

Western Hotels, Inc.  
**Front!**

July 1947  
Vol. 1, No. 2



- CORNELL WINNERS
- BANNOCK NO. 18
- STARLITE ROOF
- WESTERN BELL CAPTAINS

# Bannock Becomes No. 18

## *Newest member becomes easternmost outpost of the Western Hotels family*

**A**LREADY the West's largest group of centrally-operated hotels, Western Hotels, Inc., expanded another notch last month when the 200-room Bannock in Pocatello, Idaho, was brought into the family. The Bannock now becomes No. 18 and the easternmost outpost of the organization.

Announcement of the latest addition was made by President S. W. Thurston during a two-day meeting in Vancouver, B. C., of all Western Hotels managers and officers. The new move immediately precipitated a chain of promotions and transfers. William Shields, resident manager of the Mayflower in Seattle, moved over to Idaho as manager of the Bannock. Shields is a graduate of Cornell University and was associated with the Statler hotels for several years before joining Western.

This left a spot open at the Mayflower which was promptly filled by George Marble, former maintenance superintendent for Western Hotels.

**Charles Hunlock, manager of the Mayflower, congratulates William Shields who leaves to become manager of the Bannock Hotel in Pocatello, Idaho.**

James H. Lynch now becomes maintenance superintendent, taking Marble's place. This is Lynch's first association with Western Hotels since he served as assistant night clerk on the switchboard at the New Washington while attending the University of Washington in 1939. Lynch was studying to become an architect and completed four years of a five-year course. His career as a home designer and building contractor was derailed for five years by the war. He served as a first lieutenant doing liaison work in an air support communications squadron in the South Pacific and participated in Bougainville, Mindanao, Leyte and Japanese campaigns.

After leaving the army, Lynch worked with several Seattle building contractor firms, designing and building residences. He was with the Morrison-McCormick company just before joining Western Hotels.

"All hotels everywhere suffered a certain amount from neglect during the

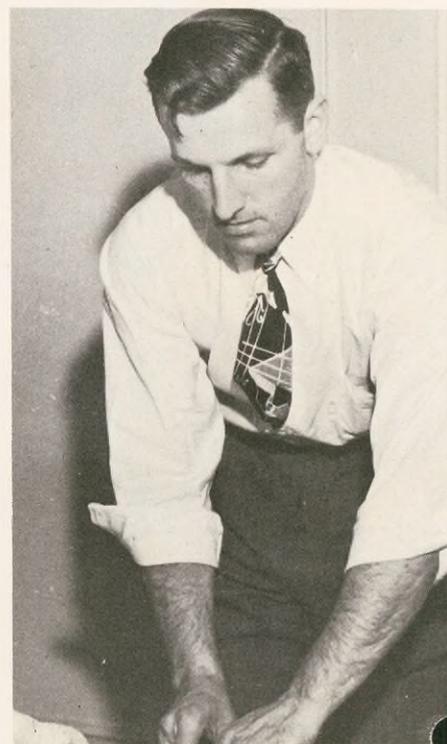
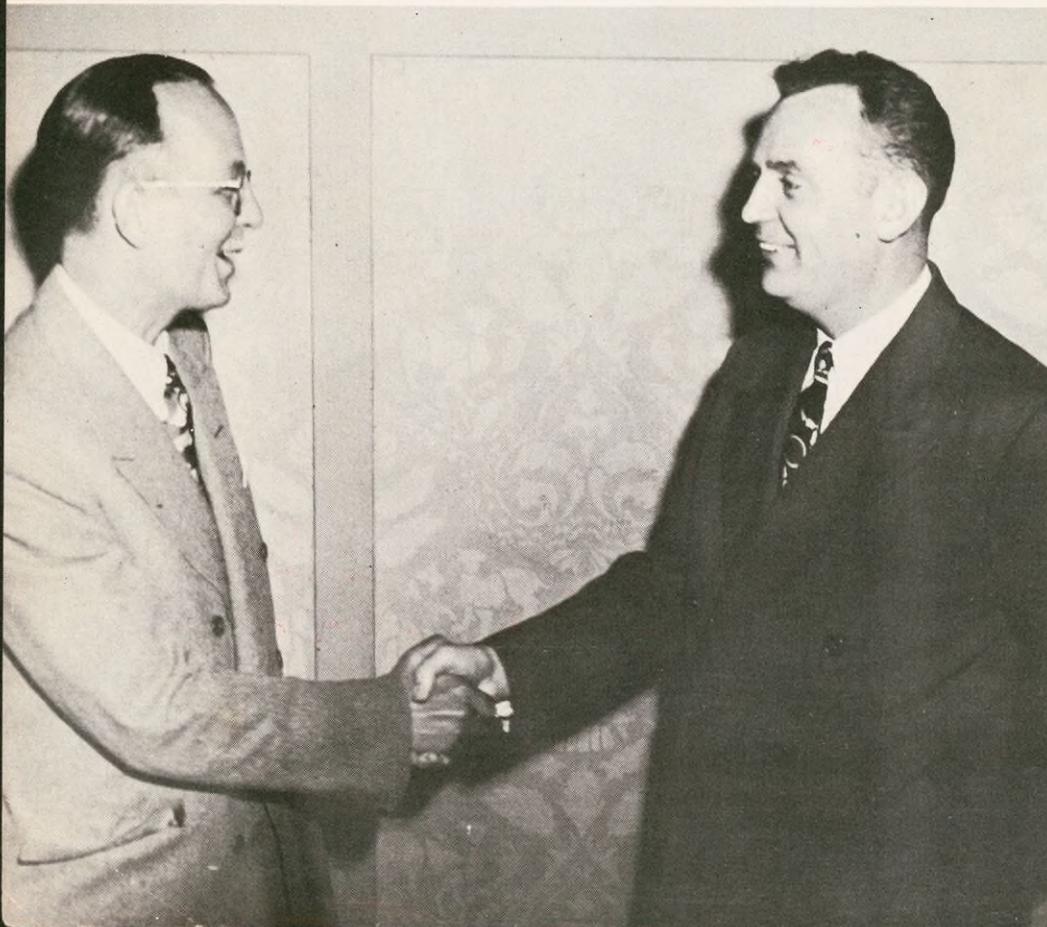
war," said Lynch in discussing his new job, "and it is a major undertaking to get them back in first class condition. With our centralized maintenance department in Seattle, however, we should be able to do this job with maximum efficiency."

### *32 Attend Meeting*

The Western Hotels meeting in Vancouver was attended by 32 officers, managers and associates of the organization. Keynote of the sessions was set by President S. W. Thurston who stated, "The purpose of this gathering is to make sure that we are operating the best hotels in this part of the country."

Prominent in the discussions were a number of criticisms that have been levied against hotels in general, growing out of wartime crowded conditions and personnel shortages. Thurston urged that all managers take steps to make sure none of the criticisms apply to Western Hotels.

The food departments of the various hotels also received a good working over. With competitive conditions beginning to arise, all managers were urged to maintain the highest quality of food and service. Several hotels are undertaking surveys to determine what their customers think of their dining rooms, meal prices, food quality and service.



**JAMES LYNCH**  
Heads Maintenance Department



"THE BRASS"—Western Hotel bigwigs paused long enough during their recent meeting to beam into the camera and then rush back to work. Ambitious employes, looking for success tips will note that striped suits and loud neckties are prominent. Only one individualist sports a bow tie. First row, from left, William Hudson, manager, the Georgia; George Marble, resident manager, Mayflower; Eddie Carlson, assistant to the president; Dean Ireland, manager, Multnomah; Frank Weston, auditor; Thad Pierce, manager, Olympian and Governor. Second row, Dewey Metzdorf, vice-president, Western Hotels, Inc.; Cliff Shea, executive assistant manager, Sir Francis Drake; William Boyd, manager, Benson; S. W. Thurston, president; Frank Dupar, secretary-treasurer; Troy Himmelman, vice-president; Virgil McGee, managing director, Owyhee and Boise; Charles Hunlock, manager, Mayflower. Third row, Willard Abel, manager, Roosevelt; Newt Gilliland, manager, President; Tom Lee, manager, Waldorf; Harold Gronseth, manager, Cascadian; William Boyd Jr., assistant manager, Benson; Lynn Himmelman, manager, Benjamin Franklin; Gordon Bass, associate manager, Multnomah. Fourth row, Walter Griggs, credit manager; George Horning, manager, Marcus Whitman; Ray Thatcher, manager, New Washington; James Sargeant, purchasing; William Shields, manager, Bannock; John Pierce, manager, Leopold.

Considerable attention was devoted to the subject of a unified promotion program for all Western Hotels and during coming months many of the individual hotels will sprout out with new menus, folders and other printed material of uniform design and color scheme.

A color scheme of gray green and maroon was adopted for use wherever possible on all printed matter. Each hotel will also make greater efforts to act as a salesman for all other hotels in the organization.

★ ★ ★

Suggestion for dining room slogan: "Eat, drink and be merry, for tomorrow ye diet."

★ ★ ★

The Sir Francis Drake is reportedly gearing its meal prices to day by day food market prices, all of which means that a guest can figure out the price of his hamburger sandwich from the latest Chicago livestock quotations—or else just read the menu.



GEORGE MARBLE  
Hangs hat at Mayflower

## Metzdorf Named Vice-President

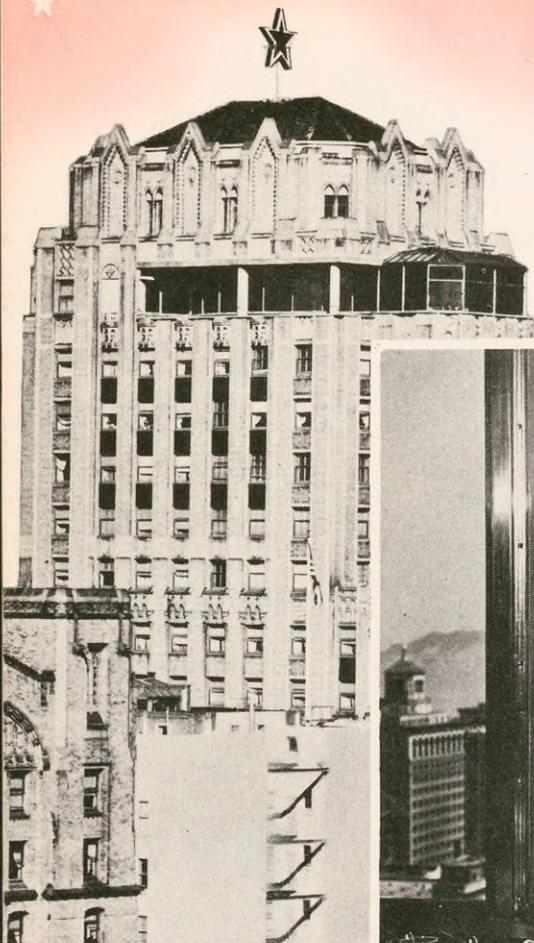
Dewey Metzdorf, recently appointed vice president of Western Hotels, Inc., can really appreciate modern hotel comforts. While serving as a navy lieutenant commander in World War II, a plane in which he was riding crashed into a mountain near Ketchikan and he went for 33 days without food or shelter.

Metzdorf has seen a lot of life in Alaska. He was born in Anaconda, Montana and went to school in Spokane and Seattle. After World War I, in which he served as navy ensign, he went to Kennecott, Alaska, to operate a leaching plant. He later served as a purchasing agent for a hotel supply house and in 1921 moved to Anchorage as superintendent of hotels, commissaries and stores for the Alaskan Railroad.

In 1936 he bought the Anchorage Hotel, which he recently sold. He now owns two hotels in California in addition to his interest in Western Hotels.

# Starlite Roof

*Serving drinks and dinners at the Drake's Starlite Roof gives waiters the feeling of being suspended in space*



The neon-lighted revolving star atop the Drake can be seen 50 miles away at night. Right, Al Fields, manager of the Starlite Roof, and Max Weber, chef, pause a moment to swap stories and enjoy the view.



**I**F you like working at high altitudes, then you should join the crew that runs the Sir Francis Drake's Starlite Roof high in the clouds over San Francisco. A waiter who can find time these busy days to pause and take a good look out the windows can see just about anything in San Francisco he wants to. The vast expanse of plate glass yields breathtaking views of the north side of the city, its hills and harbor and such well-known landmarks as Telegraph Hill, Coit Tower and the famous Golden Gate Bridge.

"It's like being suspended in space," declared one waiter, "the nearest thing I know of to interplanetary travel."

Decorators did everything possible to keep the Starlite Roof in harmony with the stars rather than the earth. Angles and straight lines were carefully avoided. The walls, bar, railing and giant windows are rhythmically curved. Lighted table tops, illuminated railing and fountain and phosphorescent murals and ceil-

ing decorations tend to heighten the "other-world" fantasy.

The huge serpentine bar winds for 45 feet along one side of the room. Its back wall is painted blue and forms a background for luminous murals of constellations and figures of astrology. The curved bar permits semi-privacy for customers and also reduces traffic congestion at the center of the room. There is also a small auxiliary bar at the south end of the room to take care of customers there.

Seats are richly upholstered and table tops are of glass, highlighted by sand-blasted figures of the constellations and astrology, and are lighted at night.

The center area of the floor is elevated six inches higher than the rest of the room and enclosed in a railing. This relieves the monotony of an unbroken floor area and also gives the patrons who are not sitting next to the windows a less obstructed view.

To help keep down general overhead

expense, the Roof is operated both day and night under direction of Al Fields, manager, and Jack Shea, night manager. Noon-hour business is being encouraged by means of a buffet luncheon served at a flat \$1.50, plus price of drinks ordered. The guest can choose from three hot entrees with vegetables, four salads, cold cuts, coffee and several desserts. Second helpings are available without extra charge. Luncheon guests also have "piped-in" music with an organist taking over from 5 until 10 p.m.

Food for the excellent Starlite Roof dinners is prepared under supervision of the Drake's chef, Max Weber. Weber was born in Switzerland and came to America in 1920. He worked up from second cook to chef at the Chase Hotel in St. Louis.

Before coming to the Drake in 1941, he also worked at the Kings Way Hotel in St. Louis, and the Albert Pick chain of hotels.



The Starlite Roof's two-level arrangement shown above allows more customers to take advantage of the wonderful view. Below, an auxiliary bar at the south end of the room takes care of customers at that end.



At night the panoramic view gives one the feeling of riding in a space ship. Notice the raised center section, left, and illuminated tile pool and fountain, right.



Running the Starlite Roof takes a skilled crew. Serving buffet dinners, above, are Chef Max Weber, Cyra Kistler, Patrick Martin, Jerry Raggiozino, James Anderson and Harry McClancey. Waiters, below, are Leopold Walters, Jean Joehensen, Hilaire Gaudy, John Lepetich, Alexander McDonald, Thomas T. Ray, Daniel Braguy, John Kennedy and Achilles Nicholson.



# Wall Washing Made Easy

*New cleaning apparatus cleans rooms three times as fast as former hand method*

**W**ESTERN HOTELS is making use of some of the newest postwar mechanical marvels to assure guests of bright, sparkling rooms. One of the latest is a gadget that makes washing walls and ceilings about as easy as clean-

ing your windshield. It is an apparatus called the "Wall Master" and Western Hotels has purchased two of them, one of which is being tried out at the Multnomah in Portland and the other at several of the hotels in Seattle.

Mrs. Isabel Wallis, housekeeper at the Multnomah, claims the new machine makes washing walls about three times as fast as the old hand method and does a much better job. The Multnomah has had it in steady use approximately two months. In Seattle, James Lynch, Western Hotels maintenance superintendent, says the machine will do two rooms a day including ceilings when operated by men who are familiar with it. So far it has washed the faces of over 30 rooms in the Benjamin Franklin and Mayflower and done the lobby at the Roosevelt, the offices at the New Washington and the coffee shop at the Benjamin Franklin.

As can be seen in the illustration, the machine consists of two small tanks which operate under pressure supplied by a built-in hand pump. One of the tanks contains a special soap solution and the other simply has clean water. The soap solution is forced through holes in an aluminum trowel soaking through a turkish towel pad.

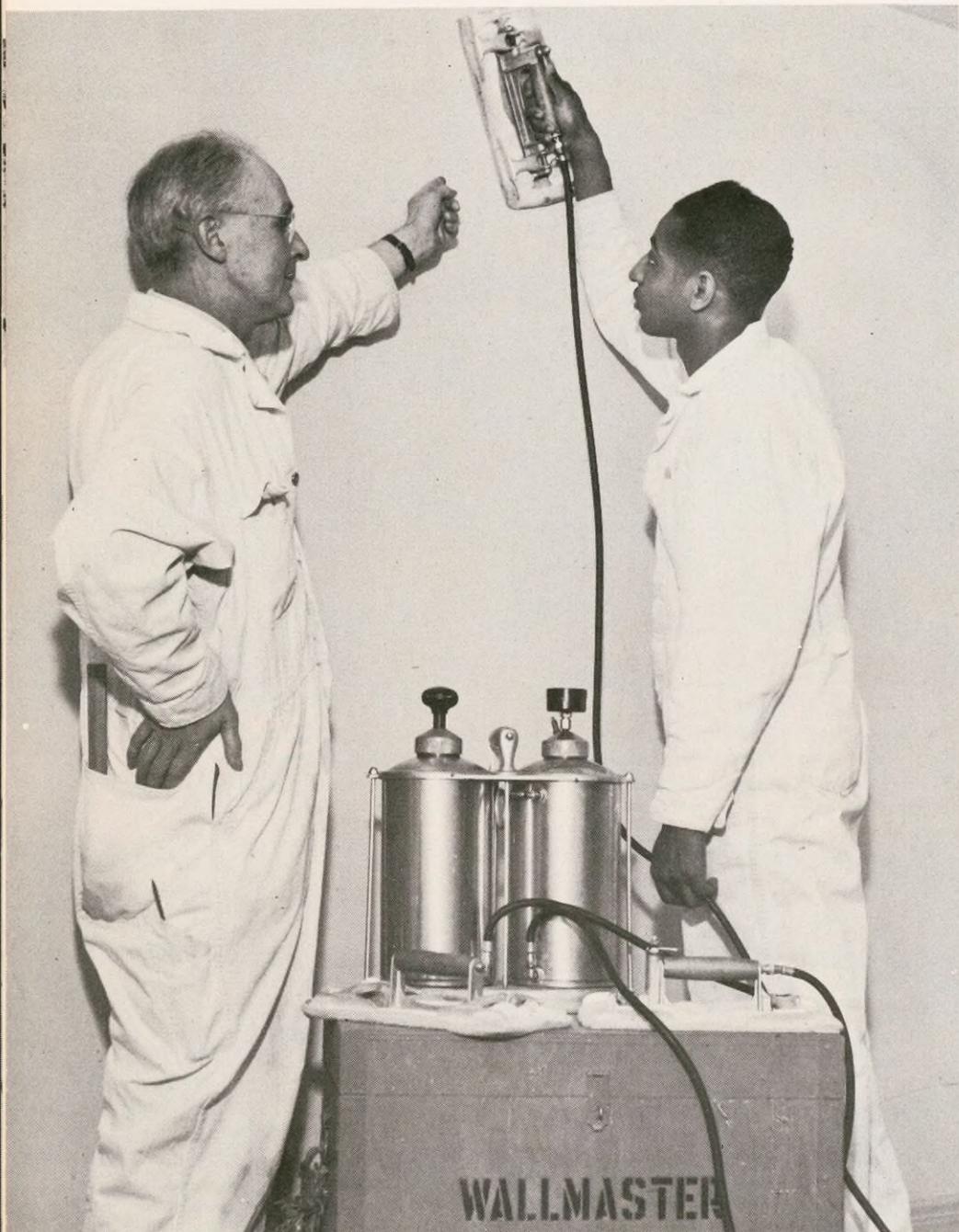
The operator merely draws the trowel across the wall under gentle pressure and without any scrubbing. The special soap solution loosens the dirt on the wall. Another operator works the other trowel soaked in water, which picks up the loosened dirt and gives a small rinse job. The procedure is finished with a third trowel containing only a dry pad which picks up any remaining dirt and dries the wall.

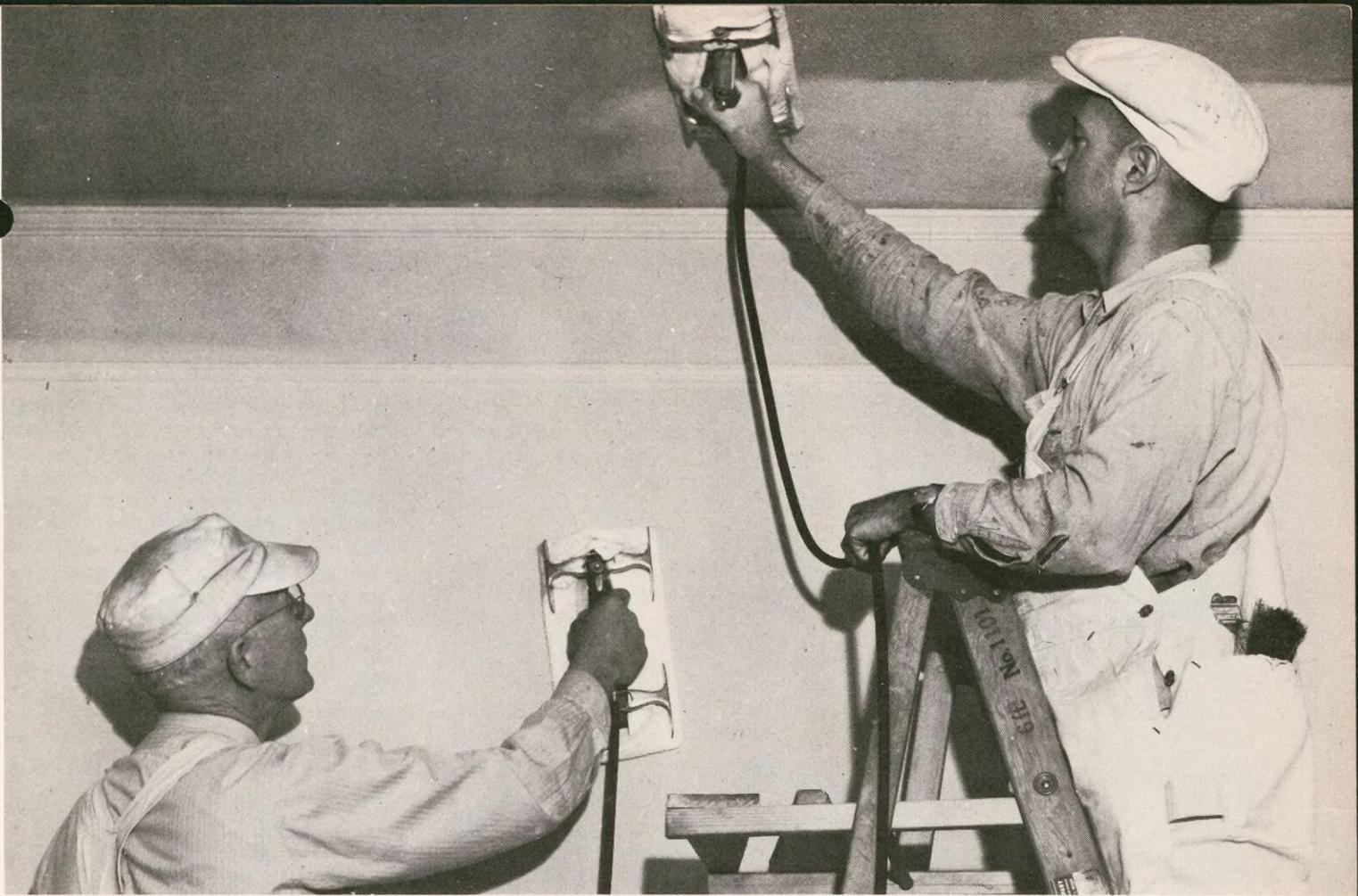
When laundered in this manner, a room looks virtually brand new. There are no streaks or faded sections and the whole job has been done quickly without muss or fuss.

Every room at the Multnomah gets a wall washing treatment about once a year, according to Mrs. Wallis. The gadget is excellent for ceilings since it doesn't take a gloss when used, and, she maintains, it works very well on washable wallpaper and is particularly efficient in the bathroom.

Frank Sharf of the Multnomah's maintenance department does most of the supervision of the wall washing process in that hotel. He has a crew of four men who, when they aren't washing walls, are decorating, installing and arranging furniture.

Left, Ralph Sharf of the Multnomah maintenance department gives Nathan ("Nick") Nickerson, a few pointers on the operation of the Wall Master. The knob on the left-hand tank is the hand-pump. The other tank is surmounted by a pressure indicator.





Olaf Lee and Bramwell Fuller, above, work over the walls of a room in the Benjamin Franklin. Fuller, right, has the soap solution trowel, while Lee is running the clear water pad.

In Seattle, Olaf Lee, head painter and paint foreman, and Bramwell Fuller, painter, operate the wall washer under Lynch's supervision. Lee was born in Norway but came to this country in 1906 and Seattle in 1918. He has been with Western Hotels since last September.

"I've done painting all my life," he says. "Yes, I own my own home here and I even have to paint it once in awhile, but I sure hate to do it."

Fuller has been with Western for slightly over a month. He was born in Chehalis, Washington, and has worked with paint contractors over most parts of the Pacific Northwest.

★ ★ ★

Evidence now available seems to indicate that one of the most cherished possessions of the modern businessman is his Western Hotels' credit card. Since these cards were first issued, only 18 have been reported lost or stolen. Perhaps this is because credit card holders get a priority in reservations.



"Just set her down anywhere"



**ROY CHENIER**, the Olympian's bell captain, makes battleship models, decorates miniature historical rooms and drives the biggest car in town.

# Western Bell Captains

*They're all individualists, but agree that personality is everything to a bellman*

**T**HIS month, Front's reporter went out to find a "typical" Western Hotel bell captain—and finally came to the conclusion that there isn't any such thing. Western's bell captains are definitely individualists. They agree on only one thing, "personality is everything in this business." Outside of that, their ways of life are vastly different.

## *Home Town Boy*

Roy Chenier of the Olympian Hotel in Olympia, Wash., is strictly a home town boy who made good in the home town, and in a big way. His wife, Anina, is a home town girl and former telephone operator. They have two children. With all these responsibilities, Chenier has, nevertheless, been able to acquire a two-story mansion in the finest part of Olym-

pia. He constantly amazes hotel guests by driving up to work in a magnificent 175-horsepower custom-built Packard convertible.

There is no doubt about it, Chenier's car is the finest in town. In fact, whenever Olympia wants to make an impression on visiting dignitaries it charters the car to head the parade. It has carried, among others, no less personages than Franklin D. Roosevelt, Wendell Willkie, General Jonathan Wainwright and Governor Wallgren. Sometimes Chenier pilots his own car on such occasions and sometimes not, depending on how jittery the F.B.I. happens to be on that day.

"I got \$50 and gas coupons for the Roosevelt ride," he said. "I sure appreciated the gas coupons."

Actually, Chenier's prosperous appearance is quite explainable. He is just a good bargainer who knows what he wants.

"Anybody can do the same thing, if he saves his money," he maintains. "I built a small home 12 years ago, paid for it, sold it and used the money I got as a down payment on the house I have now. Of course, it's too large for the four of us, so I have the upstairs divided into two nice apartments. The rent from these takes care of my payments. I have very large grounds, though, which have to be kept up. A house like this takes a lot of work.

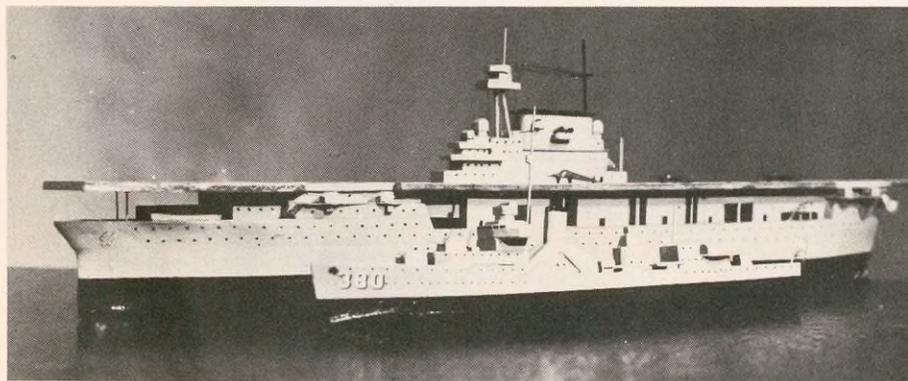
"Now, about that automobile. It is a 1934 V-12 Packard with a Dietrich body. It cost \$9000 when new, but I bought it in Seattle six years ago for \$800 in the settlement of an estate. Not many people like that kind of a car. It gets less than 10 miles to the gallon, and a new tire costs \$75. But I like it. I don't drive very much so the gasoline problem doesn't bother me. It's a beautifully made car and costs practically nothing for repairs."

All this is just the beginning of Chenier's many interests. When he was still in high school, he began a hobby of building scale model navy ships. To date, he has built a fleet of over 100 vessels ranging from small destroyers to five-foot ocean liners. He has given many away and sold some. A number are now on permanent display in the Washington State Historical Society museum in Tacoma. He has also built from 25 to 30 scale model automobiles.

Chenier is also an authority on period decoration. In his basement is a large castle in which he is building scale



**General Wainwright**, above, leads a parade through Olympia riding in Chenier's custom-built Packard. Other such passengers have included Franklin D. Roosevelt, Wendell Willkie and Governor Wallgren. Chenier bought the \$9000 car for \$800 and has been offered twice that much for it.



**Two of the fleet of over 100 scale model ships** that Chenier has built. These are floating models with movable gun turrets. A large number are on permanent display at the Washington State Historical museum in Tacoma.

models of famous historical rooms, faithfully reproducing colors and draperies from pictures in old history books.

Regarding his job, Chenier says, "They gave up trying to give me a clerk's job 10 years ago. It's just too confining." He has turned down positions in both San Francisco and Seattle because he prefers his life in Olympia. Since he started his career there in 1929, Chenier drifted away only once and that was for a two-year try at being a rate clerk for Pacific Highway Transport. It, also, was "too confining." He supervises a crew of seven, including bellmen, elevator operators and porters.

#### *Adventurer*

Where Chenier became a bellman for a life of stability, Jack Barnes, bell captain at the Waldorf in Seattle, went into the occupation for adventure and travel. Though only 45, he has worked in over 20 hotels from coast to coast and on a large number of ocean liners.

"I've taken care of everything from the ornery critters on an African-bound mule boat to donkeys in the lobby of the Stevens during the Democratic national convention," he declares. Born in New Rochelle, N. Y., Barnes started his career as a page boy in the Baltimore Hotel, Kansas City. He became a bellman, for the first time, at the Mark Twain in New York. His long list of hotels includes 12 on the Atlantic coast and eight hotels in Chicago.

Barnes "drifted west" in 1942 when the army took over the Stevens and worked at the Mark Hopkins in San

Francisco and the Olympic in Seattle before going to the Waldorf in 1945. In between hotel jobs, Barnes served as bellman, switchboard operator and pursuer's clerk on several ocean liners. He made two trips on the old Morro Castle, worked on the Empress of Britain and was on the Rex when it broke the trans-Atlantic record.

Like Chenier, Barnes made a few stabs at other occupations, but always drifted back to hotel work. During these "weak moments" he exercised horses in New Orleans, worked in the office of a manufacturing firm, and operated a juke box route in Cleveland. These other jobs were all "too confining."

Being a bellman, in Barnes' opinion, offers many opportunities in every direction. One can make invaluable contacts that lead to bigger things or, if one is so inclined, he can "go wrong" just as easily.

All bell captains are agreed that a bellman's income is geared much more closely to his skill than to the laws of chance. The important attributes are courtesy, attentiveness and the ability to inspire confidence. The big "don't" is don't give out with that "money-hungry" appearance.

One of the finest of all arts is ability to keep a guest in line when he is intoxicated. Though he may be difficult to handle at the time, he will be appreciative of it afterwards.

"Use diplomacy," says Barnes. "Kid him out of it. If you can't kid him out of it, get him out of the house. You still have to run the hotel; it can't run you."

#### *Old-Timer*

It's strictly "Life Begins at 40" with Bell Captain George Minea and his crew at the Benjamin Franklin in Seattle. Minea will celebrate his 71st birthday this month and the youngest man on his 10-man crew is past 45. "We're just beginning to get experienced," says Minea. "It takes a while to learn the fine points of this business."

Minea's greatest source of enjoyment is the friends he has made in the business. They include movie stars, business executives, prize fighters and presidents. The secret of being a good bellman is simple to Minea. "People get to like you, then they ask for you," he says.

Last month he was visited by an old friend, Tommy Gibbons who once fought Jack Dempsey and is now sheriff of St. Paul, Minn., where Minea was born. He went to school with Gibbons' brothers. In fact, Minea went to school with a number of the right people.

"The biggest tip I ever got was \$100," he maintains. "That one was for cashing a thousand-dollar check for Walter Hill, son of Jim Hill, former president of the Great Northern railroad. He and I went to school together."



**GEORGE MINEA**, bell captain at the Benjamin Franklin, is 71 years old and has worked in hotels for 34 years. His youngest bellman is past 45 years of age.

Minea's father and Jim Hill worked together in the St. Paul fire department. As a young man Minea became interested in railroading and worked for the Great Northern in Breckenridge, Minn., in 1898. From there he made the rounds to the Chicago Great Western, Rock Island, Chicago Northwestern, Duluth, Mesabi and Northwestern. Most of his experience was as a fireman. The same adventurous spirit lured him to Alaska during the gold rush days.

"All I found was fool's gold," he explains ruefully, "but I saw a lot of excitement and was at Skagway when Soapy Smith, the famous Denver gambler, was killed."

Minea started his hotel career in the old Windsor Hotel in St. Paul and settled in Seattle after his trip to Alaska. He started as head porter at the New Washington and was there for 16 years. From there he went to the Benjamin Franklin where he has been for the last 18 years.

He is the oldest member in the Great Northern local in Seattle and still attends the meetings. He and his wife live in a small home overlooking Puget Sound and just 75 feet from the Great Northern tracks.

"The only man with a better view than mine is the man in the lighthouse," he declares.



**JACK BARNES**, bell captain at the Waldorf, has worked in 20 hotels and taken care of everything from mules on a mule boat to donkeys in the lobby of the Stevens hotel.



Co-workers at the Multnomah beam proudly as Charles Mueller reads the wire announcing he had won a scholarship to Cornell. Additional reward was a big hug and kiss from pretty blonde Mrs. Mueller. Above, from left, W. F. Kennedy, assistant manager; Jack Murray, head bellman; Marvin W. Chamberlain, chief auditor; Mueller; Mrs. Mueller, substitute mail clerk; Ralph W. Harding, desk clerk; Mrs. Lillie Smith, payroll; Leta Weaver, auditing, and Sammy Miller, bellman.

## Cornell, Here We Come!

### *Banks, Mueller win summer school scholarships . . . 39 applications made*

THE two happiest employes in the Western Hotels organization this month are Harold Banks, room clerk at the Benjamin Franklin in Seattle, and Charles Mueller, assistant manager of the Multnomah in Portland. They are the winners of Western Hotels' first Cornell scholarship award competition.

As *Front* goes to press, the two men are already packing their suitcases to head east. Banks will take work in coffee shop management and stewarding

from July 7 to 19 while Mueller will study sales promotion and personnel methods from July 21 to August 2.

Following the announcement of the contest in the last issue of *Front* magazine, 39 Western Hotels employes, including two women, sent in applications. Each applicant was then requested to write a paper of not less than one thousand and not more than two thousand words on one of the two following subjects:

1. Enumerate and define the six most important fundamentals essential to good management in establishing a satisfactory relationship between a guest and the hotel.
2. *Western Hotels, Inc., is desirous of establishing a more uniform and outstanding food service throughout all of its hotels. In your opinion, how can this best be accomplished?*

Immediately pencils started flying, old typewriters were dusted off and a lot of brainpower was turned loose on the hotel business. By deadline time, April 25, a total of 27 papers had been received by

the scholarship committee. Great pains were taken by the judges to prevent personal prejudices from entering into the judging of the papers. As the documents came into Western Hotels office in Seattle, they were keyed by number and all names or other marks of identification removed. If necessary the papers were retyped.

Despite the burning of a lot of midnight oil, it took the judges until May 8 to boil their selections down to six leading contenders. At this point they were deadlocked for a week until the winners were finally agreed upon.

"The caliber of all the papers was very high," reported the committee. "This contest has brought to our attention many people who have the talent and desire to get ahead in this business. Though only two will go to Cornell, we have highlighted a group for advancement in our organization that we can look to in the future for help in our general administrative problems."

The four other leading contenders were Steward MacKenzie, resident manager of the Owyhee; Richard Bogardus, room clerk at the Benjamin Franklin; Walter S. Wright, storekeeper at the Roosevelt; Robert M. Bernnard, assistant manager of the New Washington. As compensation awards, Wright and Bernnard were each given checks for \$25. MacKenzie and Bogardus as being given expense-paid tours to various Western Hotels to study their operations. Bogardus spent two days at the Multnomah in Portland and two days at the Georgia in Vancouver. MacKenzie will take a similar trip to Seattle and Portland.

#### *Harold Banks*

Banks is a comparative newcomer to Western Hotels. In fact, he might not have gotten to the Northwest at all if it hadn't been for a combination of the war and Dan Cupid. Back home in Davenport, Iowa, where he was born 31 years ago, Banks was well on his way to a good hotel career. He had started as a storeroom clerk at the Davenport Hotel while still in high school. In seven years he worked up successively to second cook, bellman, night auditor, room clerk and chief clerk. For a few months just before the war he was room clerk at the Jefferson Hotel in Peoria, Ill.

During the war Banks got into the thick of the South Pacific fighting. He was a field artillery sergeant in both the New Guinea and Philippines campaigns. It was when he arrived back from overseas, however, that his course of life was really altered.

For nine months he was stationed with a training battalion at Fort Lewis, Washington, only 46 miles from Seattle. It didn't take Banks long to discover the beauties of the Northwest, and being a man of action, he promptly up and mar-



Scholarship winner Harold Banks is room clerk at the Benjamin Franklin, holding down the graveyard shift. He started there in January, 1946.

ried one of them. He met his wife, Helen, at a post dance, and they were married two weeks after he received his discharge.

Discovering that the scenery and climate of the Northwest were also attractive, Banks acquainted himself with the Seattle hotels and in January, 1946, became front clerk at the Benjamin Franklin. Two months later he became room clerk.

Though they now have a baby daughter, Mrs. Banks still finds time to teach mornings in a kindergarten. Her husband, who works the graveyard shift, takes care of the baby until 1 p.m. when mother comes home and straightens things out.

#### *Charles Mueller*

If Charles Mueller's parents hadn't decided to bring their 12-year-old son to America with them in 1920, he might today be a "big cheese" in the European cheese industry. Papa Mueller owned cheese factories in Helsinki, Finland, and Lucerne, Switzerland, and could yodel in three languages. His son claims no such talents.

The Swiss family Mueller settled down in Portland because it was supposed to be a lot like Lucerne. Charles went to grammar school, high school and struggled successfully through two years of Reed College before taking a job as a bus boy at the Multnomah Hotel.

Though he had no idea of adopting hotel work as a career at the time, Mueller was never able to break away from

the Multnomah until 1941. At that time, after having been an elevator operator, bellman, clerk, cashier and night auditor, he left to become manager of the Union Station Restaurant in the same city. There he supervised 48 employes, did all of the buying and kept all of the records. He stayed there five years. During this time he met and married Adah Nelson who had come out west from Nebraska. They have no children.

In 1946, Mueller returned to the Multnomah as relief clerk, later becoming trade clerk and desk clerk. His Cornell scholarship award came just a few weeks after his appointment as assistant manager of the hotel. It was a big month for the Muellers.

Mueller's main hobbies are golf (he shoots in the low 80's), table tennis, cribbage and pinochle. At his wife's insistence, he also does a bit of spading in the garden so she can plant flowers and vegetables. Like his father, who travelled all over Europe, Mueller likes to go sightseeing. He claims to have driven over just about every road in Oregon and is one of the few Oregonians who has actually seen Crater Lake.

Vacation plans for this year are pretty well set, with both he and his wife taking the trip to Ithaca, New York. While her husband pours over his textbooks, Mrs. Mueller will do the sightseeing for both of them.

*(Condensations of the two prize-winning essays appear on the next two pages.)*

# Six Most Important Fundamentals Establishing a Satisfactory Relation

By HAROLD BANKS

Room Clerk, Benjamin Franklin Hotel



*No, sir, I'm not a guest; I am paying for everything I get!"*

## 1. A Definite Policy

The extent of the policy may vary according to the type of patron, but in any hotel, a definite standard is to be maintained. The quantity of services may differ, but the quality must remain constant. A guest who is paying \$3 a day for his accommodation has the right to expect and receive the same quality of service as the guest who is paying \$15. At the present time, the public is nursing a rather badly battered memory of war days, remembering crowded conditions, non-existent rooms, poor and lax service, and forgotten courtesy. It will behoove management to enlarge policy through helpful and constructive public criticism, and to keep it in definite, tangible form when translated into decisions and actions.

## 2. Compact Organization of Departments

Management must have a compact organization of departments and a synchronization of effort among them to establish the machinery for complete guest satisfaction. Heading each department should be a dependable, thoroughly trained person cognizant of the needs and duties of his department, and aware of the details which combine to make it a smoothly running division. For only through the coordinated and combined effort of the different departments can management promulgate policy. Staff meetings aid in the unification of purpose, and through them, the wishes and desires of the management can be transmitted to the individual employe. These meetings, particularly those of the department heads, should be of the conference type and have definite objec-

tives in view, never terminating until those objectives have been reached.

## 3. An Established Routine

An established and uniform routine is like oil in the hotel machinery to keep activities running smoothly. A routine is formed when a well-thought-out precedent is established. Emergencies caused by error are thus fewer and the method of keeping records can be simplified. Instructions and messages are standardized so that requests by management are transmitted accurately through regular channels to the employes without danger of being misinterpreted and a great deal of red tape eliminated. Records should be kept uniformly and accurately, and be available at all times so that individual situations concerning the guests can be confirmed quickly and acted upon with the certainty that the data are accurate and complete. It has also been advocated that more or less routinized remarks be instituted as part of the front office procedure to avoid giving unintentional misinformation on the spur of the moment by the unfortunate choice of a word or phrase. From the moment he steps up to the desk of a hotel, a guest is affected by an inconspicuous but important routine. Until his account is filed with the cashier and all racks have the complete information concerning this particular guest, there are numerous operations to be carried out. The elimination of any one of these could bring results that would cause the guest considerable inconvenience.

## 4. Proper Equipment for Service

Management must have effective equipment to maintain the standards of comfort, protection, and convenience for the guests. This includes the heating plant, the hotel structure, the power plant, repair shops, plumbing equipment, furniture and fixtures, decorations which should provide the foundation for pleasing tone and atmosphere, and room arrangement. What guest is happy when he sleeps on a lumpy mattress, or shivers in a cold room, or finds his room is not made up because the coordination between the front office and the

housekeeping department is poor in the absence of a telautograph or printed forms?

## 5. System of Control

There should be a complete system of control and records contributing to control so that the hotel may not only operate profitably, but may pass on its economy to the guest in the form of enlarged services, or perhaps, lowered cost. Control should be exercised without exception throughout all departments so that management may know where losses occur, and where profits accrue. If a balance of revenue is thus attained, it may be possible to extend services which are not so profitable, but which should be maintained because of a need or desire on the part of the guests.

## 6. Trained Enthusiastic Staff

In no other business is the policy and standards of the management carried to the public through so many different contacts. It is the room clerk behind the desk who takes the initial step in spreading the verbal "welcome mat" and makes the guest feel at home. It is the telephone operator who can smilingly answer his signal and make the contact more personal by using, "This is the operator at your service" or "Your order, please," rather than a perfunctory "Office." It is the bellman who accepts and dispatches with the dead bells as well as the paying ones; or the waitress who handles her station with speed and accommodation before it is necessary for him to ask for it. Their attitude must be exemplified by the readiness to help the public through willingness, not by anticipated remuneration from the guest. There must be pride in their work and a true "esprit de corps."

"There is nothing much to running with some rooms and a place where the public runs the place. Every man is enough to tell you how it ought to be. The manager of the Grand Union Hotel."

# Essential To Good Management in Relation Between a Guest and the Hotel

By CHARLES MUELLER

Assistant Manager, Multnomah Hotel

## 1. Service

A hotel is known by the type of service it renders to its clientele. Every hotel is by nature a service organization, and every guest enjoys and demands good service. It can be defined as the medium of dispensing first-class comfort and finger-tip convenience. Service should be evident in every part and department of a well-managed hotel. Many, in fact, a very heavy percentage of the guests are prominent businessmen for whom a hotel provides the medium of a business office, and who are absolutely dependent upon the various service outlets of hotels. They want fast laundry and valet service, and because they are away from home often for long periods of time, good food is of prime importance. For the individual who makes the hotel his home on a pleasure trip, the good hotel provides travel bureaus and well appointed shops for both men and women. A large first-class hotel is really a city within a city.

## 2. Progressiveness and Maintenance

This means keeping the physical aspects of the business in good repair and keeping the operation in tune with the times. No one can continue to sell successfully if the merchandise is out of style and fashion. Furnishings must invite solid comfort through cleanliness and style. Housemen have many busy days ahead of them, but their work pays big dividends. Sanitation in kitchens and food storerooms should be above reproach, and frequent inspections are essential.

## 3. Public Relations and Sales Promotion

A good hotel makes it a very definite point to take a great deal of

interest in the civic functions and responsibilities of the city. Conventions are a major asset to any hotel and to any city, and to secure them requires cooperation with civic enterprise and willingness to work wholeheartedly to attain favorable and deep-founded goodwill. Publicity and advertising must be carried on in such a manner that results will become nation-wide. Connections and cooperation with high grade travel bureaus assure additional amounts of good business that is usually composed of a very high class clientele. It can, therefore, be understood very clearly that the field of public relations is the key to national prestige and the attainment of a name synonymous with character and quality.

## 4. Economic Values

The average American values the dollar and the amount which it will buy, and the man in business must compute the dollar so he can give as much as possible and at the same time leave him a fair margin of profit for his work and his investment. To operate a hotel up to the requirements and tastes of the American traveler demands vast expenditures for salaries, food, furnishings, upkeep and utilities. Efficient planning, regular inventories, cost and profit charts, elimination of loss through waste and dishonesty, etc., will result in the yearly savings of thousands of dollars, a large part of which can be passed on to the public, and the rest will be added revenue to the hotel itself. Sound economic planning will therefore result in balancing the dollar value as closely as possible by giving the guest more comfort and service, and providing sound financial background from the business angle.

## 5. Departmental Responsibility to Central Management

The heads of the various departments should be proven for their ability, cooperation and handling of personnel. The manager should have daily meetings with all the department heads in exactly the same way



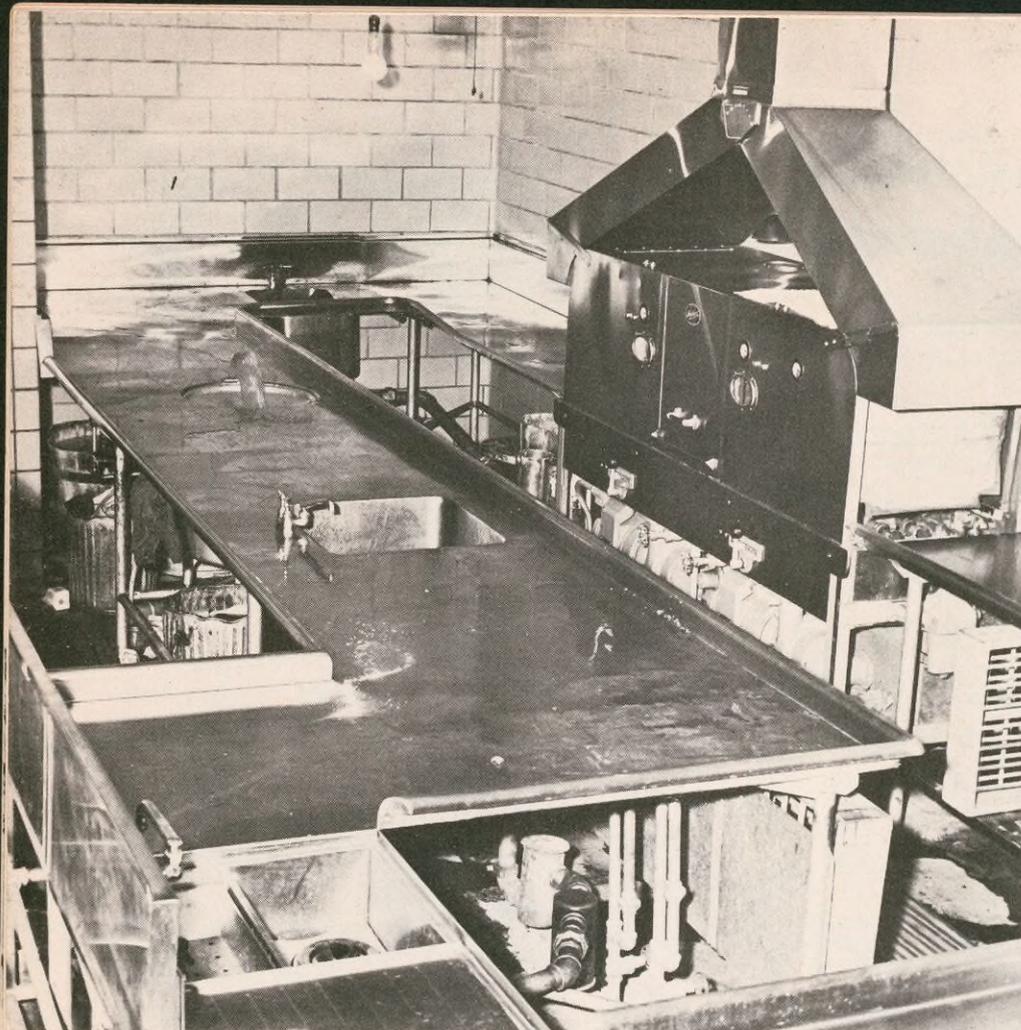
*"Merchandising of sleep and food must be just as up-to-date as that of a high class ladies' dress shop."*

as the sales manager of any other firm meets daily with his salesmen. Daily reports from every department should be left with the manager, in order that complete information of the entire house is at his disposal at any time he feels it necessary to look up certain records of the preceding day or of a month ago. The manager must work closely with his department heads, and, of course, must be familiar with their problems.

## 6. Coordinated Employer-Employee Relations

A well satisfied group of employees is reflected in the atmosphere of the hotel. The management should do everything in its power to bring about a relationship that is congenial and conforming with the numerous and exact duties required in hotel operation. It should be thoroughly trained to get a clear comprehension of the fulfillment of the work to which each individual is assigned. Make each man or woman feel that his or her job is essential to making the entire organization click. The hotel operator realizes that wages and hours are not as inviting as those in many other occupations and must, therefore, overcome that deficiency through the application of principles that will be inducive for the employe to retain his job and strive to better himself and keep in step for any promotions that might occur. A happy and satisfied employe will extend himself to no end in promoting the character of the hotel. He will be neat in appearance, courteous in his contacts and conversation, diligent in the execution of his duties. Occasionally, get-togethers between management and labor should be arranged in order that ideas and suggestions can freely be expressed.

a hotel. You just get a building where people can eat, and then the man who comes in will stop long enough to eat one."—Simeone Ford, while at the New York Hotel, New York.



The Boise's all-electric kitchen has recently been augmented with still more new equipment as shown in the illustration above. Below, Pastry Chef Paul Laufer makes wedding cakes for everyone but himself. He is shown with one of his latest creations.



## Boise Kitchen Streamlined

Over in the hills of Idaho the Hotel Boise has long been proud of the fact that it had the only all-electric kitchen in the state. Not content to rest on its laurels, however, the Boiseans recently installed additional new equipment to take care of the steadily growing demands of the food department.

Back-of-the-house men will appreciate the efficient arrangement of equipment at the Boise as shown in the accompanying illustration.

## Cake Artist Helps Cupid

Many people in Idaho are convinced that the main reason for Dan Cupid's great activity in the area can be traced to the fancy wedding cakes dreamed up by Paul Laufer, the Boise's pastry chef. His cakes are in great demand as much for their appetite appeal as for their romantic appearance.

Laufer came to the Boise six years ago after a job with MGM at McCall, Idaho, during the filming of "Northwest Passage." Prior to that he had been with the Twin City Bakery at Lewiston, Idaho, for 14 years.

In addition to cakes, Laufer is famous for his cinnamon rolls and hot rolls. He bakes approximately 60 dozen a day. He also bakes all the breakfast rolls, pies and cakes.

Though he has made many wedding cakes, Laufer never thought enough of the idea to bake one for himself. He is still single and when not baking he spends his time fishing and pheasant hunting.

### *New Employes*

Mrs. Grace Foster recently became Manager Virgil McGee's new secretary when her predecessor, Jeanne Walters, left to accept a government position in Korea.

Roscoe Smith is the Boise's new night clerk. He is the son of Henry Smith, chief engineer for the hotel.

★ ★ ★

The Western Hotels' maintenance department has been advised to investigate a new machine which reportedly "shampoos" upholstery. We've seen a few davenportes that look as though they've had a "shave."

★ ★ ★

Bad checks are becoming more plentiful, according to W. J. Griggs, Western Hotels' credit manager. Maybe that's where the synthetic rubber is going now.

# Owyhee Loses To West Point

The Owyhee Hotel in Boise lost a good bellman this month when John A. Hemphill was notified of his appointment to West Point military academy. He is the son of Clarence Hemphill, assistant manager of the hotel, who has been with the organization for 20 years.

John was an all-state center on Boise High School's football team in 1945 and was also a cadet Lieutenant Colonel in the high school ROTC. In 1946 and part of 1947 he attended Michigan State college on a scholarship received for outstanding high school work. He has worked as a bellman at the hotel during the summer months.

## Prefers Idaho

Carlo ("Charlie") Merlini, maitre d'hotel at the Owyhee, is one of Idaho's best boosters. Merlini started in the hotel business as a bus boy in New York, soon after arriving in this country from Italy where he was born. He worked in New York hotels for many years and came out west to work in the Owyhee five years ago. He left the Owyhee for awhile to work as catering manager in several Florida resort hotels, but returned when he found the climate there wasn't as good as Boise's.



Father and son, Clarence and John Hemphill, keep things going at the Owyhee prior to John's reporting at West Point this month. Hemphill Sr. is assistant manager of the hotel. Son John worked summers as a bellman.



Carlo ("Charlie") Merlini, below, is diligent maitre d'hotel of the Owyhee and one of the best boosters of the Idaho climate. He came west five years ago.



Mrs. Ruth Eccles, secretary to the manager of the Owyhee since last February, is a rose gardener of no small ability. The hotel is kept well decorated with her flowers.



Frank Pililis, chef at the Owyhee, is one of the main reasons for the popularity of that hotel's dining room. He has been with the Owyhee for over 14 years.



Hotel operations get a good working over from the feminine viewpoint whenever this group meets for lunch in Seattle. These women watch over coffee shop, dining room and banquet affairs in their respective hotels. From left, Mrs. Amy Lafayette, New Washington, who once raised 5000 turkeys plus sheep and cows on an Oregon ranch; Mrs. Iva Wiseman, Benjamin Franklin; Mrs. Ella F. Askew, Roosevelt, and Mrs. Mabelle McEacheran, Mayflower.



MANLEY HONTS

## Pie- "Composer"

"WE KNEW it all the time," some of the apple pie lovers who gorge themselves on the delicious fruit at the Cascadian hotel are going to chortle when they read this—the Cascadian's famous apple pies are baked by a combination musician and carpenter. He is Manley Honts, baker at the hotel for the last 16 years. The question immediately arises, are the Cascadian's pies construction jobs or inspired bits of culinary melody?

Long-time customers at the Cascadian seem agreed that there is a lot of both. In design and structure the pies are said to be without equal anywhere.

But, they also point out, there is something more. True gourmets will recognize the touch of the artist, that indefinable something that marks the difference between greatness and mediocrity.

"We are not at all surprised to learn these pies are baked by a musician," say the customers, "they are exquisite harmonies of taste and flavor. To eat them is music to the palate and our appetites sing in anticipation."

The man responsible for these kitchen operettas was born 42 years ago in Broken Bow, Nebraska. He first became acquainted with pastries working part time in a bakery and restaurant while attending the university. The acquaintanceship was casual, however, and lapsed for several years while Honts took a job as a surveyor and assistant carpenter with the county engineer's department. All during this time he continued his musical interests and often played in orchestras at night.

In 1931 he started at the Cascadian on a temporary job as a bus boy, became a baker's helper and finally, baker.

Honts is the father of five children and still finds time to pursue his musical talents in an orchestra in Wenatchee.

### WESTERN WILLIE

### "The Fall Guy"





THE HOTEL PRESIDENT'S Ernest and Robert Blackburn, above, are two of the well-known bell-hopping Blackburns. Out of seven boys in the family, six have been bellmen. Three of these have been employed at the President, one at the Benjamin Franklin and two at the Monte Cristo in Everett, Washington. Below, Number 1 success story at the President is Mrs. Mable Conn, who without previous hotel experience, has successfully held down the job of clerk and assistant manager of the hotel for the last five years.



YVONNE MARTIN

## Mademoiselle from Paree

**D**R. PAUMIER, the great physician from Paris, lifted up the phone in his room at the New Washington Hotel and absent-mindedly ordered breakfast as though he were still at home.

"Bonjour, mademoiselle, je desire dejeuner."

"Oui, monsieur," came back the prompt answer.

"Un cafe—au lait dut toast avec de la compote, et un cafe noir," he ordered sleepily.

"Tres bien, monsieur," came his answer.

Suddenly it dawned upon the French doctor that he wasn't in France and he shouldn't be talking this way. He tried to repeat his order in English, but became confused. However, Yvonne Martin, the New Washington's switchboard operator, laughed and promptly came back at him in his own tongue, much to his relief. "Why," he declared, "this is almost as good as the Ritz in Paris."

Petite and vivacious, Miss Martin was born in Brest, France. Her father had business in both France and Canada and she alternated between the two countries and learned about Americans while working for the U.S. Engineers in Edmonton. At the first opportunity she came to this country, arriving in Seattle on May 2. The next day she applied to Manager Ray Thatcher for a job and so impressed him with her sparkle and personality that he hired her on the spot. She is studying nights to become a citizen.

At one time before the war she was offered a position as interpreter at a Paris hotel, but her father turned thumbs down on Paris, calling it "La cite des ames perdu!"

"He hasn't seen Seattle," comments Yvonne.

# Suggestion Winners



Bert Halstead, watchman at the Georgia, explains his prize-winning elevator door clamp to Bell Captain George Head. At right is a diagram, drawn by Halstead, to show how the gadget operates.

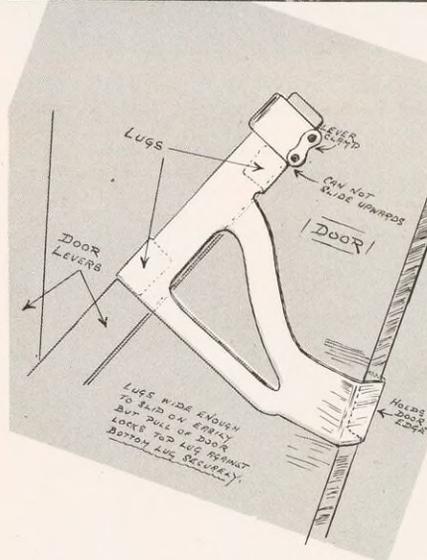
**W**ESTERN Hotels' combined creative talents shifted into high gear operation early this year when Front magazine announced its suggestion awards for 1947. Every operation, from the maintenance department to the dining room, was carefully scrutinized and at deadline time 28 different suggestions for improvement had been received.

This galaxy of brainstorms caused no end of difficulty for the judges. Often they found themselves in sharp disagreement as to the relative merits of the best suggestions. To resolve the differences, a rating point system had to be set up by which each idea was scored with the highest scores winning the awards.

## FIRST PRIZE

**B. L. Halstead,  
Georgia Hotel**

Easy winner of the \$25 top prize was B. L. Halstead, watchman at the Georgia Hotel in Vancouver, B. C. His brass clamp to keep an elevator door open was so simple and effective that it won hearty approval everywhere.



"The first time I saw the wooden stick I considered it a poor rig," Halstead says in explaining how he arrived at a design for the clamp. "The stick was placed in the floor groove to keep the elevator door open while the night operator performed various services on different floors. I often wondered what would happen if that stick slipped out of the groove.

"I soon found out—and it wasn't funny either. The operator was locked out on an upper floor and had to phone the engineer for help. A few people made a lot of remarks on the main floor before the other elevator got into motion.

"I felt that there must be a better,

faster and safer way to secure the door and went to work designing something in my home workshop. I made a brass clamp with locking device using the eccentric principle (deviating from center).

"It worked fine, but realizing that someone might forget to lock it, I made another clamp with lugs requiring no lock, and a third one which is speedier and can be cut from one sheet of metal about 6 by 12 inches. I have had one in use now for several weeks and it can be slipped on or removed in a second, cannot slip or fail, saves time, trouble and temper and will last for years."

In addition to the first prize, four runner-up awards were made of \$10 each. These awards went to Mabel Kester, maid at the Benson; Eugene E. Fitzgerald, night clerk at the Waldorf; Klara Dalzel who works in the pantry at the Leopold and Mrs. Maxine Johnson, waitress at the Cascadian Coffee Shop.

**MRS. MABEL KESTER  
Benson Hotel**

Mrs. Kester's suggestion was that a card with the words "New Party" be placed above the door by a bellman whenever he brought a new party into a room. This would avoid confusion and duplication of services which at present occasionally causes expense and annoyance. Mrs. Kester has worked at the Benson for over two years. She reports, also, that she has already spent her \$10 prize money.

"I used it to buy a new enamel paint to paint my kitchen," she explained. "The colors are buttercup yellow with an off-white ceiling. Most of the girls say it sounds quite enchanting."

**EUGENE FITZGERALD  
Waldorf Hotel**

Fitzgerald has worked as a clerk at four different hotels for many years but is relatively new to Western Hotels. He came to the Waldorf in March, 1946 after three years at the Spokane hotel and 12 years at the Davenport hotel in Spokane. He also worked at the Utah in Salt Lake city and the New Florence in Missoula, Montana.

From these experiences he became impressed with the desirability of providing guests an opportunity to make suggestions for improvement in service and accommodations, or to let the management of the hotel know what particular features won their highest approval. He explains as follows:

"We should place a form letter in each room with an envelope addressed to the management asking for suggestions regarding better service; also any complaints they wish to make. I believe this would furnish some valuable information."

Variations of Fitzgerald's idea are already being tried in a few Western Hotels' dining rooms to measure the public acceptance of some of the food service departments.

#### KLARA DALZELL

##### Hotel Leopold

Miss Dalzell's suggestion is for the improvement of a salad. Considering Western Hotels' great concern at the moment with improving food quality in all dining rooms, this was almost a cinch to win a runner-up prize.

"In making a fruit salad," she explains, "I use canned orange juice rather

than lemon juice to keep apples or bananas from turning dark. It also makes a much tastier salad when mixed with mayonnaise."

#### MRS. MAXINE JOHNSON

##### Cascadian Hotel

Mrs. Johnson, a waitress at the Cascadian, felt that the post-war world had arrived in almost every respect except in that of squeezing orange juice. It was still being done by hand at the Cascadian.

"The hotel," she maintains, "should purchase an electric orange squeezer. Before we open the Coffee Shop we prepare two full pitchers, but before our breakfast is over we invariably run out. The electric juicer would cut the waste of the oranges in half. Besides, our guests wouldn't have to wait for the longer time it takes to squeeze it by hand."

## New Washington Promotions Told

Several promotions at the New Washington were announced recently by Ray Thatcher, manager.

Lloyd Simons, former assistant manager, is now executive assistant manager of the hotel. Simons started out as a bellman in the Columbia hotel in Wenatchee in 1927. Before going into the navy in 1944 he was manager of the Cascadian. He has always worked for Western Hotels.

Bob Bernnard, former chief room clerk, moves up to take Simons' place as assistant manager.

Dee Barkell has been named assistant manager in charge of catering.

Clarence Schlosser, former room clerk, now becomes chief room clerk.



EUGENE FITZGERALD

"Ask the guest for suggestions"



Mrs. Mabel Kester, right, maid at the Benson, shows the housekeeper, Mrs. Elma Stenson, how her "New Party" card idea would work. Mrs. Kester would favor a smaller card than the one illustrated here. Mrs. Stenson approves the idea, pointing out that there is no way of knowing when the people check out without going back to housekeeping headquarters.



Arthur Muenger, right, and the ice eagle he carved for a banquet at the Georgia hotel. In Hong Kong he once carved an elephant out of a 1000 - pound block of ice for an Indian maharajah. The banquet cost \$25 a plate. In the center, above, is William Hudson, manager of the Georgia. At left is Max Amman, catering manager. He is also Swiss and has an expert knowledge of wines. He worked for Canadian National Railway and C.P.R. hotels before coming to the Georgia.

## Versatile Georgia Chef

*Arthur Muenger has carved eagles out of ice blocks and made hotcakes out of sawdust*

WHEN the Japs took Shanghai in 1942, they slapped one of the best chefs in the city in a concentration camp and for many long months he exercised his talents by trying to make hotcakes out of sawdust and dinner entrees out of rice husks.

Today Arthur Muenger is winning praises from all over southwestern Canada for his work as chef at the Georgia Hotel. He is a Swiss-born and trained chef and a long-time member of the famous Swiss Union Helvetia. Like Duncan Hines, he agrees that a lot of the cooking in North America is not what it could be, but he places most of the blame on the public's lack of appreciation of fine food.

"People will eat anything," he says in despair, "so long as it is fast." To improve food preparation he would give more attention to the training of cooks.

"What this country needs is a man who wants to become a cook and starts out at 14 or 15 years of age with that in mind," he maintains.

Muenger's own career follows much the pattern he recommends. As a boy, he started working in Swiss hotels washing pots and pans. Following the Union Helvetia line of progression, he graduated to soups and then to roasts. He knew he was making progress when he became a sauce cook (equivalent to second cook here). He had to hold that job at least a year before becoming a first cook. He was also required to spend six months in the pastry department.

"All this time one also has to go to school in the afternoons studying all subjects from cleaning pots to building hotels," he explains. "We covered a variety of fields. I have studied hospital dietitian work, anatomy and have had

to spend three months working in a slaughterhouse learning how to carve animals."

The final chef's test is a gruelling six-day ordeal which involves making out menus and preparing meals single-handed. The candidates draw lots for various animals, go into the slaughterhouse, kill, skin and carve the animal, mark the cuts and cook it. Muenger drew a bull on his test.

Upon successful completion of these tests, the candidate is awarded a diploma which is recognized all over the world. Muenger received his in 1931.

When European tourist travel fell off in 1932, Muenger set out for China to see what he could find. He arrived in Hong Kong with only \$50 in his pocket. A Swiss chef at the Hong Kong Hotel helped him get a job there for six months during the summer. Though he spoke French, German and Italian, he knew little English and spent his evenings learning that language by translating newspapers. From Hong Kong he went to Shanghai as assistant chef in the Cathay Hotel. He later became chef and when the manager took sick in 1941 he was virtually running the entire establishment.

He met his wife-to-be in 1937 when she was working as a stenographer in a shipping firm. They became engaged in 1939 and were married in five minutes in a hotel room when the Japs arrived in 1942. She was English and a combatant, while he was a neutral Swiss. By marrying and assuming his nationality she could achieve neutral status also, and keep out of the internment camp. Life became very difficult for awhile, according to Muenger. The Japs kicked him out of the hotel as soon as they learned to run it themselves, and they spent some time in a concentration camp anyway. Their son was born in a Jap hospital and, according to Muenger, is the only white boy with a Japanese birth certificate.

"We were bombed out three times," he related. "For four years I never had a slice of bread and I lost 102 pounds. For six months we lived on nothing but rice husks."

When the English finally came back to Shanghai, Muenger worked for the Admiralty as a mess caterer and in the senior officer's mess. He came to Vancouver in 1946 because his wife's relatives lived there. Though he had planned to go on to Switzerland eventually, Muenger likes his work so well at the Georgia that he is trying to stay. His second child, a daughter, was born in Vancouver last August. Immigration restrictions and red tape, however, have left him unsure of his status and he doesn't know for sure whether he'll be deported or not.



Mr. and Mrs. Art Eymer compare the new Peacock wallpaper with the old Venetian design in the Governor Hotel's Venetian Room. Eymer is painter for the hotel. His wife is clerk.

## Now, It's the Peacock Room

A room, like everything else, occasionally likes to be something different from what it has been—to change its personality. In Olympia last month, it was obvious that the Governor Hotel's stately Venetian room was getting a little bored with itself, but no one knew exactly what to change it to.

Last week, Art Eymer, the Governor's painter and paperhanger, came up with the answer. In one of his frequent excursions through the latest patterns in wallpapers, he discovered a startling Peacock design. When resident-manager Wally Bowen saw the pattern, he agreed it was just the thing, so now the Governor's Venetian room will drop its formal stateliness to become an exotic Peacock room.

Selecting wallpapers is one of Eymer's favorite pastimes. He has been

with the Governor for over 10 years and carries on a steady renovating and re-decorating job all the time. He was born in Iowa and has been painting ever since he was 23 years old. He is now 61. He was a paint contractor in Olympia before going with the hotel. During the last year and a half, he has done over 56 rooms in the hotel. In showing off some of the rooms he explains, "I guess I run a little bit to blues and flowers. Bowen likes stripes."

The Governor is the source of a lot of family pride all around for Eymer. His wife, Leta, went to work there as a switchboard operator about three years ago and is now clerk. The two of them have an apartment at the hotel. They have six children, all grown up and away from home, and six grandchildren.

## Reader Reactions

Among the many comments received by Western Hotels upon publication of the first issue of *Front* was the following poem composed by J. B. Warrack, an Alaskan contractor and frequent guest at the New Washington:

Western Hotels Inc.

Gentle-men:

I take my pen in  
Hand again  
To thank you for your  
Newest stunt  
The procreation  
Of the "Front"

A lowly patron  
Me, I say  
You're on the beam, I  
Hope you stay  
I like the format  
Style and prose  
You've smote the ball right  
On the nose

You pictured lift-girls  
Uni-gowns  
And told of Patti's  
Ups and downs.  
I learned why coffee  
Price goes up  
Each time the bus-boys  
Smash a cup.

I noted Bernnard's  
Carefree pose  
His friendly grin that  
Grows and goes.  
La Mac with Indians,  
Same on skates,  
Directing weddings,  
Fixing rates

Ray Thatcher's photo  
Shows up well  
But one must wonder  
How in hell  
He finds the time to  
Head the staff  
And then milk heifer,  
Bull and calf

Give us more pictures  
Dig up lore  
In other syllables  
Tell us more.  
Entre "Front" entre  
Soon—I mean  
Yours very truly  
Twelve fourteen



CECELIA CASSIDY

"Make the customers feel at home"

**R**EMEMBER the man who wants extra cream in his coffee or who likes his eggs fried straight up," advises Cecelia Cassidy, waitress at the Roosevelt Hotel in Seattle. Such sage advice from soft-spoken, dark-eyed Miss Cassidy cannot be taken lightly. In 14 years with Western Hotels she has developed an ability to make table-waiting a highly profitable occupation.

"It's all in the personal touch," she explains, "make the customer feel at home. Let them know that their little likes and dislikes are noticed and remembered. It makes them feel important, and of course, they are important because they're your customers."

Miss Cassidy has developed the personal touch to a fine point. She has two customers, for instance, who find their breakfast orders on the counter in front of them almost before they have time to get well settled in their seats.

"They've been eating here a long time," she explains, "and they always have the same thing, orange juice, toast and coffee. I don't even ask what they want, just bring it out as soon as I see them come in the door. They get a great kick out of it and always come back."

According to Miss Cassidy, a good waitress apparently must be an instinctive psychologist with an overdose of intuition and lots of experience. The first step in developing the personal touch is to be able to identify types.

"There's the talkative type," she points out, "he likes to say a few words to the waitress and appreciates an interested listener and a few comments in return. One has to learn to say enough to him but not too much.

"Then there's the eat and rush type. His main object is just to pile up enough fuel to keep him running until his next mealtime. Eating is a chore with him and the faster you can serve

# The Personal Touch

*Noticing customers' likes and dislikes held key to success*

him his food and anticipate his needs, the better he'll like it."

Obviously a waitress who can't tell the difference between these two types of customers is likely to get someone awfully irritated, but it comes easily to Miss Cassidy who claims she can tell most customers' types after serving them one time.

"There's another type that wants lots of attention," she says. "You have to make a great fuss over him. Still another type has a lot of trouble trying to decide what to order. He will appreciate it if you come out with a forthright suggestion. Tell him the waffles are good this

morning... and hope for the best."

Miss Cassidy was born in Canada and took her first hotel job with the Georgia in Vancouver where she worked for 12 years. She became a waitress at the Roosevelt two years ago. This summer she finally decided that life in the United States was pretty much to her liking and is now taking steps to become a citizen.

Waitresses, according to her, have the toughest jobs in hotels because they always deal with people who are hungry, and when they are hungry they are more likely to be irritable and have grumpy dispositions.

"For this reason," she says, "a pleasant



Waitresses at the Multnomah in Portland stand by while James Day, night dinner cook, carves a plank Salmon for one of the hotel's many banquet dinners. From left, Mrs. Tillie Huntley, Maxine Willomant, Ethel Garner, Mrs. Jessie Rickford and Mrs. Hulda Williams. Day, who has been at the Multnomah four years, built airstrips with the aviation engineers in Burma during the war.



These waitresses keep customers happy at the busy Sir Francis Drake in San Francisco. From left, Alice Eyerly, Cordelia Pysin, Marge Dozier, Lilly Hasiat, Mary Bennette, Connie Coleman, Jerry Peterson, Margaret Dicken, Marie Carr, Bee La Cahpelle, Rita Ferguson, Jean Conroy, Pauline Duffy, Elsie Anciro, Mildred Sellers, Vivian Skagg, Thelma Brunson.

disposition on the part of the waitress is very important."

Apparently, different stations make only a slight difference in the earnings of good waitresses. Steady customers will often seek out their favorite waitress wherever she might be working. At the Roosevelt, according to Miss Cassidy, it's about a toss-up so far as working at the counter or in the dining room is concerned. Although the tips are usually smaller at the counter, a waitress can serve a lot more customers in the same length of time and therefore average out about the same.

★ ★ ★

What with rising costs and all, Western Hotels, like most others, is busy looking for new sources of revenue. Millie, the maid, suggests installation of vending machines to sell "souvenir" towels.

### I'LL NEVER FORGET THE TIME . . .

EDITOR'S NOTE: Strange things happen to anyone in the hotel business. They've probably happened to you. Front will pay \$5 for each incident accepted for this feature. Send in yours. No illustrations are necessary, just write down what happened.



"When I first began to work in a small hotel I was called on to deliver ice to a room. The bellman's instructions were to carry the ice to a room in a silver bowl and place it in a pitcher in the room for that purpose. I answered with the ice, poured out the contents in the pitcher and placed the ice in it, then asked, "Is there anything else, gentlemen?" They answered, "No son, and you might as well take the ice back with you. That was our gin you poured down the sink."

Submitted by CLIFFORD BRAULT, Bellman . . . Multnomah Hotel

# Front!

Vol. 1 July, 1947 No. 2

Published for the employes of  
WESTERN HOTELS INC.

S. W. Thurston, President

Executive offices:

New Washington Hotel Seattle, Washington

Printed in U. S. A.

# Western Hotels, Inc.

**VANCOUVER, B.C.**

*Georgia*

**BELLINGHAM, WASH.**

*Leopold*

**MT. VERNON, WASH.**

*President*

**WENATCHEE, WASH.**

*Cascadian*

**SEATTLE, WASH.**

*New Washington  
Benjamin Franklin  
Mayflower  
Roosevelt  
Waldorf*

**WALLA WALLA, WASH.**

*Marcus Whitman*

**OLYMPIA, WASH.**

*Olympian  
Governor*

**BOISE, IDAHO**

*Boise  
Owyhee*

**POCATELLO, IDAHO**

*Bannock*

**PORTLAND, ORE.**

*Multnomah  
Benson*

**SAN FRANCISCO, CAL.**

*Sir Francis Drake*

