



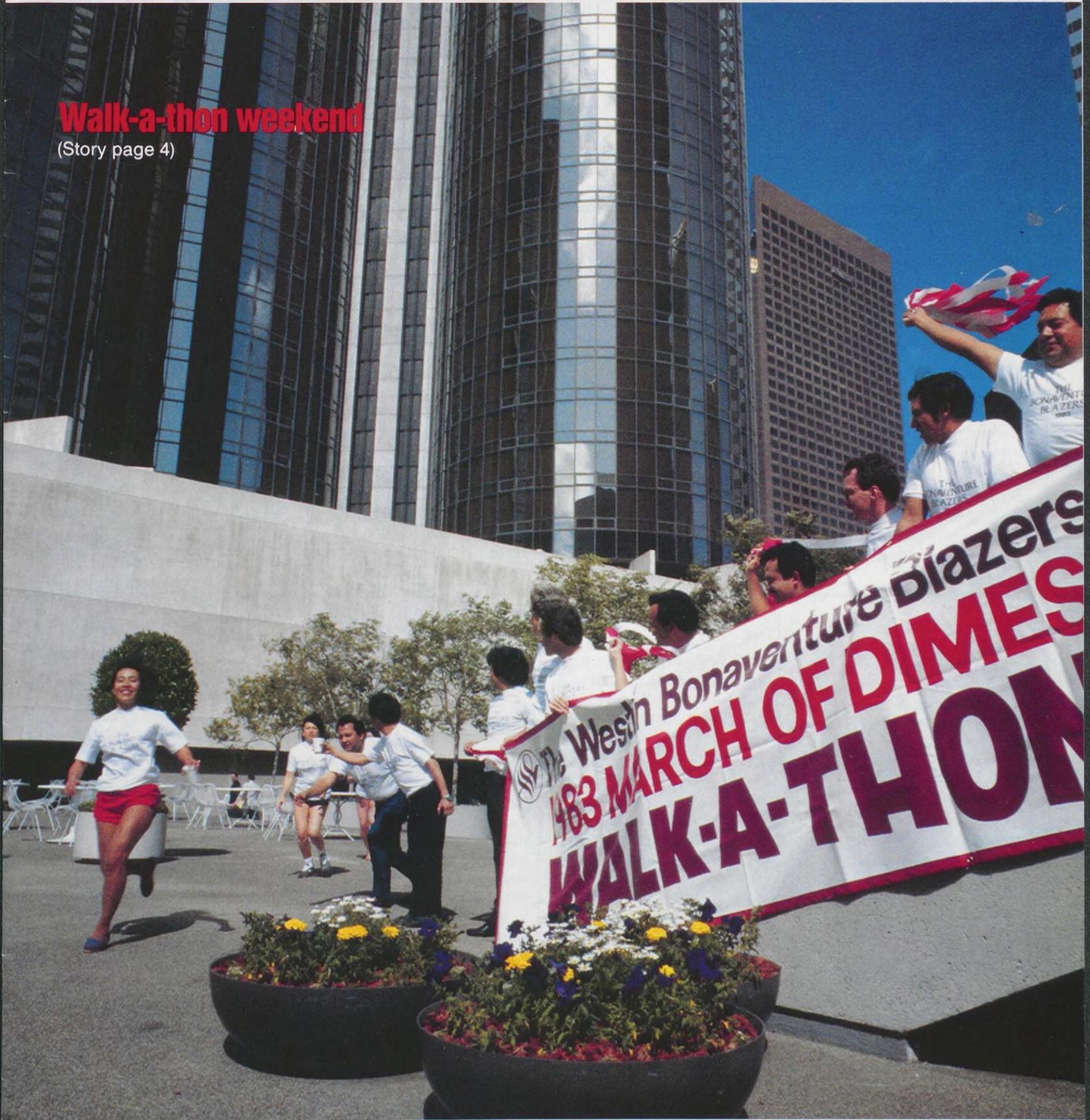
WESTIN HOTELS

JUNE 1983

Front!

Walk-a-thon weekend

(Story page 4)



NEWSFRONT

Moving on Moving up

Bob Chamberlin, director of Marketing, The Westin Chosun, Seoul to director of marketing, The Westin Hotels of Raffles City, Singapore and will be headquartered in Chicago.

Mark Hellerung, assistant F&B director, The Westin Hotel, Chicago to assistant F&B director, The Westin Hotel, Copley Place Boston.

Michael Maloney, sales manager, The Westin Hotel, Chicago to senior sales manager, The Westin Hotel, O'Hare.

Joseph McGinness, laundry/valet manager, The Arizona Biltmore to laundry/valet manager, The Westin St. Francis.

Jorge Melendez, assistant controller, The Westin Bonaventure, Montreal to controller, The Westin Hotel, Edmonton.

COVER: Off to a running start from the pool deck of The Westin Bonaventure, Los Angeles, Brenda Chiang, personnel, is cheered on to the Walkathon start site by fellow employees.

The hotel's 21-member Westin Bonaventure Blazers team walked in a total of \$2,548.45 in pledges.

See page 4 for more Walkathon highlights and happenings as reported by other Westin hotels.

Front!

A monthly publication by and for employees of **Westin Hotels**

Gabe Fonseca,
Publications Editor
The Westin Building
Seattle, WA 98121

Printed in U.S.A.

Diane Ptasnik, reservations manager, The Westin Bellevue Stratford to reservations manager, The Westin Hotel, Copley Place Boston.

Peter Quattrone, controller, The Westin Hotel, Cincinnati to manager-administration, The Westin Hotel, O'Hare.

James Seay, assistant personnel director, The Westin Peachtree Plaza to director of personnel, The Westin Galleria.

Neil Sint-Nicolaas, executive chef, The Westin Wailea Beach to executive chef, The Westin Miyako.

Bruce Schmidt, F&B operations analyst, The Westin Bonaventure, Los Angeles to beverage manager, The Westin Bellevue Stratford.

Carl Sirois, accountant, The Westin Hotel, Seattle to assistant controller, The Westin Hotel, Cincinnati.

Kent Taylor, assistant front office manager, Century Plaza to assistant front office manager, The Westin Hotel, Cincinnati.

Terry Tufts, assistant housekeeping director, The Westin Bonaventure, Los Angeles to director of housekeeping, The Westin South Coast Plaza.

David Trainor, assistant front office manager, The Westin Hotel, Chicago to assistant front office manager, The Westin Hotel, Cincinnati.

John Zoulas, manager human resource development, The Westin Hotel, Seattle to program manager in man-power planning and development at the corporate Personnel Division.



Retirement fete honors CARLSON

It was a sizable group that had gathered for formal dinner ceremonies honoring a man whose illustrious corporate career had not only won their considerable respect and admiration, but that of much of the business world as well.

Attending the affair at The Westin Hotel, Chicago on April 27, were UAL, Inc. board members, corporate officers of Westin and United, and other business associates and personal friends.

In the seat of honor was Edward E. Carlson, who was retiring from the UAL Board of Directors.

The occasion was one of warm affection and expressions of good will for Carlson. Recalled were incidents of Carlson's career achievements that for many was the personification of the American dream. His was the success story of rising from humble beginnings to pursue a leadership role that was to position him as head of one of the world's finest and most respected hotel companies. Then, to change career direction at age 59 and repeat that achievement to become head of the world's largest airline company.

Carlson's introduction to the hospitality industry began in 1928 when, while attending the University of Washington, he worked part-time in a Seattle hotel as a page boy and elevator operator.

This was also his introduction to Westin and his consequent full-time hotel career. After some years of operations experience, Carlson joined the company's corporate staff, which was to lead to his election as president in 1960 and to the post of chairman in 1969.

Under Carlson's leadership of the "second generation" of Westin management, the company expanded its operation internationally and established its since-held position in the forefront as the nation's leading hotel company.

With the merger of Westin with UAL, Inc. in 1970, Carlson was shortly thereafter elected president and chief executive officer of UAL, Inc. and United Airlines.

In January 1975, Carlson was named chairman and chief executive officer of UAL, Inc.

At the retirement dinner, a resolution paying tribute to Carlson from the UAL Board said in part:

"Eddie Carlson will be remembered as a man of vision with an unshakable faith in the American dream and as a man of action with the ability to recognize and seize opportunity."

The many Westin people who were associated with Carlson during his tenure with the company would very likely agree with that resolve.

What also might be added is the indelible remembrance of Carlson's genuine people-caring quality and his ability to inspire personal achievement in others.



Artist's rendering of 30-story Century Plaza tower addition. Main building is shown at lower right.

Century Plaza to add SUPER DELUXE TOWER

Ground breaking ceremonies on the morning of Wednesday, May 18, marked the start of something big at the Century Plaza.

Just to the south of this world-acclaimed Los Angeles hotel, a new 30-story, 322-room super deluxe tower addition will be taking shape.

Owner/developer of the projected \$80 million tower is Century City, Inc., the subsidiary of Alcoa Properties, owners of the Century Plaza.

Each of the guest rooms will have a private balcony, 550 square feet of space, and lavish bathrooms with both a stall shower and tub. In addition, each of the rooms and suites will have a wet bar, refrigerator, sitting area and residential furnishings.

The top three floors will be devoted to suites. Both the 28th and 29th floors will have just four suites each. The penthouse floor at the top will have a single suite with 7,000

square feet of space and balcony/terraces on all four sides affording spectacular views of the city.

Two dining rooms are planned, one for fine dining and the other informal, as well as a small bar off the lobby. There will also be limited meeting facilities.

The tower will be connected to the existing hotel's lobby by means of a covered arcade or loggia. Other than the tower itself, a pool and access roads, the remainder of the four-acre site will be landscaped gardens.

Among those present at the groundbreaking ceremonies were Harry Mullikin, who was manager of the Century Plaza when it opened in 1967, and Bill Quinn, vice-president/managing director of the Century Plaza.

Completion of the tower is expected by December, 1984, and is expected to generate 300 jobs upon opening.

EXCEL-83 response excel-lent

Last November, Westin launched "Excel Eighty-three", successor to the sensationally successful "Great Opportunity" travel agents program.

This month, on June 30, the Excel Eighty-Three program comes to a close. The question — will it match its predecessor's success in business bookings?

Bill Newman, senior vice president/marketing provides some answers.

"The latest figures we have (as Front! went into production) are for the end of April

1983," Newman reported. "They showed that travel agency bookings through Central Reservations stimulated by Excel Eighty-Three were 24,498 room nights above the same period a year ago, or about 26 percent over April 1982."

A major difference between the two promotions is that Excel Eighty-Three participants had to earn their free Westin hotel room nights through a client booking point system. (Great Opportunity offered qualified agents free room nights merely on a request, space availability basis.)

Excel Eighty-Three also offers some special incentives, including monthly drawings for expense paid trips and accom-

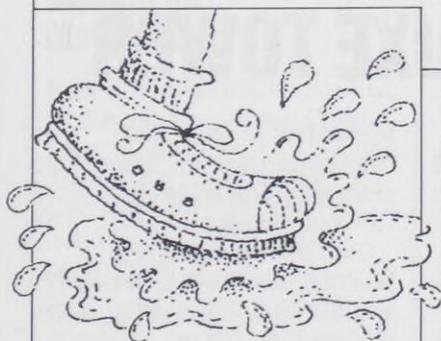
modations at select Westin hotels. Further, in July, two grand prize sweepstakes awards will be drawn, each consisting of two-week trips for

two persons to Tokyo with free accommodations at Westin's newest affiliated hotel, the Akasaka Prince.



Carole Schlitt (right) of Rand-Fields Travel in Beverly Hills, California, was the first prize winner of the Excel Eighty-Three drawing, a five-night stay at The Westin Wailea Beach. Presenting the award is Lannis Feifer (left) sales manager, Westin Sales Office/Southwest, and Jim Weiss, manager, Travel Industry Sales.

Walkathon or 'Sloshathon'



The U.S. weather picture for Walkathon weekend (April 23-24) wasn't all that cooperative. At least in some areas.

It poured buckets in New York. Philadelphia, literally, was a washout — The Westin Bellevue Stratford had to cancel and reschedule for a late May date.

And, the West Coast fared as badly. Torrential rains in San Francisco were responsible for what turned out to be a mini-walkathon (sloshathon?) when the event was called off about mid-course.

Reports from hotels in-between both coasts, however, generally reported clear skies and ideal walking weather.

Overall, it was a first-class turnout with some hotels reporting the largest groups ever participating in this national annual benefit for the March of Dimes Birth Defects Foundation.

With pledge totals still to be tallied, rough estimates from around the system indicated a generous giving for this very worthwhile cause.

And, in spite of some unpermitted weather, a general consensus from among the heroic participants was that it was fun. Challenging, exhausting and foot-numbing maybe, but fun.

A few of the walker heroes are pictured in these submitted photos:



HOUSTON—Frank Gill, (left) The Westin Galleria sales manager, gives one foot a fresh air breather while companion Brian Hanley, assistant controller, treats himself to a pause that refreshes.



SAN FRANCISCO—Ann Biernacki, convention services secretary at The Westin St. Francis and a Walkathon participant for the past five years, seeks a moment's respite from the rains under a friend's umbrella.



KANSAS CITY — Adding a classy touch, The Westin Crown Center's tailgate "refreshment stand" at the halfway mark included silver service and candelabra.

interview

Walker Williams



'...we must build a system that meets our employees' needs...'

Recently, Front! visited with Walker Williams, director of personnel for the Corporate Personnel Division. Since Williams joined Westin almost two years ago, the Division has been steadily and carefully structuring a comprehensive companywide human resources management system.

Here, Williams shares some insights on the system and, as it is implemented, how its various aspects will affect the lives and career development of Westin people.

interview

FRONT!: During the almost two years you've been with Westin, the Personnel Division has undergone some considerable restructuring — to what direction and purpose?

WALKER: Gabe, some historical perspective is important prior to answering that question.

Traditionally, Westin has assigned the responsibility for the management of its human resources function to its individual hotel properties. Because of this, and the fact that our hotels were developed somewhat independent of each other, we have many different systems for managing our people in the field. All corporations have just four assets they can use to manage their business: raw materials, technology, capital and people. Westin already has sound systems for managing the first three.

Our purpose then, is to develop a companywide human resource management system, which optimizes the productivity of our people. To do this, we must build a system that meets our employees' needs, is equitable throughout our hotels, and is cost-effective for both the employee and the company.

In more specific terms, the system must compensate people fairly for the work they do, provide security for our employees, give each employee the knowledge they need to perform their job successfully, and provide them with feedback about their current performance and future with a growing Westin Hotels company.

The managers in our company realize that the responsibility for the management of people needs to be a shared one. At the corporate level we are currently making great strides in developing programs in compensation, training, affirmative action, manpower planning, career development, new employee orientation, and entry level selection. These will supplement the efforts of the managers in the field to effectively and equitably manage our most important asset — Westin people.



FRONT!: Well, lets talk about some of these areas and what's been happening. Training and Development for instance, that's an area of interest to a lot of people.

WALKER: We feel that the corporation needs to build a system that guarantees that each employee is provided with the information he or she needs to successfully perform the job. That system would include a clear description of job responsibilities, a definition of the standards that the employee will be expected to perform to, training programs that teach each employee how to perform those responsibilities up to the stated standards, and a performance appraisal system that lets the employee know how he or she is doing. Westin currently has two programs that are in general use systemwide.

These programs are the Professional Management Program, which is intended to bridge the educational gap from organization level to organization level throughout the employee's career, and Westin Corps.

Westin Corps is a centralized, in-depth management education program, which is currently targeted at employees who are preparing themselves for executive committee level management responsibility. Our assessment is that the rest of Westin's education system is truly a mixed bag.

In the past 16 months, the Corporate Manpower Planning and Development

department has developed the following programs to supplement our current systems companywide.

1. Hourly Employee Technical Skill Programs — Currently 21 hourly employee technical skills training programs have been developed in conjunction with The Westin Hotel, Seattle to "five star" standards. These programs are available for use in our properties companywide.

'...to identify what our people want to do...and to help them get there.'

2. Management Supervisory Skill Training — To meet our management's need to learn the basic, generic supervisory skills, we purchased a program called Interaction Management. In the past year, we have presented this program to 19 of our properties. Currently 15 of those 19 properties are using the system.

3. Entry Level Management Training — During the summer of 1982, we produced a prototype entry level management training program for the front office area. We also have received approval from the Operations Committee to begin the development of consistent entry level

management training programs to be used in all of our properties.

4. Career Development — We are currently formulating a companywide career development program. The purpose of a career development program in Westin will be to identify what our people want to do in their careers in this company, and to help them get there.

5. Manpower Planning — We have just recently received approval from the Operations Committee to conduct overall manpower planning. This will allow us to look at the entire company and its human resource needs. We will be able to more accurately identify the number of people we need, the type of people we need (which will have affirmative action implications), the timing as to when these people will be needed, and the costs.

FRONT!: What's taking place in the equal employment/affirmative action area for Westin?

WALKER: Our current EEO/AA population distribution is unacceptable. Realizing this, the company is re-emphasizing its commitment to a companywide affirmative action program. The program will be targeted toward females, minorities, and other protected class employees, such as the handicapped. Management will set affirmative action objectives and that will be tied to their merit compensation program.

Westin's top management has a very strong commitment to this affirmative action program.

FRONT!: How about the area of compensation and benefits?

WALKER: We have made some organizational changes in the compensation and benefits area so that we may position ourselves to be able to look in the future at total compensation. We are developing a compensation/benefits system that increases our ability to provide a total compensation package that best meets employees' needs.

Specifically, in the compensation area to address the issue of equal pay for equal work and systemwide compensation

'...management has a very strong commitment to this affirmative action program.'

equitability, the company has purchased Hay & Associates job evaluation system.

This system will re-evaluate all jobs in our company against a consistent set of job relevant factors. This will give us the ability to grade jobs across functional lines, and to the best of anyone's ability, guarantee that we are paying people fairly for the work they do. This system will also provide us with a strong tool to insure that our jobs are competitively priced in the marketplace.

FRONT!: Are there any changes being made in our college recruiting program?

WALKER: The college relations system is comprised of manpower planning, recruiting, selection, placement, and orientation/training. Historically, the only piece of that system coordinated by corporate personnel was the actual recruiting effort. Recently, the Operations Committee approved the centralization of manpower planning; the continuing recruiting effort; the selection of our new management trainees by division heads (i.e., Rooms, Food and Beverage, Marketing, etc.); the recommended placement of new management trainees at properties where they will receive the best training for their area of interest, and the go ahead to develop specific entry level management training programs for use companywide.

The college recruiting effort will continue to utilize hotel Managing Directors and General Managers to identify the college students they feel are acceptable candidates that will best fit into our system.

FRONT!: This direction of greater centralization in several areas of

personnel, will it tend to lessen the role or responsibilities of hotel personnel department staffs?

WALKER: Not at all! In fact, they will be taking on more responsibility and will assume an increasingly larger role in the day-to-day management of Westin's people. These centrally developed programs will even further enhance their leadership position in the hotel, especially in the areas of manpower planning, affirmative action, compensation administration and training and development.

No one at the corporate offices is capable of successfully managing any one of our property's human resources on an on-going basis. That is the responsibility of the property personnel director. Our role in the Corporate Personnel Division is as a staff support to the hotel personnel director. Any function that can be more efficiently done at the hotels, should be done at the hotels.

Another part of our responsibility, beyond the direct support of line personnel directors, is to an entity called Westin Hotel Company. I feel a personal responsibility to continually assess policies, programs, and systems and how they impact the company and its employees, as a whole.

FRONT!: Walker, are there any final comments on Westin Hotel Company or the human resources area?

WALKER: Yes, I personally feel very fortunate to be in this job, in this company, at this time. I have been blessed with a company that sets high standards in all areas; has management at the top that is committed to having the finest human resource management system in the industry; has a work force that can be matched by none in technical competence and commitment to excellence — to being "First Class, Worldwide;" and a staff that is as good as, or better, than any in our industry.

If we do not build a human asset management system that maximizes the productivity of our work force and at the same time meets the needs of our employees, it will only be because we didn't try together.

PHOTONEWS



On camera

ATLANTA—The dining scene is a set-up, but the cast is real people — hotel staffers who played “starring” roles in a sales film recently produced by The Westin Peachtree Plaza.

The film, aimed particularly towards meeting planners, was conceived as a sales tool for the hotel's sales and catering

sales departments. Almost every area of the hotel was filmed with a number of employees appearing on camera — some with speaking parts. While the finished film may not qualify as an Oscar contender, it has proven a persuasively effective sales aid for the hotel.

Special delivery

DALLAS—Though new in town, The Westin Hotel, Galleria Dallas' first Mother's Day brunch was a smashing success thanks to a class act promo by the hotel's catering staff. The week preceding Mom's Day, a catering crew personally delivered chilled bottles of champagne and wicker baskets filled with fruits and pastries to local food editors, TV personalities and radio announcers. The

delighted media folk passed the word on to their audience along with mention of the upcoming hotel brunch.

Off on the special delivery escorted to their waiting car, by Walter Humphrey, door attendant (right) are (from left): Tracey Amernick, catering manager; Victor Giellesse, executive chef and Mary Kay Rector, catering sales manager. The



Newest 'champion'

PHILADELPHIA—This self-billed “City of Champions” recently introduced its newest “champion”. It's O'Brien's Pub & Sporting Emporium, a lounge located at The Westin Bellevue Stratford, which was recently dedicated to that city's many notable athletes.

Honoring Philadelphia's major sports figures, the lounge displays a permanent exhibit of artworks depicting 19 of the city's most outstanding professional athletes, such as football's Harold Carmichael and Ron Jaworski, baseball's Pete Rose and Mike Schmidt, basketball's Wilt Chamberlin and hockey's Bobby Clarke.

From the boxing world, it was former heavyweight champion of the world, Joe Frazier (pictured here with Mary-Ellen Coligan, the hotel's director of personnel), who was among the hometown sports champions attending the Pub's opening.



Smorgasbord

DETROIT—Members of Detroit's media prepare to sample some of the Swedish delicacies that guest chef Per Nilsson (center) is describing during a special Swedish smorgasbord at The Westin Hotel, Renaissance Center's The Summit restaurant.

The revolving rooftop restaurant of the 71-story hotel was one of several first-class establishments throughout the U.S. and Canada that participated in a "Swedish Week" promotion of Swedish cuisine in cooperation with the Swedish Trade Office and SAS Airlines in early April.

'Wine tour'

PHOENIX—Employees of The Arizona Biltmore are educating their palates and gaining insight into the vintner's art the fun way — through a series of free wine supplier seminars.

Most recently, staffers were treated to a "wine tour" of the Medoc region of France in a tasting session that included nine different Bordeaux wines.

Aristotle Macrodimitris, the hotel's F&B director, notes that fellow employees have become very knowledgeable about wines since the seminars began a couple of years ago and comments, "Tasting is the only way to truly learn."

Learning by sniffing the bouquet of one of the Bordeaux wines being tasted, is beverage department employee, Jim Gibson.



CHAMPIONSHIP SEASON

Throughout the Company each year, hotel staff basketball teams have been taking the Westin colors to the courts in local league or inter-department rivalry.

This year's crop of cagey cagers, according to recent reports to Front!, has produced a season of champions.

Among them are these triumphant teams of happy hoopsters.



VAIL—The Westin Hotel, Vail's "Westin Wunderkinder" (Wonder Children) team finished the season in grand style by winning the Vail "B" League with a 7-1 record. The team then went on to win two post-season tournament games, ending up with a 9-1 overall record.

The Westin Wonderkinders (from left back row): Jeff Wiles, Craig Harper, Ed Coulter, Wayne Culley. (Front row): Andy Rosenstein, Rod Johnson and Jeff Page. Other team members not shown are Jose Calvillo, Murray Swindell, and Eddie Daley.



MANILA—The Philippine Plaza's Guest Services department cagers beam with pride as they display the Jeffrey Flowers Roving Trophy which they won after capturing the 1983 Inter-department Basketball Tournament championship. With that victory, the team registered

their third consecutive year win which enabled them to permanently own the much-coveted five-foot trophy.

Team members (from left): Boyet Lupisan, Danny Coria, Fer Corsino, Julius Gamilla, Mon Maniquis, Gerry Austria, Freddie Manunggay and Mark Ylagan.



SEATTLE—It was numero uno the second year in a row for The Westin Hotel, Seattle's team who won the first place championship in the Seattle Hospitality Basketball League. The group closed the season with a 10-2 record.

The team (from left back

row): Jay Wildgen (who bills himself as owner/chief kibitzer), Kevin Roscoe, Derrick Charleston, Bill McCall, David Jordan and Steve Beck. (Front row): Chuck Abbott (player/coach), Eddie Baruga and Barry Caldwell.



Hospitality Plus

TORONTO—*Key to Toronto*, a monthly event and city guide to Toronto which is placed in hotel guest rooms, promotes a Hospitality Plus Award to recognize people in the tourist and hospitality industry for outstanding service.

Award candidates are nominated by hotel guests on ballot cards inserted into the publication. Nominators are asked to give reasons for their nominations.

A recent Hospitality Plus Award winner was Grace Ng (left) guest services hostess at The Westin Hotel, Toronto. She was nominated by a visitor from England who lauded Ng as, "This gentle, gracious woman has an ability to give personal and efficient service of high order, with warmth and charm. We consider her a memorable person."

Ng, who has been with Westin Hotels since 1956 and with The Westin Hotel, Toronto since 1975, was presented with her Hospitality Plus Award recognition pin by Charles Burton, (right) president of the Hotel Association of Metropolitan Toronto.

Wings inspired terminal sculpture

SEATTLE—"As it happened, I was on a United Airlines flight when I first heard about it," explains John Fikkan, director of interior design with the Design and Construction Division.

"A United executive on the flight was talking to me about the airline's \$100 million expansion and modernization project at Los Angeles International Airport. He mentioned that as part of the project, United was accepting proposals for a major piece of sculpture or artwork to be placed in the arrival area of the terminal welcoming arriving guests to Los Angeles.

"Because of my art/design background, the idea appealed to me, so I asked for and got approval to submit a design of my own.

"From Los Angeles which translates as 'The Angels' and from airplanes, the concept of wings hit me. Several sketches later, I came up with a sculpture design comprising eight intersecting glass panels. Each panel was an abstract wing shape etched and beveled to catch light and reflections to give the impression of movement or flight."

"When United informed me that my design had been chosen," Fikkan says, "I was ecstatic! I could hardly wait to get the piece completed and installed."

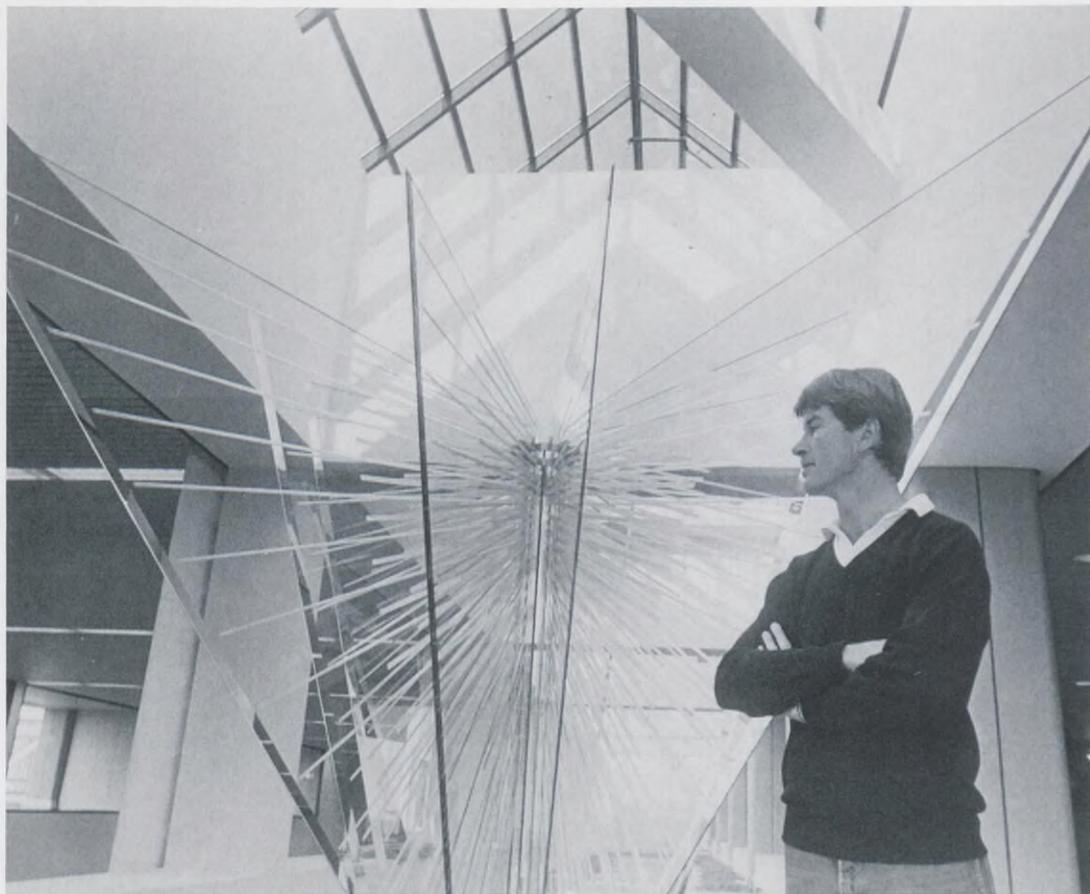
The finished piece, which is 12' wide by 8' deep and 8' high, was installed on a black plinth that rests on a 12' wide planting strip running the entire length of the arrival and departure level of the terminal. At the terminal's dedication on April 14, United's chairman and chief executive officer, Richard

Ferris, presented Los Angeles' Mayor, Tom Bradley, with a scale model of the sculpture.

"The whole experience was a very exciting one," Fikkan says, "and the most unusual in my working relations with United."

Fikkan's working "partnership" with United goes back to 1974. Then, as a member of Westin Services design staff, he became involved in a project for the total re-design of United's aircraft interior decor.

Along with Lori Hasegawa, assistant interior designer with Westin Services, Fikkan also worked on the interior decor project for United's newest aircraft, the 767. Further, the pair have designed interiors for United's Red Carpet Club facilities in Seattle and Honolulu.



TRAVEL HOLIDAY

• THE MAGAZINE THAT ROAMS THE GLOBE •

A Birthday Bash for Brooklyn
The Country Charm of England's Cotswolds
Travel/Holiday's 1983 National Travel Poll Results

WESTIN PLACES #1 IN NATIONAL TRAVEL POLL

The poll was simple. Straightforward. "Based on your own actual travel experiences," the editors of Travel/Holiday magazine asked its readers, "evaluate the quality of service of individual travel companies."

The most important criterion of these reader/traveler evaluations was performance — that is, how well each company served the traveler before, during and after a trip.

In the poll's "Hotels" category, respondents were asked to evaluate in terms of general hotel cleanliness, courtesy of staff, adequacy of eating facilities, and efficiency

of check-in and departure. The grading system ranged from "Excellent" to "Poor."

There were two classifications — Hotels Within the Continental U.S. and Hotels Outside the Continental U.S. Westin Hotels rated the first place position in both of these classifications!

This is the third consecutive year in which Westin has received top honors in Travel/Holiday's National Traveler Poll.

This year's Travel/Holiday National Travel Poll of its readers was taken in October 1982. The results appeared in the magazine's April 1983 issue.

In a letter of appreciation sent to Westin's hotel managers, Harry Mullikin, chairman and president, said, "We salute you and your staff on a job extremely well done. You are indeed all first-class people."

Travel/Holiday magazine is one of the leading and most respected consumer travel publications in the United States. The magazine also promotes its prestigious annual Travel/Holiday fine dining restaurant awards.