

Colonial Williamsburg News

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Hotels win Pinnacle Award for excellence in meeting facilities

Colonial Williamsburg's five hotels have won *Successful Meetings* magazine's 1988 Pinnacle Award, the mark of excellence for meeting facilities. The award was presented jointly to the Williamsburg Inn, Williamsburg Lodge, Motor House, Cascades and Governor's Inn.

Winners were selected by several hundred of the magazine's 77,000 subscribers, publisher Charles L. Wrye said. The subscribers, all corporate and association executives responsible for planning and staging sales meetings, training seminars, conventions, trade shows and exhibits, used ballots to name those properties that have handled their meetings in an outstanding way.

Criteria included overall service, meeting rooms and equipment, recreational facilities, quality of food and beverage, accessibility and exhibit space.

This is the fourth consecutive year our hotels have won the award, said Jim Miles, executive vice president of CWHPI. The five hotels hosted 467 conferences in 1987. Pinnacle Awards were presented this year to 25 hotels in each of six regions of the U.S., as well as five offshore properties. The August issue of the magazine contained the Pinnacle Awards directory, which meeting planners use in selecting a premier site, Wrye said.

Parkway connector roads will receive 'much-needed' repair work this fall

Resurfacing work has begun on Route 132Y, the connector road between Route 132 and the Colonial Parkway. Two-way traffic is being routed on to the two north lanes (closest to the Visitor Center) while work is done on the south lanes. Two-way traffic will then be routed on to the south lanes while work on the north lanes is completed.

According to Bill Gardiner, vice president for Facilities and Property Management, the plans call for the existing pavement to be removed and new, exposed aggregate pavement to be installed. This should eliminate the "poor conditions" experienced by drivers on that section of highway over the last few years, he said.

Access will be provided to the Visitor Center and to the south parking lot at all times during the construction. The work is scheduled to be completed by November 30.

It was also announced that work will begin later this fall to repair the roads around the Visitor Center. The work is expected to be accomplished during low visitation periods over the next two years.

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LIGHTS, CAMERA, ACTION! Madge Hall leads Topsy and Prince through the Bassett Hall woods while the film crew from BYU shoots a scene from "A More Perfect Union: America Become a Nation." The film is planned to be shown next April on PBS-TV.

CW people and places featured in film

The people and places of Colonial Williamsburg will be featured in a made-for-television movie about the U.S. Constitution, produced by the Brigham Young University Motion Picture Studio in Provo, Utah. A 50-person professional crew from BYU spent two weeks in August and September filming in Historic Area gardens, craft shops, exhibition buildings, Bassett Hall woods and at the slave quarters at Carter's Grove.

The movie, entitled "A More Perfect Union: America Becomes a Nation," is intended for nationwide broadcast on PBS-TV. Producer Nicholas J. Gasdik said he hopes to arrange for an April 30 air date, to commemorate the 200th anniversary of George Washington's inauguration.

The project has been officially endorsed by the Commission on the Bicentennial of the U.S. Constitution. The non-profit, educational film follows the creation of the Constitution and concludes with Washington taking the oath of office.

Scenes of craftsmen at work, horses and carriages, the Fife and Drum Corps, militia, and other Historic Area scenes are to be used in a montage which will be shown while the Constitution is read. Several Colonial Williamsburg employees also will be shown portraying delegates in a scene recreating a session in the Hall of the House of Burgesses.

Other scenes were filmed in Philadelphia, Alexandria and Jamestown, and in Provo, where the BYU crew built a replica of the interior of Independence Hall.

Assistance for the filming here came from Historic Trades, Research, Mechanical Maintenance, Landcape Maintenance, Property Management, Historical Interpretation, Music, HAPO Services, Security and Safety, Company of Colonial Performers, and Media Relations, as well as the Museums division and Hotel Properties, Inc.

BYU productions have won several awards, including the Peabody Award from the Corporation for Public Broadcasting and, most recently, the Cine Golden Eagle Award for "How Rare A Possession: The Book of Mormon." That film, produced last year, was the highest-rated show for a regional broadcast in PBS history.

People, quality the focus of '87 report

Later this month you will receive, in your mail, a copy of the 1987 President's Report, the annual report on programs and operations here at Colonial Williamsburg. According to Hugh DeSamper, senior director, Media and Government Relations, and editor of the report, this year's report will be somewhat different than those of the past.

"This year's report is very people-oriented, which is a new department for us," said Hugh. "It focuses on quality, which has been important to us since day one, and on the people and things that have gotten us to where we are today."

"I think of quality in two ways," writes president Chuck Longworth in his opening remarks. "First it is meeting our visitors' expectations. For Colonial Williamsburg, with its tradition of excellence, it is exceeding them."

"Second, I believe quality is the result of each employee's commitment to do his or her best, reflecting personal commitment to the organization and its mission."

"Through the pages of this report are woven brief vignettes about some of these people and what they have contributed above and beyond the call of duty, not just in 1987 but over the years. Selection was difficult because so many employees at Colonial Williamsburg exceed expectations every day."

Charles L. Brown, chairman of the Board of Trustees, echoes these sentiments in his remarks. "Concluding my message in the Foundation's 1986 annual report, I quoted a U.S. cabinet officer who had observed to me that Colonial Williamsburg is one of the few places in the world that tries hard to do everything perfectly," he writes.

"It is not mere happenstance that Colonial Williamsburg has built an enviable and near matchless reputation for quality. We work at it! Like a person's good name, an organization's reputation for quality is to be cherished, nourished, and seeded for continuing yields in the future."

"In many ways, Colonial Williamsburg is like a garden, with a variety of subjects and where everyone, as that cabinet officer commented, 'tries hard to do everything perfectly'. With that kind of daily attention to detail, quality becomes and remains the bottom line."

Newsmakers

Carlisle Humelsine named by chief justice to serve on commission

By Al Lower

Carlisle H. Humelsine, former chairman of the board of the Colonial Williamsburg Foundation and presently its chairman emeritus, has been appointed to a commission which will study U. S. congressional, judicial, and executive branch salaries.

Humelsine's appointment was made by Chief Justice of the United States Supreme Court William Rehnquist, as one of his selections to the body. President Reagan names four members to the commission and the remaining three are nominated by Congress.

The commission, commonly referred to as the Quadrennial Commission, reviews the salaries of Congress, the federal judiciary and the executive schedule employees of the federal government and then submits salary recommendations to the President.

Work of the commission begins Oct. 1 and its report is due in the President's hands by December 15 for submittal to Congress.

Humelsine currently serves as chairman emeritus of Colonial Williamsburg where he was president from 1958 to 1977 and chairman of the board of trustees from 1977 until 1985.

CW employees form new Toastmasters chapter, The 'Town Criers'

After two informational meetings held in mid-September, CW employees have formed a Toastmasters chapter and elected to call themselves the "Town Criers."

Toastmasters International is a nonprofit educational organization which helps men and women develop skills in communication and leadership. The "Town Crier" club joins more than 6,000 clubs in 48 countries across the world.

The following slate of officers was presented and elected at the informational meetings:

President-Peggy Bender
Educational Vice President-Phyllis Terrell
Administrative Vice President and Sergeant-At-Arms Jim Johnson
Secretary-Treasurer-Barbara Wielicki
Public Relations Vice President - Heidi Moore

These officers will hold six-month terms while the club is forming and going through the charter process.

Meetings are held the first Tuesday of each month at noon at the Cascades and on the second Wednesday of each month at 5:30 p.m. at the Cascades. Members may elect to attend one or both of the meetings to comply with their individual schedules. There will be a fee for the meal.

All employees, their spouses, and family members over 18 are invited to join.

Please call Peggy Bender, ext. 7185, or any one of the officers if you are interested in attending a Toastmasters meeting or learning more about Toastmasters International.

Colonial Williamsburg News

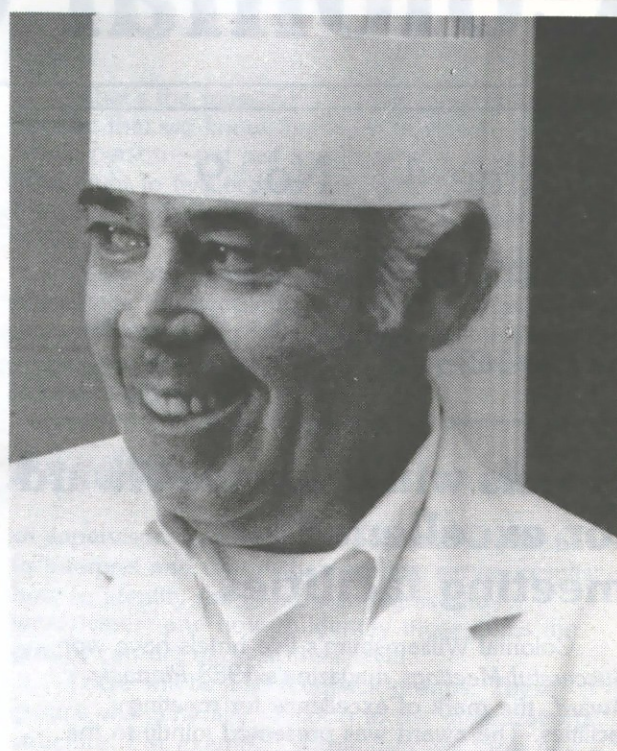
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Alvis Lang



Rolf Herion

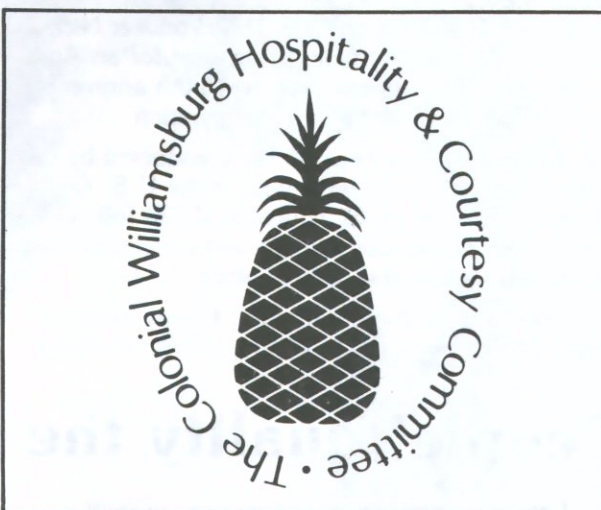
Heidi Moore

Rolf Herion and Alvis Lang receive Order of the Pineapple recognition

By Heidi Moore

"I have known **Rolf Herion** for eight years and he has always been courteous, accommodating and a perfect gentleman," said Rich Villella in his nominating letter for Rolf Herion, one of our new Order of the Pineapple inductees. "These traits flow naturally whenever he works with his colleagues and employees."

Rich continues, "Recently a California woman who visited 30 years ago called to ask a special favor. During her visit she ate a gingerbread cookie from the Raleigh Tavern bakeshop. She loved it and was fortunate to have a cook who made gingerbread just like it. The cook recently died, however, and did not leave a recipe."



"The woman wanted to know if we would send our gingerbread cookie recipe to her. Rolf agreed, sending her the recipe and, at her request, a gingerbread cookie so she could compare the result of her efforts to ours. You could say the caller had a fine CW experience without leaving her home."

Rolf, an executive pastry chef, is known for his "works of art"—wedding cakes. Anyone dealing with prospective brides knows that they can be a special challenge with whom to work. This letter comes from Peter Turner, a vice president with the Sealed Air Corporation: "One of the highlights of the weekend for the bride, groom, and myself was the visit we had in your office to discuss the icing. We have a high respect for and interest in the preparation of food. The cake was truly a work of art. [The manner in which] you applied the icing...made it appear to be made of lace. You certainly made a significant contribution to the occasion."

Rolf's file is filled with letters complimenting him on his delightful desserts. Those writing letters

include former President and Mrs. Ford and Justice Powell, just to name a few.

"I am sure there have been many occasions where Rolf's work has added splendor to an event," wrote Terence Burrell of Employment. "One that readily comes to my mind was a wedding celebration for an employee in my department. He supplied the baked goods and refreshments with very little time for advanced preparation. His services were offered without hesitation and with a smile."

"Gestures of this sort are common in Rolf's mode of everyday functioning. His style of service and the manner in which he delivers it makes CW a great place," wrote Terence.

At his "Pineapple" ceremony, Rolf said, "I really have to divide this [pineapple] into about 40 pieces and give everybody a little piece in order to make it fair. I'm honored but it's really because of all the nice people that I work with that made this [award] possible."

And when **Alvis Lang**, lead waiter at the King's Arms Tavern, was presented his pineapple later on the same day, he echoed Rolf's sentiment.

Herb Harris, manager at King's Arms, writes, "Alvis is very deserving of this award because ...he sets an excellent example for our public contact employees."

Alvis' file is filled with meal evaluation forms from other restaurant managers complimenting him on his service. "From start to finish, Alvis gave us first class service," writes Bill Vrooman, manager of Campbell's. Jim Ryan, general manager, agrees, "Alvis is an excellent waiter in both skills and personality."

Guests, who take time out of their busy schedules to write, concur. A guest from California writes, "Alvis was so friendly and charming—he even took our picture at our request. His service was prompt, his manner courteous, and he never lost that big smile, even when he was asked to bring us some more Sally Lunn bread! He certainly helped to make our evening enjoyable."

Another writes, "Our entire party of eight thought Alvis was the best waiter we ever had. He was friendly, courteous, knowledgeable, able and extremely efficient, especially considering the size of our party."

Lots of times, what these guests don't realize is that Alvis is also training another waiter or waitress. However, this guest from Philadelphia did: "Not only was the food absolutely wonderful, but the service was also quite exceptional. Our waiter, Alvis, did an absolutely lovely job, even though busy training a new waitress at the same time!"

Colonial Williamsburg News congratulates Rolf and Alvis on their Order of the Pineapple award!



Pat Saylor

KATHRYN ARNOLD explains 18th-century cooking techniques to visitors as part of the Historic Foods program, one of the programs recognized in the AASLH Award of Merit.



Brian Exton

A MODEL FOR OTHER MUSEUMS, our African-American Interpretation program was recognized by AASLH for leadership in black history programming. Members of the Black Programs staff include, from left, Sandra Johnson, Jerrold Roy, Arthur Johnson, intern Melvin Marshall, Gregory Johnson and Marilyn Taylor. (Not pictured: Bridgette Jackson, Rex Ellis)

CW receives AASLH Award of Merit for interpretive programs

Three of Colonial Williamsburg's interpretive programs—the Historic Housewright program, Historic Area Foods program and the African-American Interpretive program—received special recognition recently from the American Association of State and Local History (AASLH). Colonial Williamsburg received an Award of Merit for the programs at the Association's annual meeting in September.

The awards are given yearly to individuals and institutions who have made outstanding contributions to the advancement of state and local history. The Award of Merit is given for performance which is deemed excellent in comparison with similar facilities nationwide.

The application and nominations for the award were compiled by Conny Graft, assistant director

for Interpretive Planning, and Doug Smith, director of Administration and Service, HAPO. The application was reviewed and screened by state, regional, and then a national awards committee.

The Housewrights program recreates buildings using 18th-century tools and techniques. Colonial Williamsburg's housewrights have contributed to our educational mission through scholarly research, the use of historical processes, providing "hands-on" educational programs for our visitors, and the reconstruction of significant buildings such as the Anderson Blacksmith Shop and the slave quarter at Carter's Grove.

The Historic Area Foods program has made significant contributions to the research and presentation of 18th-century Chesapeake foodways. Through a multi-disciplinary approach involving

historians, archaeologists, food specialists and curators, the Historic Foods staff has been able to offer visitors a total sensual experience with 18th-century foods, gaining national recognition and special acknowledgement for teamwork and quality performance.

In 1986, the AT&T Foundation awarded the largest corporate grant ever received by Colonial Williamsburg, for training, exhibition, research and interpretation of African-American history. Colonial Williamsburg is the only outdoor history museum with year-round programming which focuses on the black experience. The program has also been a model for other museums wishing to develop their own black history programs.

Colonial Williamsburg News congratulates each of the members of these important programs, for receiving this noteworthy recognition.



RECOGNIZED FOR THEIR CONTRIBUTIONS to the research and preservation of 18th-century foodways, the Historic Foods program has worked to provide visitors with a comprehensive view of the preparation and use of a variety of foods. Food Programs staff include, from left, Bernetta Wake, Rosemary Brandau and Dennis Cotner.



Pat Saylor

TAKING A 'HANDS-ON' APPROACH to the recreation of 18th-century buildings has allowed our Historic Housewrights to faithfully interpret historic building techniques for our visitors. They are, from left, Dan Whitten, intern Lore Verne, Roy Underhill, Frank Grimsley and Garland Wood. (Not pictured: Russ Steele, Robert Watson)

VITA Needs You! Call ext. 7029 for details

Feedback meetings are next step in ongoing Employee Opinion Program

By Pat Saylor

The first stage of the Employee Opinion Program is now complete. Results of the employee opinion survey, taken in August, have been received and are being prepared for the next step, employee feedback meetings.

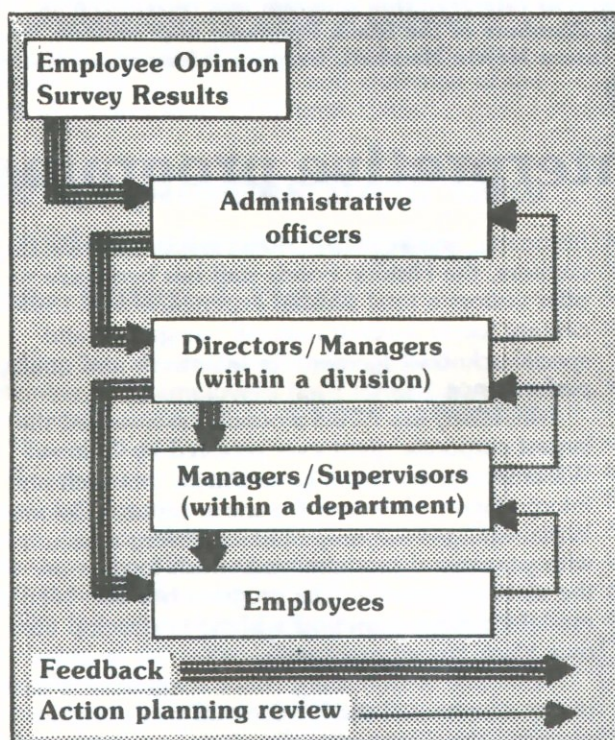
These meetings, which will begin later this month, are intended to do two things. First, they will give you and your co-workers a chance to talk about the survey results for your particular work group. You will learn about your group's strengths, and areas in which the group can do better. Then, the groups will decide which items they would like to work on, and in what order.

The feedback process

The feedback meetings will be led by a "feedback group leader," generally the group's manager. See "Feedback" on page 12

Diagram 1.

How the process works



Heidi Moore

EIGHT MINUTES is all the time Phyllis Harvey, right, has to convince a prospective visitor to book her tour groups into one of our hotels.

'Marketplace' introduces prospective visitors to our area's many attractions

Eight minutes. That's all the time Marketplace sponsors get to sell their attraction and make group tour bookings for the coming year.

Every year for the past ten years Colonial Williamsburg has participated in "Marketplace," an event sponsored by the Chamber of Commerce's Williamsburg Area Visitor and Convention Bureau. It's a once-a-year event where group tour operators are wined, dined, toured and given the "red carpet" treatment by local hotels and restaurants, attractions and shopping area representatives, in order to familiarize the operators with Williamsburg and to promote Williamsburg as a destination and not just a place to visit for the day.

Over 1,500 travel professionals—agents, tour operators and anyone to do with the group travel industry—were invited. Approximately 65 responded.

After their weekend of familiarization tours or "FAM tours" as they are called in the travel industry, participants attend the actual "Marketplace" at a local hotel on Monday morning. There they

find each shopping area, hotel, restaurant, and local attraction represented by a booth manned with people who are ready to give the quick and final sales pitch. The participants will visit each booth and talk directly with representatives of over 50 area businesses.

"Our first priority is to promote Williamsburg as a destination and then Colonial Williamsburg as an attraction above all others," said Margaret Malone, tour/travel sales and group marketing representative and a member of the Marketplace steering committee. "Williamsburg, as a city and destination, is in competition with other cities such as Miami, Los Angeles and New York City. Last year tour groups put approximately \$87.5 million into the pocketbooks of Williamsburg businesses."

This year Colonial Williamsburg was represented by two booths—one for groups staying in our hotels and/or eating in our restaurants and one for groups staying in outside hotels but visiting Colonial Williamsburg—with representatives from the Foundation and hotel properties.

We did it...we exceeded our goal of 80/80 in 1988!

Well over 100 people—departmental and divisional captains, campaign committee members, Rosemary Hurtt, and Beatrix Rumford, vice-president, Museums and this year's United Way campaign chairwoman—breathed a collective sigh of relief as the 1988 United Way Fundraising drive came to an official and successful end on September 28.

This year's campaign met or exceeded its goals. Our participation goal was reached. 80 percent of our employees contributed to the United Way.

And, this year was a record for monetary gifts. Employees far exceeded the monetary goal of \$80,000. Employees contributed \$81,606.07. An additional \$2,650 was contributed by volunteers and retirees. The total of these two figures—\$84,266.07—was 105.3 percent of our goal. The corporate gift totalled \$40,000. Colonial Williamsburg led the other six pacesetter corporations by giving a grand total of \$124,266.07—a record! All but four divisions met or exceeded their divisional monetary goals.

While most employees were giving, a lucky few also "received," in the form of incentive prizes.

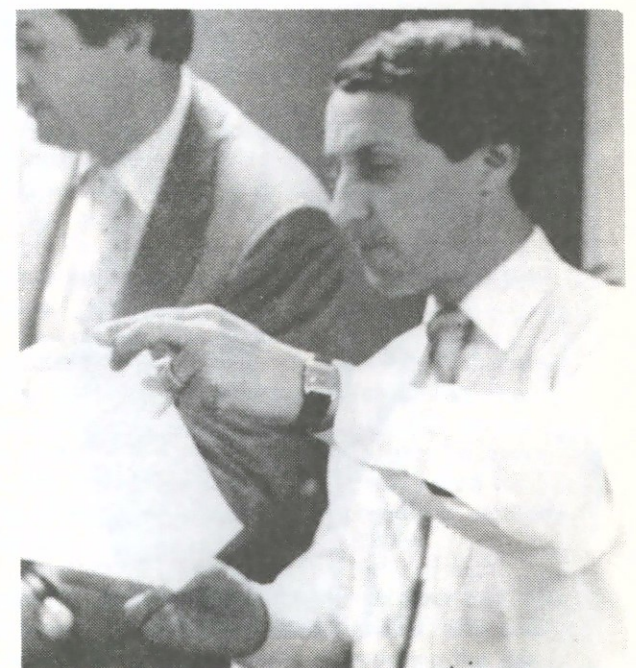
Linda Monogue, M&OM; Ethel Blount and Pauline Holmes, Inn, won potpourri gift baskets. Comfort Robertson, Lodge; Joseph Sciegaj, Bakery; James Russell, Landscape; and Brenda Barrett, Publications, won gift baskets of Historic Area and Craft House items.

Jennifer Sheppard, Motor House; and Carl Hirner, Security, won dinners for two at a tavern. Anthony Brokenberry, Golf Course, won dinner for four at a Groaning Board. Michael Delaney, Lodge; and Robert Chandler, CCP, won tin goaler's lanterns.

Roberta Hierholzer, Bakery, won the 35mm Kodak camera. Chad Dressler, A Good Place To Eat, won the framed print of Sweet William. Mary Patterson, Revenue Accounting, won the free one-year passes to the Williamsburg Theatre.

Atlee Gill, Revenue Accounting, won the Rowe Pottery folk art jar. Robin Kipps won the four-piece Kirk Steiff Tea Set. And, Richard Tate is going to the Greenbrier for a weekend with \$250 spending money in his pocket.

"I hope every employee is proud of what Colonial Williamsburg has accomplished," said Trix Rumford, "and that each and every employee who contributed to the campaign knows that he or she has given of his or herself to make Williamsburg an even better place to live and work. Once again, thank you to everyone who contributed to the United Way and made '80/80 in 1988' a reality!"



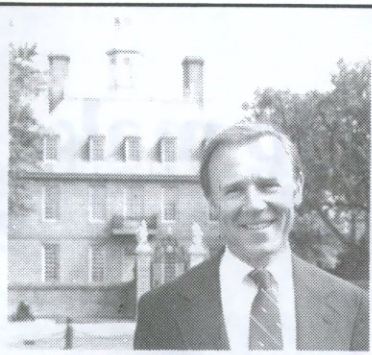
Richard Tate

Heidi Moore



Thanks for giving. . .

Viewpoints from the President



A 'complicated and ever-changing problem'

Who's talking and who's listening? That's the pair of questions that occurs to me as I review the results of our recent employee opinion survey, something in which about three-fourths, or seven in ten of you, took part in August.

One of the clearest messages from the survey is the feeling that there is insufficient communication between top management and employees.

Communication is a complicated and ever-changing problem. I am trying to communicate some thoughts to you through this column. I may be successful if I am clear, if you are interested enough to read what I say, and if I say something of importance to you.

If what I write is of no interest or, more importantly, if you are part of the large number of employees who don't read the *Colonial Williamsburg News* (roughly half of us), or who read the *News* but don't read this column, I am not communicating.

Now I know that everyone doesn't hang on my every word, but I do try in a variety of ways to listen and to respond. Among these ways are regular employee lunches in the Goodwin Building board room; conversations with employees; meetings with each class of supervisory trainees; talks at new employee orientation sessions; division and departmental meetings to which I am invited; this column, which I have been writing for ten years; periodic visits to work areas; and regular meetings with officers and directors.

I expect each of the officers and directors, in turn, to have for themselves a program for

communicating with their units, and for each supervisor to find ways to communicate directly with his or her employees. It is only by face-to-face discussion that we can understand and deal with each others' concerns.

You have responsibilities, too. Communication is very much a two-way street. If you have concerns you leave unstated, questions you leave unanswered, problems you leave unshared, you are also failing to communicate.

I often go to meetings with employees in which no one is willing to speak out, no one prepared to take the risk that she or he might appear dumb or out of line.

Any question on your mind is not dumb. Asking a question is not out of line. What is dumb is not asking a question. What is out of line is believing and passing along rumors instead of finding out the truth.

As far as I'm concerned, we all need help in doing our jobs better. That includes me. I want to do better and need all the help I can get. I need your ideas, your criticism, your suggestions. I'm not going to take them all or act on all of them, but without an active interchange I can't do my part to help you.

I view my job as being to help make sure you have a job and can do it just as well as you are able, that you are well trained, fairly compensated, and know where we are headed.

The employee opinion survey results reveal that there is more work to be done. I promise you that I will do my part.

Charles R. Longworth

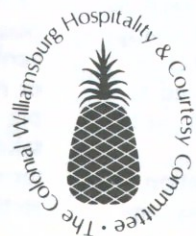
Dear fellow employees:

Hospitality and courtesy are values in which we believe throughout the year. Perhaps, because of the increased number of visitors between Memorial Day and Labor Day, we are most aware of these values during that period.

In the heat and humidity, there are times when our patience is strained and smiles are hard to generate, times when even one more question seems more than one can handle.

At our September meeting, the members of the Hospitality and Courtesy Committee reviewed the last three months. We were pleased to note that the level of courtesy extended to our visitors was better than ever—in spite of this year's trying weather conditions. This conclusion was based on visitor comments and letters, as well as our own observations.

On behalf of the Hospitality and Courtesy Committee, thanks to all of you who helped make each visitor's experience fuller and more enjoyable. Thanks, too, to all of you who helped make each day better for those in direct contact with our visitors. It is a total team that makes us what we are. We think our team proved just how good it is this summer!



Dick Schreiber, chairman
Hospitality and Courtesy Committee

How to get the most out of your group's feedback meetings

By Steve Elliott

There is always room for improvement. You—we, collectively—have pointed out where improvement can be made. As the results of the employee opinion survey are reported and discussed, we will share a better sense of our major challenges and opportunities.

Learning about the results of the survey is just the beginning. This will trigger discussion, in feedback groups, of problems that prevent us from doing a job as well as we should and inhibit our satisfaction in doing our work.

Think of the opportunities for increased effectiveness and improvement, multiplied by the number of work areas in our organization! Can we do it? Sure Here's what it will take:

1. Listen carefully when the survey results are reported—for the entire organization and for your work area. Ask questions if you have them.

2. Discuss freely the major disappointments in your work area which keep you from meeting your customers' expectations, from doing your job as well as it should be done, or which detract from your enjoyment of your job.

3. As a group, discuss these problems and rank them in order of importance. See them as challenges and opportunities for improvement.

4. Tackle the highest priority problem first. Many of us will participate in the action planning sessions.

5. Gather all the information you can about the problem. Facts are needed before planning. Be creative about seeking information sources. Analyze the information.

6. Make plans and test them. Involve others whose help you need.

7. When everything is ready, put your plan into action.

8. Check on the results, adjust your plan, and try again.

9. Keep checking and correcting until you're satisfied with the results. Then, blow your own horn and celebrate your victory—and begin working on problem number two.

I know that it's not as easy as it looks on paper. Some supervisors aren't used to leading discussions like this, and some of you aren't comfortable taking part in them. We're not all trained to work this way.

The first time may be a little difficult. But as we continue to solve problems together, the process will become easier and we'll see the results of working together.

Continuous improvement is a part of each of our jobs. Nobody knows your job—and your problems and possible solutions—better than you. So let's roll up our sleeves and dig in. Think of the difference we can make.

Personal problems got you down?

Call EAP
Employee Assistance
Program

Kathy Whitehead:

She wants to help make Colonial Williamsburg the 'employer of choice'



Heidi Moore

By Pat Saylor

This month we talk to Kathy Whitehead, vice president for Human Resources, about Colonial Williamsburg's people and the things we can all do to make this an even better place to work and visit.

Ask Kathy Whitehead what she thinks Colonial Williamsburg's biggest asset is and she'll say, without hesitation, that it's our people.

"We attract people who really care about Colonial Williamsburg, who have a sense of pride in what we stand for and our place in history," she says. "We also tend to attract people who really want to excel . . . maybe because of our reputation for quality. It's a place that people want to be associated with."

Kathy has long been active in projects and programs aimed at making Colonial Williamsburg the "employer of choice." Her support of employee involvement through Quality Circles, an employee child care center, and the Employee Opinion Program, among others, shows a keen awareness of and sensitivity to the needs of Colonial Williamsburg's people.

"We have a tremendous investment in our people," she explains. "We need to find ways to keep them motivated, sharing with them our plans and how they fit in, making them feel a part of things."

Consistent, open communication is important

There are a number of areas in which Colonial Williamsburg can work to enhance employees' commitment and motivation, Kathy says. Consistent, open communication is high on the list.

"I think that communication is a major challenge for us. In that I include all the messages we send—not just the things we say, but the things we do that tell people what is important to us," she notes. "We say that our employees are our number one asset, but we don't always act that way. I'd like to get more consistency between what we, as managers, say and what we do."

"One of the barriers to effective communication is our diversity, in terms of the cultures we come from and the different jobs we do. We're really a mini-conglomerate. People have so many filters that they're sending and receiving messages

through . . . we all need to do a better job of keeping our communication lines open."

"Getting back to our number one asset, keeping people here, keeping them informed and feeling a part of things is so critical to Colonial Williamsburg's success. But just saying that doesn't make it a corporate value. It's only a value when you affirm it by doing, without stopping to think, because you believe it."

Career management benefits everyone

Providing for peoples' career needs is another important factor in keeping them excited about Colonial Williamsburg, Kathy says. "People often become frustrated because they do their jobs well but don't feel that there's anywhere for them to grow. There needs to be more opportunity for people to move around within the organization."

This would benefit Colonial Williamsburg as well as its people, she continues. "We don't often see the value of bringing someone in from another area or discipline, who can look at things through a fresh set of eyes. People that move around through an organization usually have a better understanding of how others view a situation. They can see the other side of an issue, and better work with others as a team."

Personal training and development are also important, Kathy adds. "I'd like to see a more developed program for identifying employees with the potential to advance. It would involve looking at the employee's strengths and weaknesses, his or her career goals and the things he or she needs to do to meet those goals, such as training or educational development."

"This part of the performance review process needs to be taken more seriously than it is now. There's not the kind of follow-up there needs to be. We need to hold managers accountable and reward them for developing their people."

"Managers will need to develop their skills as coaches and mentors. That's a big cultural change and it won't happen overnight. The real trick is identifying the organizational culture we need to create and figuring out what things we can do to help us get there."

"That's not an easy job in an organization that's steeped in tradition. Changing the way in which we deal with our people is bound to cause

some concern . . . particularly if people are used to having decisions handed down to them, rather than taking part in the process of identifying and solving problems."

Employees can help themselves

There are a number of ways in which employees can help themselves get ahead, Kathy continues. "Learning about Colonial Williamsburg and its various parts is important," she says. "Take advantage of all the opportunities there are to do that. Use your employee pass, go to Open House, find out about other departments, read the *Colonial Williamsburg News*. Soak up everything you can about our organization. All of us can do that if we're willing to invest the time."

"Share your ideas for making this a better place. Don't keep them to yourself. Take the responsibility for making suggestions. This involves more than just dumping a problem on someone else—it involves thinking through possible solutions, putting yourself in the shoes of the person who has to implement the idea and thinking of ways to make it work."

"Taking risks is a big part of this development process. Sometimes that means sticking your neck out and telling your supervisor that you're ready to do more. Don't wait for him or her to say, 'Gee, I ought to be developing you.' Take the initiative."

"It impresses me when someone does that. You tend to keep an eye out for those people who say they want to do more and give them opportunities. I think we, as employees, can open the doors a little by letting our bosses know what our needs and expectations are."

Recognizing and rewarding people's efforts

Kathy would also like to see improvements in the way Colonial Williamsburg recognizes and rewards contributions by its people, to encourage them to become more actively involved. "So many of our reward systems are short-term," she explains. "There doesn't always seem to be much incentive for people to look beyond this year's profits or new programs. Yet, things like developing people and coming up with better ways of doing things take time. We need to think more about the long term and start working toward more long-term objectives."

See "Kathy" on page 12

Life's 'cool' at the Laundry

By Heidi Moore

Imagine a hot August day. Now imagine that same day but add 40 more degrees, 100 percent humidity and not a breeze to be found. Now pretend that you are walking at a brisk pace on this kind of day. Have you begun to sweat, yet?

Until recently, you could have used the same description to talk about the working conditions in the Laundry. On a typical day in August, when temperatures outside the building reached 90-plus degrees, temperatures inside soared to 130 degrees. It was a problem that employees had been complaining about for years and for which no workable solution could be found.

About a year and half ago, a quality circle, or "work team" was formed at the Laundry to address problems and to find workable solutions for those problems.

Before a team could be formed, co-leaders Stephanie Brown and Fred Clark realized that they needed training. "We were ignorant of what a work team was and what it was supposed to do," said Stephanie. So, Fred and Stephanie attended "quality circle training" where they were trained to effectively analyze, plan, organize, and communicate solutions to problems.

Fred and Stephanie were paired with a facilitator, a person who keeps things on track and assist in the problem-solving process. Margie Weiler, who works in Interpretive Education, facilitates the Laundry work team, which calls itself the "Cleaners and Stitchers." Together, they trained the work team to use the quality circle problem-solving techniques.

When the team was first introduced, more than just eyebrows were raised. Employees were skeptical. Initially, they thought it was a place to argue. Employees not involved with the team thought it was a waste of time and a chance to get out of work and "sit back and take an hour off to do nothing."

Several groups of employees had tried unsuccessfully to convince management to air condition the Laundry facility. Providing air conditioning for the entire plant would have cut down the efficiency of the machines that required heat and steam to operate. Heat is needed in a laundry facility to wash, dry and press linens and clothing. By cooling the entire building, the purpose of the Laundry would be defeated.

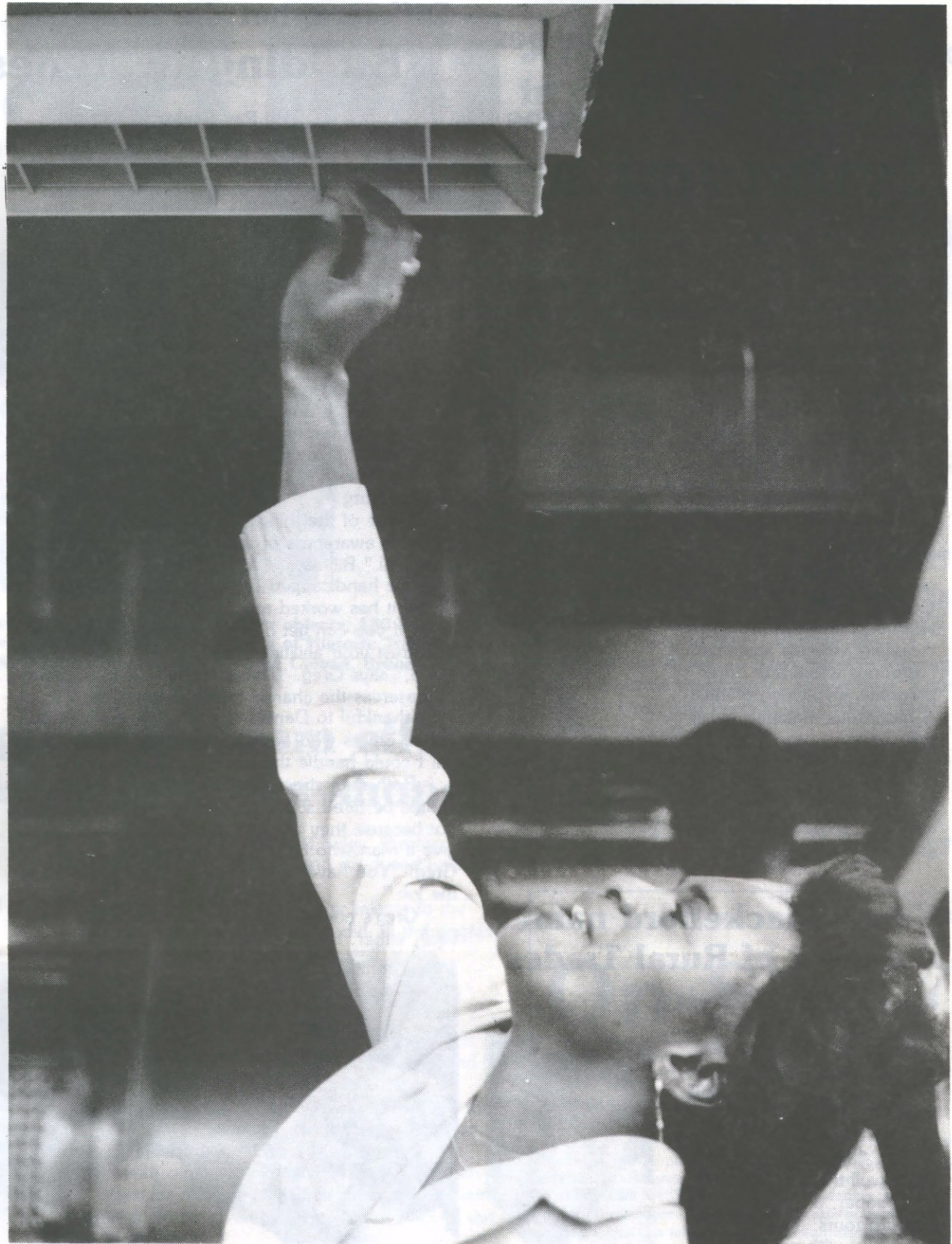
"The only rooms that were air conditioned were the restrooms and lunch room," said Stephanie. "People were running back and forth to the restrooms just to cool off and who could blame them!"

Careful and meticulous analysis showed the team that the real problem was that the work stations were hot, not the building. It didn't matter to the employees whether the air space five feet in front of them was 130 degrees; it mattered that their work stations—where the employees stood—were unbearable.

The team began to collect data from local dry cleaners who were successfully cooling their buildings. With the help of Monty Heuring, former safety manager, the circle collected temperature and humidity readings and did studies on employee moral and absenteeism.

The team came up with a solution that had never been proposed. Rather than air conditioning the entire building, they proposed to use an air cooling system works much like the radiator in a car. It takes outside air, passes it through water at a high rate of speed to cool it, and then, using ductwork and vents, sends the cooled air to each specific work station. They were ready for their first management presentation.

"When you go into a management presentation, you have to have your information together, your facts straight and proof that you need



FEELS SO GOOD...Stephanie Brown enjoys the cool air coming from the Laundry's new air handling unit.

whatever it is you want," said Stephanie. "You have to have your act together because management is going to ask you a lot questions before they spend \$65,000 for a piece of equipment. You have to prove your need and we sure had proof!"

"When a work team uses quality circle techniques it opens up their thinking," said George Collins, director, Human Resources Development. "The quality circle approach is a more creative way to look at things. It forces people to think in an analytical fashion. As a result, not only are self-discipline and self-confidence increased, solutions that people had not thought of before are proposed."

"Other groups of employees had proposed an air conditioning system for the Laundry and were turned down because air conditioning that building would have been self-defeating," said George. "The Cleaners and Stitchers work team proposed, rather than cooling the entire building, that the fresh air be directed at the work stations with air vents."

"The Flatwork department's air handling equipment was installed first in the early part of August," said Stephanie. "I went over there and they were working in comfortable conditions. I just walked over and stood under the vent. It felt so good! They kidded me and told me to go back over to my department and to 'stop stealing the air'."

"I'm not saying that work teams are for everybody, but I do know that if we had not had a

work team in place and working, that we wouldn't have gotten the air cooling equipment now," said Stephanie. "Groups of employees had tried before. As a matter of fact, we used a blueprint in our management presentation that had been drawn up years ago."

Not only is it cooler in the Laundry, employee moral is up and absenteeism is down. "People work better when they're comfortable," said Stephanie.

The team hasn't stopped working, either. They have established a goal to improve and to maintain quality and efficiency in the Laundry. Recently, they instituted procedures for handling laundry that has been soiled with unknown and/or potentially dangerous substances and procedures for sorting the laundry.

"Using the quality circle techniques helps you become more organized and helps you get things done," said Stephanie. "Our last management presentation was for extra people in the sorting area upstairs. Employees tried before to get extra people in this area; now we have two more people."

Problem-solving is a learned art and finding economical as well as effective and creative ways to solve problems is not easy. If you think your area could benefit from a work team, call Kelli Mansel, administrator for the work team program, at ext. 7116. She'll be able to better explain how a work team can benefit your area—even if it's the best run at Colonial Williamsburg!

Tom Allen, Linda Harper head Environmental Health, Safety programs

Two new safety officers have joined the Security and Safety department, according to Danny McDaniel, director.

Linda Harper has been named manager, Safety Programs. She will be responsible for coordinating Colonial Williamsburg's safety programs, including safety inspections, CPR and first-aid training. Linda was manager, Safety Programs for Riverside Hospital Systems before joining Colonial Williamsburg in December, 1987. She is a graduate of Thomas Nelson Community College.



Tom Allen has joined the department as manager, Environmental Health Programs. Tom will coordinate Colonial Williamsburg's environmental health programs, including asbestos abatement, hazardous waste and other programs involving potentially hazardous materials or air pollutants.



Prior to joining Colonial Williamsburg, Tom was an industrial hygienist for ACVA Atlantic, Inc. He has held similar positions with the U.S. Navy and U.S. Department of Labor (OSHA). Tom is a graduate of the University of Georgia.

Kerry Shackelford named manager of Rural Trades at Windmill site

Kerry Shackelford has been named manager of Rural Trades at the Windmill, according to Mike Kipps, assistant director of Historic Trades. "Many of you know Kerry well through his work as a cooper, a supervisor for lantern tours, and his involvement with many special programs during his eight years with Colonial Williamsburg," said Mike. "We are fortunate to be able to utilize Kerry's many talents and welcome him to this new challenge."



Kerry will be joined at the windmill by Wayne Randolph, agricultural specialist; Neal Black, miller specialist; Roy Black, domestic woodworking specialist; and interpreters Terry Thon and Chris Lowe.

Remembering friends...

Mrs. Angie Cowles

Mrs. Angie Cowles, a retired employee, died September 14 in Williamsburg Community Hospital. Mrs. Cowles began working with the Foundation in 1938 as a clerk in the gift shops. From 1946 until her retirement in 1967, she was office manager of Office Services.

A memorial service was held at Williamsburg Baptist Church. Mrs. Cowles is survived by one son, a sister and two grandchildren.

Mr. James R. Armstead

Mr. James R. Armstead, a retired employee, died September 10. He retired in 1974 after 17 years of service. Prior to his retirement he was a warehouseman for the craft shops.

A funeral was conducted at Rising Sun Baptist Church with burial in Hampton Veterans Memorial Gardens. Mr. Armstead is survived by his wife, three daughters, one son, three sisters and three brothers.

Different, but the same...

Building awareness of the handicapped

By Pat Saylor

Gregory James is a Visitor Aide. Like his peers, Greg works at many sites throughout the Historic area, assisting our visitors, talking with them, taking tickets, giving directions. No different than anyone else, really.

"People used to think I would have been unable to do this job," says Greg, who is legally blind. "I had to prove myself to the staff. The PIE and Core Curriculum classes that I've taken have allowed me to do exceptionally well."

"Greg is one of our success stories," says Bill Suber, coordinator of Visitor Services. "He's wonderful with our visitors and is always receiving good written comments." Bill is part of a committee that is looking at ways to improve opportunities for minorities and the handicapped at Colonial Williamsburg.

"One of the things we hope to do is build people's awareness of the handicapped and their potential," Bill says. "We want to let people know that the handicapped deserve a chance—that it can work, it has worked and it will work."

"If you can get one person to believe in you and trust your abilities, it makes you feel extremely good," says Greg. "The main thing is that each of us deserves the chance to prove ourselves. I'm very thankful to Dennis O'Toole, Lynn Bloch and all the others who have had faith in me. All of them felt I could handle the job."

Both men stress that handicapped people should be hired solely on their ability to do the job, not because they are handicapped. "You wouldn't give a man who can't see a driving job," says Greg. "You have to match the person's abilities to the job."

Greg's not letting his lack of sight hold him back, either. He'd like to become a character inter-

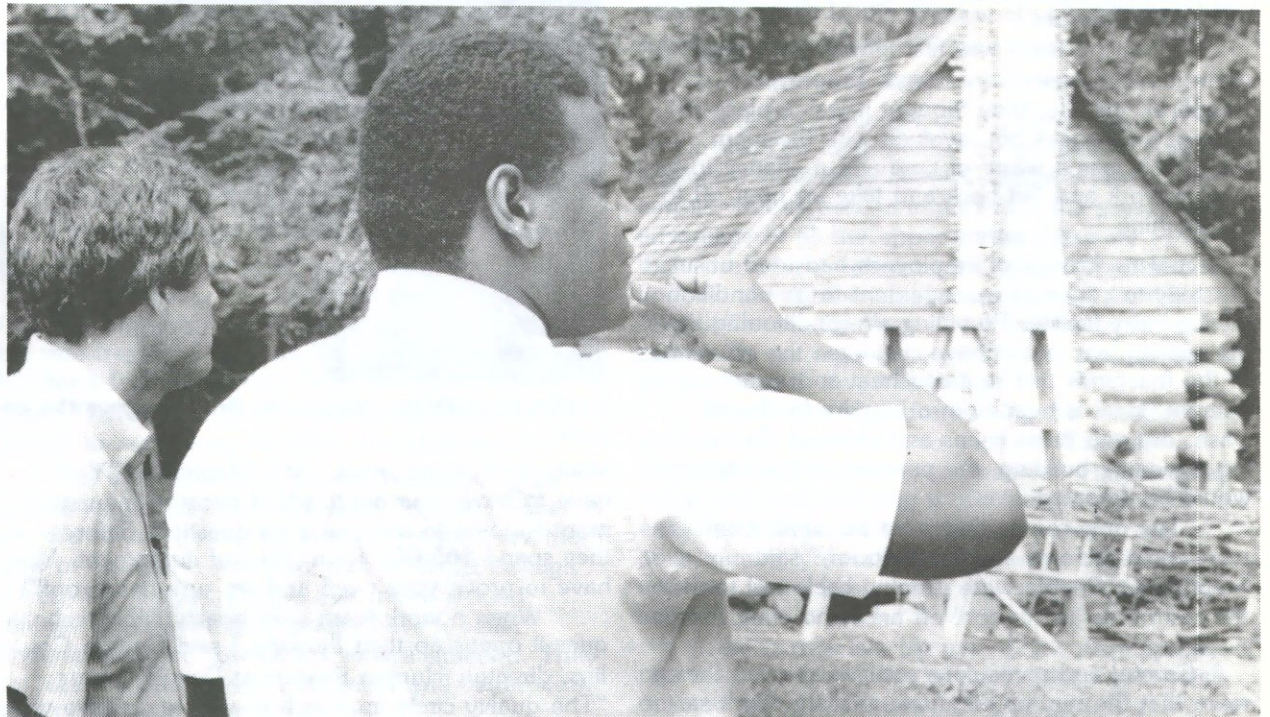


Gregory James

preter. He'd also like to work to help make Colonial Williamsburg more accessible for our handicapped visitors and employees.

"Believe me, you don't know how to make something better for the handicapped unless you're handicapped yourself," he says. "I feel there are a whole lot of people going through what I've gone through. I strongly encourage them to keep trying."

"I encourage supervisors to have faith, and believe that person can do the job. We're all human, and everyone deserves a chance regardless of their handicaps."



Pat Saylor

CONTEMPLATING THE NEXT STEP, Michael Nicholls, left, and Dylan Pritchett view the nearly-completed slave quarter during training for interpretation of the site.

Interpreters work to bring slave quarter to life through experimental programs

The reconstructed slave quarter at Carter's Grove is mostly finished, and now comes the task of bringing it to life for our visitors. Members of our African-American Interpretation staff have begun training for an experimental interpretive program which will help them to develop a more formal program for the spring.

According to Rex Ellis, assistant director for African-American Interpretation, the experiment has several goals: to explain the development of the slave quarter; to examine the archaeological, architectural and historical research that went into the site's development; and to explain how the site

will be used in interpreting slave life in the 18th century.

As part of the experiment, signs will be put up and brochures developed which will help explain the site to visitors. Black Programs staff will also experiment with third-person guided and stationed tours, and will try some special programs using first-person narration with a third-person guide.

Feedback from visitors will help staff in determining what types of programs work best in showing how slaves lived and worked together at the quarter. This information will then be used to put together a formal interpretive program, which will begin next March.



Pat Saylor

MORE THAN A YEAR OF WORK went into the creation of the nearly 200 silver objects, 130 boxes and other pieces that were part of a special project recently completed by members of Historic Trades. Lending a hand were, from left, Harley Stone, Preston Jones, Jimmy Curtis, George Cloyed, Bruce Plumley, Dan Berg, Gayle Whiting and Dawn Estrin.

Large-scale silver project a team effort for members of Historic Trades shops

By Pat Saylor

Members of the Historic Trades department recently worked together on a large-scale project for Figgie, International of Richmond, in honor of the company's 25th anniversary.

According to master silversmith Jimmy Curtis, the year-long project included the making, by hand, of four silver bowls, 64 silver beakers, and 112 silver letter openers. That wasn't all, though. Jimmy and his staff also designed and produced a large silver breadbasket, based on a photo of a similar basket at the Metropolitan Museum of Art in New York.

"The people from Figgie had a photo of the basket, which they wanted us to reproduce as a gift for Mr. Figgie," Jimmy said. "The museum said, 'No,' because their bowl is one-of-a-kind. The people from Figgie didn't worry, though—they said they knew we could do it because 'this is Williamsburg'."

It was a team effort all the way, Jimmy continued. George Cloyed designed the patterns for the basket and the letter openers. Dan Berg and his crew at the Geddy Foundry did the casting for the basket, and Jimmy hammered it out. Gayle Whiting hand-punched the design, which consisted

of more than 1,200 individual holes. Preston Jones helped to polish the basket, and produced each of the four bowls.

A number of others lent their talents to the project, too. Wendell Crittendon did all the engraving work. Bruce Plumley and his staff at the Bookbindery made more than 130 boxes, and covered a wooden box made especially for the bread basket by the Cabinetmaker's shop. The bindery also made a special photo album, which included photos of the craftspeople at work, and special embossing tools.

"It was a big job," Jimmy said. "We think that everyone together worked about 1,000 hours on the project. The people from Figgie were very pleased with our work, and have given us a standing order for making presentation bowls for them every year, to be given to their employees like our silver bowls."

Harry E. Figgie, Jr., chairman and chief executive officer of Figgie, International, is a member of the Raleigh Tavern Society. A long-time supporter of Colonial Williamsburg, Mr. Figgie has assisted us by providing funding for the restoration of our 18th-century fire-engine and for the reinterpretation of the Benjamin Powell property.

Winning guest rooms net Susan Winther a finalist's spot in design competition

Susan Winther, interior designer for the Colonial Williamsburg Hotel Properties and Foundation, has been named a finalist in an interior design contest sponsored by *The Designer* magazine and the American Hotel and Motel Association.

Five finalists from each of three categories were chosen. The categories included Dining Areas/Restaurant, Guest Rooms (suites and typical) and Lobby/Reception Areas.

Susan's entries were among the top five finalists in the Guest Rooms category. The winning entries, completed by the Design Studio, are guest room 3135 in the Inn main building, and the Ewing House, one of the Inn's colonial guest houses.

The Design Studio's entries were featured in the September issue of *Lodging* magazine and in the October issue of *The Designer*. The grand prize winner will receive four pages of color coverage in the January issues of both magazines.



Susan Winther

Pat Saylor

John Sands named director in Collections; cited for 'outstanding support'

John Sands has been named a director in the Collections division, according to Graham Hood, vice president and chief curator. John joined Colonial Williamsburg in 1986 as manager of administration and will retain that title.

In announcing John's promotion, Graham noted that in the past two years John has "provided outstanding administrative support for the curators and those with whom we interact, enabling them to perform their specialist duties much more effectively."

John was commended for his skills in such areas as collections management, budget, conservation coordination and donor development.

Before coming to Colonial Williamsburg, John served as director of collections at the Mariner's Museum in Newport News, Virginia. He is a member of the American Association of Museums and is author of *Yorktown's Captive Fleet*, published by the University Press of Virginia and the Mariner's Museum in 1983.

A graduate of Trinity College in Hartford, Connecticut, and of the Winterthur Program in Early American Culture at the University of Delaware, John received his doctoral degree in American studies from George Washington University in Washington, D.C. in 1980.



On-Site



WILLIAMSBURG INN

By Elizabeth Parsons

This has been a long, hot summer but I think we have made it through! We are pleased to announce the following key appointments/promotions in the Rooms Division.

CATHERINE GRIFFIN joins the housekeeping staff as executive housekeeper. She comes with valuable experience and her past includes a tenure at the Sheraton Military Circle in Norfolk, and the Omni Hotel and famed Essex House in Central Park in New York City. We welcome her to the Williamsburg Inn.

Our last executive housekeeper, BRAD COURSEN, has been appointed to Front Office Manager. Good luck, Brad! We can't say we miss you because we see you every day!

We also have a new resident manager, BILL SIMPSON. He is from North Carolina but now resides in Williamsburg. KAREN GRIGSBY has been appointed front office supervisor, her responsibility is shift operations. ED PERRY is also promoted to front office supervisor and his responsibilities will be identical in scope.

We forgot to mention LEN BRAXTON'S birthday, it was in March! Happy Birthday, Len!

VISITOR CENTER

By John R. MacDonald

A big welcome to our new general admission employees, ALEXIS HOLLWAY, ELISABETH SABATINI, KAREN SHEPHERD, and HELEN SIMONCINI. We are most happy to have you with us and hope you enjoy your stay with us.

We are glad to have CONNIE THOMAS and AVIL WALLACE back with us.

We are sorry to lose HARRIET KENNEDY and MARY LOU WARNER as salespersons in the Bookstore. HARRIET transferred to the Historic Area where she works in Prentiss Store, the Post Office and the Grocer's Shop. MARY LOU is working full-time in the College of William and Mary Law School library. We wish both much success and happiness in their new jobs.

Happy October birthdays to VIRGINIA ANDERSON, RUSSELL BRIDGEFORTH, MAGNOLIA CRAWFORD, RUTH CURRIE, TANNAH RADCLIFF, GLORIA WHITE, and RAYMOND WOVK.

Congratulations to August sales achievement award winners, 1st place, PHYLLIS PATRICK, 2nd place, SHARON BENNETT, 3rd place, RACHEL ELLIOTT, 4th place, JAMES ALLRED, and 5th place, LOLA SOMERVOLD.

And, congratulations to the August hospitality and courtesy winners SHARON PLISKO and MELISSA WASHINGTON.

MUSEUMS DIVISION

By Barbara Banks

Congratulations to RICHARD "RICK" HADLEY, the new exhibit technician at the Wallace Gallery. Richard comes to us

See "On-Site" on page 11

Retirements By Heidi Moore

Fred Mayfield, director of Mechanical Operations and Maintenance (MOM), started his career with Colonial Williamsburg more than 40 years ago as a maintenance service apprentice. His first day on the job was in the basement of the old USO building in Merchant's Square that was being converted into a restaurant. That same building now houses Binn's clothing store.



"The town was very quiet and everyone knew all the [other] employees," said Fred. "My job at CW offered as much challenge on the day that I retired as it did on the day that I started as an apprentice." One particular challenge Fred remembers was a broken water main behind the Cafeteria. "It was 3 a.m. on Christmas morning, about 28 degrees, and the main was 20 feet underground. The water that we pumped out of the hole froze and the parking lot was covered with ice."

"I thoroughly enjoyed working and I wanted free time for travel, grandchildren and to enjoy my family more," said Fred about his retirement. He also plans to play golf and to do some fishing. He and his wife, Clara, have three children and four grandchildren. Fred retired October 1.

Robert S. Carlton retired on September 1 as one of two paint foremen responsible for maintenance of the Historic Area, the colonial taverns, Merchants Square, and the greenbelt properties. Robert has a special talent for matching and altering paint colors. "I spent twelve years touching up paint and matching a little spot here and there," said Robert. "I also did the marbleizing on the woodwork at the Capitol and worked on the Palace."

One of Robert's latest assignments was the interior and exterior painting of the Dr. Barraud House, Kitchen and Smokehouse.

Robert plans to spend his retirement time fishing, traveling and, when hunting season opens, hunting every day. He and his wife, Janet have a daughter, son, step-children, and ten grandchildren. Robert is the founder and a past-president of the Oak Tree Hunt Club. He retired with 31 years of service.

"I'm ready to be a grandmother," said **Grace Carpenter** about her September 1 retirement. "I'm looking forward to spending more time with my grandchildren." Grace retired from CW after 28 years of service. In her most recent position as reservation controller she was responsible for inputting all Lodge reservations, changes and cancellations, as well as checking for rate and overbooking problems which might occur.

Grace has grown with the Reservations Office, from serving as the only reservationist on the evening shift to working with the current level of computerization—something she saw as necessary and good. She especially enjoyed working with guests who called her to make reservations. "I really enjoyed working with the 'old timers' and working closely with BASF, William and Mary and Chesapeake Corporation."

Grace has two daughters, one son and two grandchildren. Her husband, Ed, now deceased, worked in CW's automotive shop. Grace belongs to the Jamestown Presbyterian Church, Hospice, and is active in Lady Lions. Besides enjoying her grandchildren, she plans to garden and do some sewing for her grandchildren.

"I have a long list of books—about 50 that I have collected over the years—that I'm going to read," said **Helen Vandermark** when asked about how she is going to spend her retirement. "I also have a lot of needlework and gardening projects and I'm never going to get up early again!"

Helen retired September 1 after 26 years of service. At the time of her retirement, she was an administrative specialist in Historic Trades, where she handled the department payroll, maintained employee records, and coordinated the develop-

ment of the Historic Trades supervisor's resource manual, which has helped promote the understanding of departmental policies and procedures.

She has four stepchildren. Her son-in-law, Bobby Rowe, and daughter-in-law, Debbie, both work for the Foundation. Helen enjoys yoga and birdwatching in addition to reading and gardening.

Amy Jones, housekeeper at the Lodge, retired October 1 after 20 years of service. As a housekeeper she was responsible for maintaining the cleanliness and appearance of the guest rooms. She offered consistent attentive service to our guests.

Amy enjoys cooking and travel, and plans to do much more of both after her retirement. She is a member of the Household Ruth Lodge, First Baptist Church, in Plainview, Virginia. She and her husband, Everett, have two sons and a daughter. Amy's brother, Aaron Harris, works for CW as well.

"I've been having a good time with my grandchildren," said **Gladys Wills** when asked what she had been doing since her September 1 retirement.

Most recently, she served as a senior desk attendant and chief cashier at the Lodge front desk. She recently completed a comprehensive task analysis training and operations manual which is

used to train all of CW's hotel cashiers. She also has excellent instructional ability and would like to return to teaching.

"CW has the best employees and I really have enjoyed working with my co-workers," said Gladys. She also enjoys reading, mountain hiking and swimming. Gladys has one son, one daughter and three grandchildren. Gladys retired after 12 years of service to CW.

"I came to work in the Golf Shop when we only had one nine-hole golf course," said **Delois Campus**, manager of the bookstores at the Visitor Center and Wallace Gallery. As manager, Delois ordered the books, chose which books from outside publishers we would sell, and maintained inventories.

"I love to work," said Delois, "and the customers are really special. I especially enjoyed working with my employees."

Delois plans to spend her retirement time reading, traveling and spending more time with her husband, Danny. She and Danny have a son, a daughter and two grandchildren. Delois retired October 1 after 27 years of service.



C.W. Salutes



Carl



Malissa



Eva



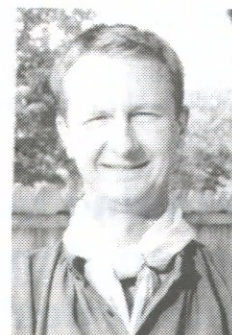
Edye



Georgia



Tanya



Jim

Employees of the Month

Carl Leonard - A Good Place to Eat

Malissa Washington - Visitor Center

Eva Wallace - Inn Housekeeping

Edye Kelchner - Retail Operations

Georgia Phillips - Visitor Aides

Tanya Halsey - Inn Kitchen

Marquette Scott - Chowning's

Jesse Abrams - Custodial Maintenance

Chris Groman - Golf Course Maintenance

Carl Dobson - Lodge

Sharon Plisko - Visitor Center

Customer of the Month

Jim Pettengell - Historic Trades

The Employee of the Month program is sponsored by the Colonial Williamsburg Hospitality and Courtesy Committee. If you'd like to know more, call Roxann Norman at ext. 7100.

The Customer of the Month program is sponsored by the Costume department Hospitality and Courtesy subcommittee. For more information, call Phyllis Maurer at ext. 2139.



Hobby and Craft Show November 19 and 20 Williamsburg Lodge

Sponsored by the
Hospitality and Courtesy Committee



Wellness and Recreation



THE CW COLONIALS - back row, from left: William Rhodall, Mitchell Carter, Robert Jones, Lorenzo Washington, James Cook, James Wilson and Chuck Potter. Front row, from left: Gary Banks, Calvin Harris, Tony Friday, Wilco Carter, Mike Harris and Hubert Jefferson.



Sue Houser

LANDSCAPE - back row, from left: Wesley Greene, Rick Kenser, Herbert Otey, Leon Harris, Hank Gaither, Neal Morris and Roger Charity. Front row, from left: Elliott Charity, Alfonzo Harris, Paul Bass, Tom Brown and Alfred Harris.

Softball championship games were real 'nailbiters'

By Sue Houser

The ninth annual Softball Invitational Tournament at Quarterpath Park proved to be one of the most exciting tournaments in the Invitational's history, as the N.A.G.E. team from the Naval Weapons Station battled from the loser's bracket to claim the title.

Nineteen teams took part in this year's tournament. Four teams represented Colonial Williamsburg. City councilman Steve Harris opened the tournament by throwing out the first ball. Jim Ryan, of our Hotel Properties, presented the top four finishers with their trophies and the Most Valuable Player trophy at the close of the tournament.

After taking three wins to enter the finals on Sunday, N.A.G.E. were faced with having to defeat A.F.E.T.A. (Camp Perry) twice to claim the double-elimination tourney crown. Both contests

were nail-biters. N.A.G.E. won the first game 3-2 and prevailed in the championship encounter 5-4 in nine innings.

N.A.G.E. left centerfielder Jody Hogge was voted by his team-mates as the Most Valuable Player for the tournament. In addition to his outstanding defense, Jody batted .444 for the tourney, with two doubles, two triples and a home run, and scored 11 runs.

A.F.E.T.A. finished in the runner-up slot for the second year in a row, as they defeated Eastern State Hospital 23-11, City of Williamsburg 17-7, N.A.G.E. 9-5, and FordCo 8-3 in their march to the finals.

FordCo (Ford's Colony) finished third in the tournament, defeating Cheatham Annex 19-11, Virginia Power 9-8, and CW Landscape 17-4. They lost to A.F.E.T.A. 8-3, and to N.A.G.E. 5-1.

The City of Williamsburg battled its way through the loser's bracket to a fourth-place finish. City defeated BASF-B 11-0 and CW Colonials 11-9 before falling 17-7 to A.F.E.T.A. They then bounced back to defeat Cheatham Annex 13-6, C&P Telephone 9-4, and CW Landscape 11-10, before being knocked from the tournament by N.A.G.E. 11-4.

Finishing in a tie for fifth place and making a very respectable showing were the CW Colonials and CW Landscape. The Colonials used the long ball to defeat Owens-Brockway 9-8, Phillip-Morris 7-0, and J&L Associates 17-7, before losing to City of Williamsburg and N.A.G.E. Tony Friday hit three circuit blasts, and Wilco Carter and James Wilson added single blasts as the Colonials battled A.F.E.T.A. for the most times belting the Blue Thunder balls over the fence.

See "Invitational" on page 12

On-Site...

from the Chrysler Museum in Norfolk where he has worked in exhibit fabrication and installation for almost ten years. He is a graduate of St. Gregory's School and earned his BA in Art History in 1974 from Old Dominion University. He has also completed graduate work towards an MA and has professional experience in still photography. Welcome, Rick!

MELISSA MULLINS joined us as an intern for the AARFAC Travel Exhibition. Melissa is a student in the William and Mary/CWF Museums management program.

Welcome to MARY YATES who was named audiovisual specialist at the Wallace Gallery. Mary has over 14 years of experience in the field of video and audio production, including radio and television broadcasting, production, post-production, announcing, client relations and scriptwriting, as well as engineering work.

MURIEL BURIK and BABBIE MOORE have joined our division as museum monitors. Muriel is a former CW employee, having worked at the Visitor Center as a desk attendant. Babbie retired from CW in February after almost 20 years of service as an historical interpreter in the HAPD division. Both of these ladies bring considerable knowledge to their new positions and we are delighted to have them in the Museums division!

Happy birthday to JANE ROSE, October 20!

It's nice to have PADDY BAILEY back at the Public Hospital and James Anderson House Archaeological Exhibit following surgery.

ANNE WATKINS is recovering nicely from her broken leg! Congratulations to DON THOMAS on his 15th service anniversary!

A new exhibit of works by Pennsylvania German artist Friedrich Krebs is on view in two galleries at the Folk Art Center.

The Ginsburg Collection will open to the public at the Wallace Gallery in October.

KING'S ARMS TAVERN

By Willie Mae Welch

The staff congratulates ALVIS LANG on being nominated to the Order of the Pineapple. Keep up the superb work, Alvis!

A super KAT sign goes to JOHN GRANT, DOROTHEA WILLOUGHBY, MONIQUE MIGNEULT, DAVID FERRELL, and ERIC ENOCKSON on their promotions to the wait staff. Also to AMY OWENS, CHARLES CARR, CHARLES SODAN,

STEVE LYNCH, and DAN SHAYE, congratulations on their promotions to hostess/host.

We say goodbye to SUSAN EASLER and wish her much success in her new position as assistant director of admissions at Mary Baldwin College in Staunton, VA.

The stork has delivered to BONNIE and DONNELL JOHNSON a daughter—Ashley Nicole—six pounds, 8 ounces of joy! Congratulations!

Happy birthday wishes to all employees with October birthdays.

Congratulations goes to yours truly on being chosen Employee of the Month. Thank you to all the KAT staff! Remember: A smile is a gently curved line that sets a lot of things straight!

A GOOD PLACE TO EAT

By Valerie Krowe

A sincere welcome to JIM COOK, our new assistant manager and wildlife specialist from "Bahston."

Congratulations to JULAINE ROSE and WANDA COOKE! Both ladies gave birth the same week to two beautiful baby boys.

Best of luck to GINGER TURNER who has left to pursue her degree at William and Mary!

Happy birthday to all of those wonderful AGPTE Libras (myself included) JIM, ANDREA, KATHIE, ESTER, EVELYN, and anyone who I may have missed.

We are geared up for a busy fall so we can rest in January!

ARCHITECTURE AND ENGINEERING

By Phil McCormick

We may have lost summer intern David "Buzz" Crosby with his return to school at VPI, but we have gained his brother JOHN "CHIP" CROSBY as a part-time employee for the rest of the year. CHIP, a junior at William and Mary, had worked at the brick yard this summer. He joined the A&E team September 1, and continues where his brother left off in generating xerographic vellums from original drawings in our archives.

Many of us had the privilege of attending splendid open house receptions at the showpiece renovation of the Dr. Barraud House.

WILL GWILLIAM will examine the Dr. Barraud House as a case study on October 22 at BUILDING VIRGINIA '88, a com-

prehensive event on design and building, sponsored by the Virginia Society of the American Institute of Architects at the Richmond Centre. Two other architects will join Will as panelists for the program, "Integrating Contemporary Codes Into Historic Structures." SCOTT SPENCE will be the moderator. Presenter is the Historic Architecture Committee of the VSAIA, of which MARK J. WENGER is also a member. The Committee will also present a program on October 21 featuring ROY UNDERHILL titled, "Doing It the Old Way: A Look at 18th Century Carpentry."

KENT BRINKLEY will be one of three landscape architecture panelists for the October 22 program at BUILDING VIRGINIA '88 titled, "Preservation and Landscape Architecture: Defining an Ethic," dealing with the stewardship of cultural and historic landscapes.

DINING RESERVATIONS OFFICE

By Luther Jenkins

"Thank you, Mary Lou, is that all? Anyone else need me over there? Are you sure? What about Delons? Glona? Huh? Hold on for a minute."

Hello! How are y'all out there in Colonial Williamsburg land? I know, I know, it has been a real long time since you last heard from us down here in the dungeon over at the Motor House. Let me refresh your memories on what has happened since you last looked in on our crazy bunch.

Well, the main thing is we are finally computerized! I am pretty sure that you are aware of this fact by now because if you have tried to call us, you haven't gotten through. No, it is not because we don't want to talk to you (well, then again, it could), it is because we are really trying to get the hang of this new-fangled computer system that seems to test our patience in more ways than one. Wait a minute.

"Yes, Carolyn, I can give you thirty-five at 7.00 at Cascades. What was that? Sharon, Chip, Steve, and Tracey want to talk to me, too? OK, put them on."

"While I have a minute, let me introduce you to our 'staff': NAOMI FLYTHE, our fearless leader, BERNICE JACKSON and ANN LEE, our fearless co-leaders, PAM WADE, SYLVIA TYLER, BEVERLY FARMER, TRACEY BENNAFIELD, MARVETTE RUSSELL, MARSHA CYPRESS, SIMONE SELFE, BETTY JAKUBOS, LINDA SANDERS, and myself, LUTHER JENKINS, the stressed out group reservationist. More on us next month, so keep reading! I'm sorry, gotta go.

"Coming, Regina!!!!!"

Kathy...

The cost of not doing this could be high, Kathy warns. "If we don't develop our people we are doing long-range damage to the organization," she says. "All managers should have long-range plans for developing their employees and they should be evaluated on how well they meet these objectives."

"When you go to new employee orientation, those people are really pumped up. We have to put more effort into keeping people as motivated as they are the first day they work here. That means making sure we do a good job of training them, making sure they understand our standards of quality, helping them get the additional training they need, staying with them when their work isn't up to par, and holding them accountable for the results of their work."

"I think people like to feel accountable for their work and to feel successful at it. Nurturing them takes time and it takes skill. We've got to reinforce those skills in people and reward them to make it all happen."

We've come a long way

Reflecting back on her 13 years with Colonial Williamsburg, Kathy notes that there have been a lot of changes. "I think Colonial Williamsburg has changed and the work force has changed," she says. "I'd say we're more productive than we were 13 years ago. There are some areas where we've reaped productivity gains without reinvesting in our people and their work areas. We have to support these employees or we'll burn them out."

"I think the president wants this to be a more participative organization. In my view, that's hap-

pening. People are able to make decisions now at levels they couldn't have 13 years ago. We've made some very necessary changes, but the world has continued to change at an even faster pace. When we compare ourselves to the best-run organizations, we know we have a long way to go."

"We don't have some of the external influences, like mergers or acquisitions, that force other organizations to make rapid changes. We have time to bring about necessary change in a rational and planned way. It's not short-term economic survival that's making us say, 'We've got to change,' but it's critical to our ability to remain competitive and to become the employer of choice."

Every employee is a 'whole person'

"I'm scared . . . and excited," Kathy laughs when asked about her division's role in making Colonial Williamsburg a better place for its people.

"One of the things that really attracted me to Human Resources was the chance to be a part of the change and to help play a leadership role. We have great resources here in the division and throughout Colonial Williamsburg. I look forward to helping channel those energies into areas that will make a difference in the long run."

"Communication, employee development, reward and recognition, child care—all of these are things that can make us the employer of choice, that set us aside from other employers in the area. We want people to know that we do care about them and that we recognize that their work lives fit into the rest of their lives."

"That's the message we want to send to our people: that we know that each employee is a whole person—not just someone who comes in from eight to five or from five to midnight—and that how he feels about himself affects how well he works."

"It's a real challenge, because my job isn't just to manage the people in Human Resources. Our work influences all of Colonial Williamsburg's employees and really affects their lives. And that's the exciting part!"

Feedback...

or supervisor. Leaders will receive training on how to interpret and report their group's survey results; how to identify the group's strengths and weaknesses; and how to identify those items the groups can act upon at their level.

There will be 150 feedback groups. These groups will generally conform to the organizational structure. For example, employees will form one group, their supervisors another group, departments heads another, and so on (see Diagram 1). To ensure that the survey results remain anonymous, most feedback groups have been formed with at least eight members.

Action planning

The next stage of the Employee Opinion Program will be action planning. Action planning groups will be formed by the feedback group leader, to come up with plans to correct or improve the weaknesses identified by the feedback group.

Action planning groups will generally be made up of "work teams," or people who work together on a daily basis. In many cases, they may be led by the feedback group leader. In cases where there are more than one work team in a feedback group, the team leader will lead the action planning group.

Like the feedback group leaders, action planning leaders will receive training on how to help their group form action plans. Feedback leaders and action planning leaders will also receive written materials designed to assist them in their respective tasks.

A continuous process

As shown in Diagram 1, feedback and action planning will be a continuous process. Feedback will filter down through each level of the organization, while suggested action plans will move upward. The end result will be that each level will identify and take those steps needed to improve weaknesses that have been identified through the survey.

The Employee Opinion Program doesn't end with action planning, however. The program will continue, with another employee opinion survey to be taken in a year or two. This will show us again those areas in which we're doing well, any improvements that have been made, and areas needing improvement. Then the feedback and action planning processes will begin again.

CW hosts Energy Professionals meeting



Pat Saylor

A BEHIND-THE-SCENES LOOK at the Motor House boiler plant was part of the September meeting of the Virginia Association for Energy Professionals, which was hosted by Colonial Williamsburg. Ward Ratcliffe, center, gave visiting energy professionals a tour of the plant and explained many of its operating systems. The meeting also included tours of boiler plants at the Wallace Gallery, BASF and Anheuser-Busch as well as a dinner and presentation on boiler efficiency. Larry Rowland, energy conservation coordinator in the department of Architecture and Engineering, represents Colonial Williamsburg on the group's steering committee. If you'd like to know more, call Larry at 220-7631.

Invitational...

CW Landscape won their first outings, 13-6 over Williamsburg Community Hospital, 17-7 over York County, and 13-9 over Phillip-Morris, before losing to FordCo and City of Williamsburg. Pacing the Landscape effort were Alphonso Harris, who batted .500 on 9 for 18 with two doubles and a triple, and Paul Bass, with a .438 average on 7 for 16 with a pair of triples.

Two other teams represented Colonial Williamsburg: a team from King's Arms Tavern and a team of independent players from the Coed League, the CW Patriots.

These employees served as "hosts" to the teams, checking rosters, distributing participation plaques, and answering questions: Chip Funke, Will Gwilliam, Linda Harper, Carl Lounsbury, Ed Spencer, Terry Trinidad, Terry Watson, and Don Wooldridge.

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