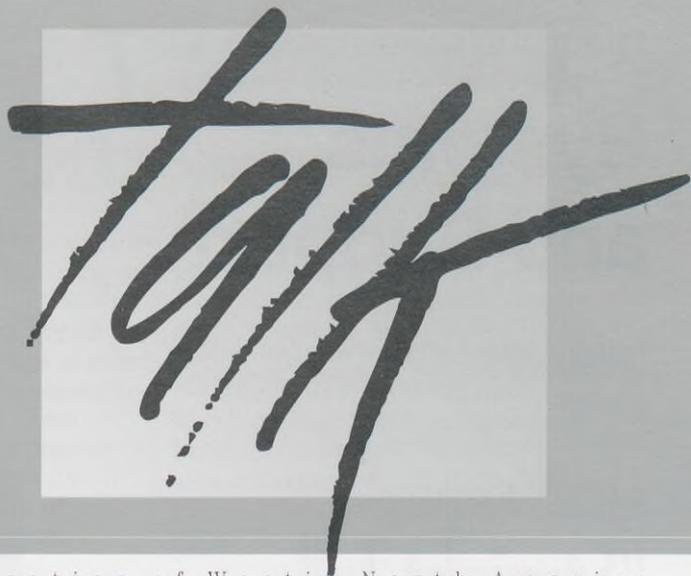


straight



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A publication of Westin North America

Two Extraordinary Hotels Join the Westin Family

On October 1, Westin Hotels & Resorts opened its newest property, the Caesar Park Cancun Beach and Golf Resort, featuring an 18-hole championship golf course.

Located at the tip of the picturesque Yucatan Peninsula and set on a 250-acre site along the shores of the breathtaking Caribbean Sea, the Caesar Park Cancun Beach and Golf Resort, offers total luxury along with superb recreation and entertainment.

The centerpiece of the resort is an 18-hole championship par-72 golf course, one of the few resort golf courses in Mexico. Landscaping for the course has been designed around the Mayan archaeological zone known as the "Ruinas del Rey." Swimmers can frolic in any of seven heated swimming pools, or relax in either of two outdoor Jacuzzis. Tennis buffs will enjoy the two lighted courts, while beachcombers will be able to stroll 700 yards of exclusive white sand beach. If watersports are preferred, the Caesar Park Cancun Beach and Golf Resort, offers sailing, wind surfing, water skiing, parasailing, snorkeling, scuba diving and deep sea fishing. The resort also features a full service fitness center with aerobics, massage, saunas and a weight room. For a change of pace, guests can browse in the resorts' many shops and boutiques, or explore Cancun's festive open markets.

Each of the 427 guest rooms features first class accommodations, a panoramic



Caesar Park Cancun Beach and Golf Resort

ocean view, and deluxe amenities.

Restaurants offer guests their choice of three distinct regional cuisines including Mexican, Argentinean and Italian, plus ocean-fresh seafood specialties and 24-hour room service.

The Caesar Park Cancun Beach and Golf Resort, is also one of the few resorts in Mexico that provides complete convention facilities. The nine banquet rooms are fully-equipped for conferences, and interpreters are available to provide simultaneous translation. The nearly 11,000 square foot grand ballroom features a dazzling ocean view through a unique floor to ceiling glass wall bordering the Caribbean.

And on October 14, one of the most eagerly awaited luxury hotels ever to open in Asia and one that is already being hailed as the finest hotel in Tokyo will celebrate its



The Westin Hotel, Tokyo

grand opening. The Westin Hotel, Tokyo features the most spacious standard guest rooms and suites of any hotel in Japan. The hotel is located in Yebisu Garden Place, an innovative new urban community that combines businesses and residences with shopping, restaurants and entertainment in the midst of a natural setting.

The Westin Hotel, Tokyo offers 445 guest rooms including 20 suites. Frequent business travelers are expected to be the main segment of business for the hotel. For the business traveler, an executive-sized desk is provided in every guest room, and complete provisions are made for use of personal computers, fax machines and other business equipment.

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TOTAL QUALITY CORNERSTONES...

Systems and Support

(This is the fifth in a series of articles highlighting the seven Total Quality Cornerstones committed to by WNA.)

The fifth TQ Cornerstone is "Systems and Support." All of Westin's organizational systems and supports are designed to improve our ability to drive continuous process improvements and increase customer satisfaction.

☛ Our organizational structure is flat, integrated and fluid.

☛ Every employee's compensation is linked to skills, knowledge, and business performance.

☛ We manage business processes, not functional departments.

☛ We insure that knowledge, information, and accountability results are distributed rapidly anywhere in the organization, unfettered by hierarchy.

☛ Continuous improvement objectives are incorporated into every employee's performance goals. ☐

executive column

"Straight Talk from Jim Treadway"



It's been almost two years now since Westin formally adopted its Diversity Plan. While we have surely made great strides toward making diversity an everyday reality, I'll be the first to admit we have a long way to go.

"Diversity" is simply another word for "differences," whether of age, race, religion, etc. Rather than viewing these differences as barriers, we need to learn to look at them as bridges. We must learn that respecting and valuing our differences among our associates, guests, suppliers and business partners can enrich our environment. This will work to the benefit of each of us as individuals, and of Westin as a whole.

As we all know, discriminatory actions and attitudes are absolutely incompatible with a company that values diversity, and they are not tolerated at Westin. Westin and its hotels have nondiscrimination policies and policies against any associate who brings to management any situation where we may not have lived up to our nondiscrimination ideals. In the area of access to our facilities, we require our hotels to have a formal plan for the removal of barriers that affect our guests with disabilities.

But policies alone will not bring about an organization that truly values diversity -- Westin is made up of people, not paper. Fulfillment of our diversity objectives will require the sincere personal commitment of each and every one of our associates. It will require leadership from all of our managers.

"Leadership" means modeling diversity values in private as well as public. It means taking someone to task when he or she makes a sexist, racist or otherwise offensive "joke" or comment. It means investing in the training of our associates and in the removal of barriers to our guests with disabilities. Leadership is measured in action, not policies.

I believe in these values, but I need your help. Everyone can and should be a "leader" of Westin when it comes to diversity. Today, I spend a fair amount of time reflecting on my own ability to role-model these values and I ask you to do the same. Whatever your role in the organization, ask yourself whether you are modeling diversity in your words and actions, and let me know what more we can do to live up to our own standards.

Jim

Moving On, Moving Up

Domingo Alisna, Jr., outlet manager, The Westin Hotel, Galleria Dallas to assistant outlet manager, The Westin Bonaventure Hotel and Suites.

Diane Anderson, director of food and beverage, The Westin Hotel, Copley Place to director of food and beverage, The Westin La Paloma.

Joe Carroll, building superintendent, The Westin Hotel, Renaissance Center to director of property management.

Sherri Chin, guest services supervisor, The Governor Hotel to assistant guest services director.

Theodore Hyle III, accountant, The Westin Hotel, Cincinnati to accounting manager, The Westin Hotel, Galleria Dallas.

Greg Jacoby, director of housekeeping, The Westin Hotel, Cincinnati to director of housekeeping, The Westin Hotel, Renaissance Center.

Holly Josephson, employee relations manager, the former Westin Hotel, LAX to human resources manager, Century Plaza Hotel & Tower.

Kevin Keating, manager of The Summit, The Westin Hotel, Renaissance Center to director of convention services.

Dorothy Lawrence, risk manager, The Westin Hotel, Seattle to manager, risk control, Westin Corporate.

Jim Mansfield, director of rooms, The Westin Hotel, Renaissance Center to operations manager.

Alexis Means, front desk manager, The Westin Hotel, Renaissance Center to front office manager.

Tylun Pang, executive chef, the former Westin Kauai to executive chef, The Westin Maui.

(continued on page 4)

Associates' CPR Training Saves a Life

(by Scott Barbour, Century Plaza Hotel & Tower)

This is the city. Century City. There are many departments in the Century Plaza Hotel and Tower, including the Housekeeping Department, the Steward Department, and one of the more exciting departments, Security. I work there. And I carry a badge.

My partner that night was Sammy Escochea — my name is Scott Barbour. It was cool in Century City. We were working the night watch when we received a radio broadcast regarding an injured man on the lobby level of the hotel. "Officer" Escochea and I immediately exited the north bank of elevators on the lobby level where we heard screams of anguish. As we looked down, we saw a man laying on his back, looking extremely pale. The man's wife was standing next to him crying and screaming. Sam and I proceeded to check the man for a pulse or respiration and found none. I checked his eyes, but they were not responsive. Sam and I looked at each other and knew we had to act fast.

Officer Cruz, arriving on the scene, assisted by leading the victim's wife away from the scene and attempting to calm her while Officer Escochea and I started Cardiopulmonary Resuscitation (CPR) on

the victim. I advised the dispatcher to contact the Los Angeles Fire Department and request paramedics to assist us. Both Sammy and I went through CPR training last summer, so we went right into the breathing and compression techniques without hesitation. After about 10 minutes, the paramedics arrived and placed the victim on a heart monitor — to no avail. After contact with the local emergency room, the paramedics defibrillated the victim with success. The victim's heart starting beating on its own, and he was transported to the hospital for further treatment. The next day, the victim was in stable condition and speaking — when Sammy and I spoke to him three weeks later, he was walking and talking with no lasting effects from this incident.

This is not only a story, but an important message: LEARN CPR. This victim was a doctor and his wife was only able to stand by helplessly while he lay dying. If Sam and I hadn't known CPR, he would have died. The fire department responded quickly, but not fast enough to save his life. LEARN CPR. IT CAN SAVE A LIFE. □



Scott Barbour

(Editor's Note: In recognition of their life-saving efforts, Scott and Sammy were recently awarded the Chairman's Award of Merit, given by Mr. Aoki to those Westin associates who remain alert and show courage in crisis situations.)

Westins of Canada Showcase CARE

The Westins of Canada, in conjunction with CARE Canada, are showcasing the people of CARE through a traveling photo exhibit currently on display in the foyer of The Westin Hotel, Winnipeg.



CARE is the world's largest private relief and development organization and has been Westin's philanthropic partner since 1993. The traveling photo exhibit is part of a joint campaign to raise awareness of CARE throughout Canada, strengthen and publicize the alliance between the two organizations, and raise funds for CARE's development work.

The exhibit is made up of approximately 20 extraordinary color and black and white photographs which give visual images of the world in which CARE works. Through the eyes of professional photographers Cindy Andrew, Findley Muir, Anwar Hosain, Horacio Paone, Bruce Paton and Jim Lewis, we see the people, both young and old, who are part of the projects CARE

supports on every continent. Each photograph carries a message of hope by showing those people who have been empowered by the money given to them through CARE.

Hotel guests and visitors may bid on the photographs through a silent auction held at each hotel during the exhibit's run. The original, autographed photo will be sent to the highest bidder. \$800 has been raised for CARE to date, with a photo by Bruce Paton bringing in \$750 from a guest at The Westin Hotel, Ottawa.

As part of its 50th Anniversary celebration in 1995, CARE will team up with Westin once more to bring a similar exhibit to Westin's North American hotels. □

Photo courtesy of CARE Canada.
Photographer: Anwar Hosain.

How CSOs and Hotels Work Together

by Carol DeLapp, National Account Manager, Chicago CSO

Did you know that Westin Hotels & Resorts has 15 Corporate Sales Offices (CSOs) located in major cities throughout the world? Maybe so, but how many of you have wondered exactly what these offices do for Westin? Each CSO represents all 78 Westin properties to our customers on a global basis. It is each office's responsibility to bring in revenue by filling rooms in Westin hotels and resorts. But to accomplish this, they must partner with both Westin's internal and external customers.

Internal customers are, of course, all Westin associates. The CSOs assist the hotels by generating group and individual business which, in turn, generates revenue. The hotels then assist the CSOs by ensuring their inquiries are answered within 24 hours and by taking excellent care of the guests when they visit their properties.

A CSO's external customer is the national account client who provides this group and individual business. Just to put the importance of a national account client into perspective, consider this: a national account represents a minimum of 1,000 room nights each year for two or more Westin properties. Examples you may be familiar with include Motorola, Conferon, American Bar Association and Blue Cross Blue Shield.

CSOs are also responsible for assisting with "fires and favors." "Fires" is a nickname for solving problems that may arise at a Westin property, such as the relocation of groups, researching or explaining unknown charges, or growing too large for a meeting room. "Favors" means getting a hotel room at a complimentary or discounted rate, setting up a golf tee time in Mexico, or hand delivering a meeting planner guide or contract to a client's office. It is extremely important that all CSO account managers bond and partner with national account planners by providing the best service possible to gain their trust in all business

relations.

You play an extremely important part in this scenario when you provide the highest level of service possible to all guests staying at your hotel. Together we are a great team! □

A national account represents a minimum of 1,000 room nights each year for two or more Westin properties.



Moving On, Moving Up

(cont'd from page 2)

Alexandre Purroy, sous chef, Century Plaza Hotel & Tower to sous chef, The Westin Hotel, Seattle.

James Reaux, executive chef, The Westin Maui to executive chef, Century Plaza Hotel & Tower.

Charles Reid, accountant, The Westin La Paloma to accounting manager, The Westin South Coast Plaza.

Antonio Rodriguez, sous chef, The Westin William Penn to sous chef, The Westin Hotel, Galleria Dallas.

Charles Satkewich, director of food and beverage, The Westin Crown Center to director of food and beverage, The Westin Hotel, Copley Place.

Suzanne Soricone, assistant banquet manager, The Westin Hotel, Chicago to assistant banquet manager, The Westin Resort, Hilton Head Island.

Clark Woodford, assistant guest services director, The Governor Hotel to concierge.

Information on promotions and transfers is supplied by Corporate Human Resources and represents personnel changes from July 1 to August 24, 1994. Additional information has been provided by hotel personnel.

The Westin Hotel, Calgary's General Manager Horses Around

Walk into the offices of Michele Maskell, general manager at The Westin Hotel, Calgary, and you will see photographs of a lady who has many diverse interests.

Her greatest love is horseback riding, and recently she has been competing in the Canadian National Dressage. During competitions for Medium 2 levels held in Saskatoon, Michele placed 5th in the division.

As you can see from the photograph of Michele and her horse Kosta, some people find it a little intimidating when they see the size of Kosta compared with the size of Michele, but with the aid of a milk carton stepping stool, Michele is off and running on her 13-year old Danish Warm Blood. A strong weekly commitment is necessary to compete at these Canadian levels.



Her busy schedule as general manager, along with her active role in the Westin North America Quality Council notwithstanding, Michele fills any extra free time she has with a round of golf, a run or power walking. □

Managing Performance: A Continuous Improvement Effort

by Nancie O'Neill, Manager, Training, Development and Performance Systems

Evaluating the performance of an employee or manager tends to be a very difficult task -- enjoyed by few, but required by many. Recent estimates indicate that over 92% of American businesses use some form of appraisal system to plan, measure and evaluate employees.

The performance review is a process, not simply a paper trail. Performance discussions should be structured so that both associate and supervisor share their perspectives and concerns. The actual performance review form may vary and is only a document for the more meaningful element, the discussion.

One effective approach to performance discussions commonly used by supervisors is referred to as the RAP Review Model.

The RAP Review Model:

Reviews the past.

25% of the review time should be dedicated to looking back at the associate's performance behaviors and issues. The job description should be reviewed to assure that it is current. Behavioral expectations and standards should also be reviewed and discussed.

Analyzes the present.

15% of the review time should focus on the here-and-now and identify what is currently being observed with regard to the associate's performance behaviors. Both the associate and the supervisor should

assess the current objectives with regards to their attainability.

Plans the future.

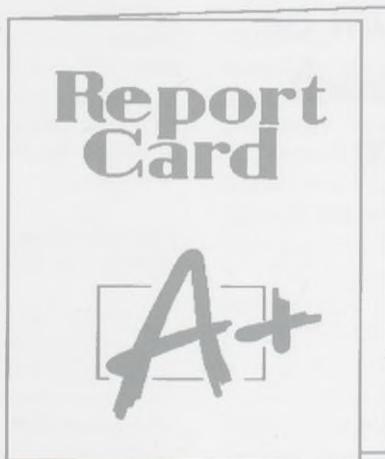
The remaining 60% of the review time should be structured to discuss future plans, objectives and continuous improvement opportunities. The plans should reflect an agreement between the supervisor and the associate with regards to resources and dates of completion.

During these structured performance sessions, there are seven questions most associates want answered. The RAP can provide an effective guideline for responding to these questions:

1. How am I doing?
2. What can I do to improve?
3. Do I have a chance for advancement?
4. What will be expected of me before the next review?
5. How will my work be evaluated during that time?

6. What kind of help or attention can I expect from my supervisor?
7. What changes are likely to take place in our department or property in the months ahead, and how will they affect me?

There is no one performance appraisal system that works best in all situations. We believe Westin is continually improving its efforts to reinforce a system that develops quality performance and productive interactions with both our internal and external customers. □



Metrics Matter

by Bill Lane, Operations Analyst

Productivity is not a 12-letter word meaning "work harder." It is an important business metric that provides scientific data about the efficiency of our operations. Productivity measurements, in general, relate units of output to units of input. For example, Arrivals and Departures per Front Office Agent Workhour, Food Covers per Foodserver Workhour, or Laundry Pounds per Laundry worker Workhour are all productivity measurements that are used in Westin hotels.

In the 1995 Business Plan package a standardized format for the measurement and reporting of hotel productivity was introduced. If you're wondering why, the answer is largely contained in Westin's commitment to Total Quality. One of Total Quality's fundamental values is "doing things more efficiently." Productivity measurements are metrics that do just that — by predicting and evaluating the impact that changes in a process have on operating efficiency. In addition, productivity measurements can serve as a benchmark to identify improvement opportunities.

Another very important use of productivity measurements is in connection with forecasting and staff planning. Once an acceptable productivity standard is established, it can be applied against forecasted production volumes to figure workhour requirements and staff plans.

So expect to see and hear more references to productivity — a metric useful in identifying improvement opportunities, essential to evaluating the effectiveness of process changes and an important element in planning and scheduling of labor resources to production requirements. □

GRANTBAND®



shop *Talk*

The Westin Hotel, Renaissance Center's River Bistro is boasting a local celebrity — the restaurant's long-time manager Joseph Calemme. Joseph's own Caesar Salad recipe — a perennial favorite on the River Bistro menu — was featured in the September issue of *Bon Appetit*. Would-be Westin chefs can create the dish at home by using the following menu, compliments of Joseph:

River Bistro Caesar Salad

- 4 anchovy fillets, minced
- 1 large garlic clove, pressed
- 1 tsp. Dijon mustard
- 1 tsp. red wine vinegar
- 1/4 tsp. hot pepper sauce
- 1/4 cup olive oil
- 1 head romaine lettuce,
- 1 cup croutons
- 1/2 cup freshly grated Parmesan cheese

Whisk minced anchovies, garlic, mustard, vinegar and hot pepper sauce in large bowl. Gradually add 1/4 cup olive oil and whisk until thick. Season dressing to taste with salt and pepper. Add lettuce and toss. Add croutons and cheese and toss again. Divide salad between plates and serve.

Chicago Bear Chris Zorich (below, left) accepts a check for \$1,000 from *The Westin Hotel, O'Hare's* recently appointed Managing Director, Karyn Marasco. The money was raised and matched by the hotel through the lobby's "Fountain of Hope," dedicated to the Christopher Zorich Foundation earlier this year. All funds raised through the Foundation help feed underprivileged families on Chicago's south side and add to a Notre Dame scholarship fund in Chris Zorich's name.



On August 18, *The Westin Hotel, Cypress Creek* hosted its first annual "Take Our Sons to Work Day," a spin-off of the national program that several Westin hotels participated in last April, "Take Our Daughters to Work Day."

Mark Spadoni, general manager, said that the event's purpose was to show that the education and familiarization of a parent's workplace is just as important to his associates' sons as it is to their daughters.

The *ANA Hotel*, Washington, D.C. has received a 1994 Gold Platter award from the subscribers of *Meetings & Conventions* magazine in recognition of excellence in food and beverage service. The ANA Hotel is the only Washington establishment to receive this coveted award for 1994 and was selected based upon several criteria including enthusiasm and professionalism, creativity of menu, excellence of waiter service, originality of theme party concepts, and overall helpfulness and budgeting considerations.



A \$50 million renovation of *The Westin St. Francis* was announced in early August by Managing Director Jerry Wolsborn.

An initial \$30 million expenditure will be used over the next 24 months, with the majority of the expense allocated to a major renovation of the hotel's main building and tower guest rooms, including new wall coverings, carpeting, and furniture.

Construction of a new three-meal-a-day restaurant replacing the Dutch Kitchen breakfast restaurant is also included in the initial expenditure. The remaining \$20 million will primarily be utilized for ongoing restoration of the hotel's exterior facade.

The seven *Westins of California* partnered during the month of August with the California Raisin Commission to promote Westin's presence in California, as well as pay tribute to the state, the land of bountiful agricultural goods and a healthy lifestyle.

Each hotel featured a special breakfast menu of items created with the raisin promotion in mind, and guests played the game, "guess how many raisins are in the jar." The closest guess from each hotel won a weekend stay at the winner's choice of one of the seven Westins of California.



Westin Opens Two Hotels

(cont'd from front page)

In addition, The Westin Hotel, Tokyo offers a complete range of business services.

Nine function rooms of varying sizes are available to host meetings and receptions. The Galaxy Ballroom can accommodate up to 1,200 guests.

Six hotel restaurants offer a wide range of menus and the hotel's three bars and lounges each have a distinctive, appealing identity of their own.

A unique feature of The Westin Hotel, Tokyo is its complete wedding facilities. Couples will find everything they need from the chapel and reception hall to changing rooms, a full-service beauty salon, and a photography studio all located on the hotel's second floor. The hotel expects to host more than 500 weddings in its first year.

And, last but not least, Westin's innovative Service Express makes it easy to take full advantage of the hotel's services with a single phone call.

Still to come in November is the grand opening of The Westin Hotel, Providence in Rhode Island. Look for more details on this new property in the winter issue of *WestinWorld*. □



WESTIN
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