stay as long as they like for the hour program. Newcomers are fit in as they arrive. Offered two afternoons a week, weather permitting, at the Geddy House.

### Other Children's Programs

*Tickets for these programs may be purchased at the Greenhow Lumber House in the Historic Area. These programs begin and end at the Greenhow Lumber House, weather permitting.*

**"Once Upon a Town"** - Costumed interpreters and local children in costume lead young visitors on a walking tour of the Palace Green neighborhood and explore the lives of young people in 18th-century Williamsburg. Games, puppets, visiting the livestock and other hands-on activities are included. The program varies daily. For children ages 4 to 6, this program is limited to 15 children per program.

**"Young Apprentice Tour"** - Led by a costumed historical interpreter, tour participants focus on young Americans at work and play as they walk through an 18th-century community. Actively participating in activities of trade and domestic crafts, today's young visitors learn about their 18th-century counterparts. Special hands-on and active inquiry activities vary daily and encourage young visitors to interact with the restored 18th-century community that was the heart of Britain's largest continental colony. For visitors ages 7 to 12, this program is limited to 20 persons per tour.

**"Stepping into the Past: Families at Work and Play in Colonial Virginia"** - Twentieth-century families "step back in time" to investigate family life in this colonial community. The roles of men, women and children of varying ages are examined through activities that recreate the work patterns and leisure-time activities of a different era. Participatory activities encourage parents and children to learn together about family life in colonial Virginia. Activities are designed for children age 7 and older. Tours are limited to 20 persons per tour.

*Other children's activities are available through our hotels. For more information, call the concierge or front desk.*





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The Colonial Williamsburg News is published bi-monthly for employees, retirees, family and friends of Colonial Williamsburg, by the department of Corporate Communications

Editor	Patrick R Saylor
Employee Communications Coordinator	Heidi S Moore
Photographic Processing	Audiovisual Department
Design Consultation	Publications Department
Printing	Dietz Printing Co , Richmond, VA

Member, International Association of  
Business Communicators (IABC)