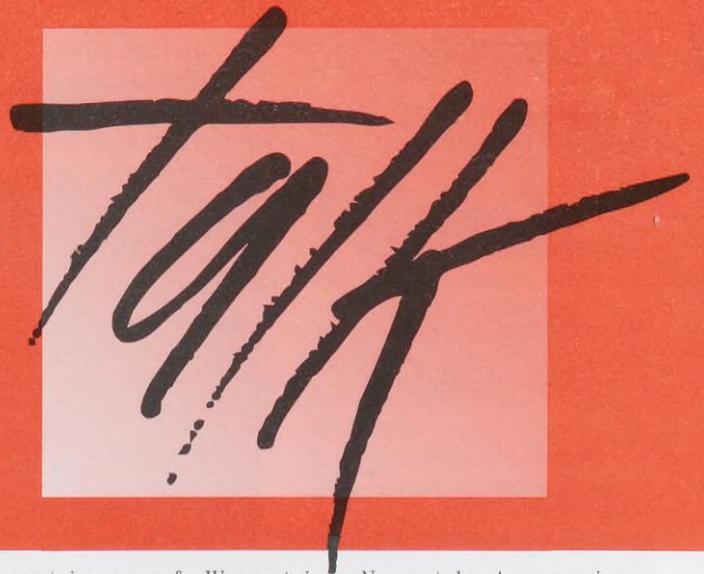


# straight



Vol. 3, No. 2, Spring 1994

A publication of Westin North America

## Westin Returns to Montreal

**A**fter a 10-year absence, Westin proudly returns to Montreal, Canada with a franchise agreement for the existing Four Seasons Hotel, the only five-star diamond award winner in Quebec. Effective April 1, 1994, the Hotel Le Quatre Saisons, Montreal became The Westin Mont-Royal Hotel, Montreal and Westin is once again represented in every major city in Canada.

The Westin Mont-Royal stands 31 stories tall with 300 spacious and luxuriously furnished rooms, including 29 suites. All guest rooms are decorated in floral chintzes, plush carpeting and English traditional furnishings and offer special added amenities including a telephone in the bathroom, minibar, hair dryer and safe. For our health-minded guests, the hotel features a fully-equipped health club, a heated outdoor swimming pool with a swimming tunnel connecting it to the building, a whirlpool and two saunas. In addition, there are 15,000 square feet of premier meeting and banquet rooms available. And guests do not have to look far to find the finest restaurants in town. The Westin Mont-Royal is home to two

of the most highly esteemed restaurants in Montreal — Le Cercle, which boasts an award winning sommelier and executive chef, and Zen, which features Chinese haute cuisine.

Kuno Fasel (formerly with Westin), has been the hotel's general manager for the past 10 years and continues on in that capacity for The Westin Mont-Royal Hotel. He describes the property as the premier hotel for business and meetings in Montreal. Rated as the finest hotel in Canada by *Conde Nast Traveler* magazine, it is also the recipient of the Mobil Travel Guide Four-Star award and has received the coveted AAA Five Diamond award for 16 consecutive years.

The Westin Mont-Royal Hotel is strategically located in the heart of this French-speaking city which is actually on an island. Montreal is 32 miles long and 9 miles wide and lies in the St. Lawrence River, bounded on the north by the narrow Riviere



*The Westin Mont-Royal Hotel's lobby reflects a European flavor.*

des Prairies. The only rise in landscape is the 764-foot Mont Royal, which gave both Montreal and Westin's newest Canadian hotel their names.

Appropriately known as "the Paris of North America," Montreal offers travelers a wide variety of entertainment, dining and cultural delights. Renowned museums, art galleries, cafes and restaurants, exclusive boutiques, and historic sites that are such a part of Montreal are just steps away from the hotel. Some of the more popular downtown sites include visits to the oldest established museum in Canada - the Montreal Museum of Fine Arts, the city's modern art museum and the International Museum of Humor, a multimedia museum which celebrates humor in all forms -- from advertising and political cartoons to film and TV.

An award-winning hotel and a cosmopolitan city are bound to be a winning combination for Westin. □

*Celebrating TQ Successes...*

## Generating TQ Buy-In

*by Patricia A. Gangi, Ed. D., TQ Lead, Arizona Biltmore*

**P**at contributed the following article to a recent issue of "Total Quality in Hospitality." We thought the readers of *Straight Talk* would benefit from her insights into the selling of Total Quality. - Ed.)

Want to transform cynical TQ skeptics into ardent TQ enthusiasts? Don't just tell them about quality improvement, have them solve a "killer" process improvement problem! You know the kind...the chronic problems that frustrate internal and external customers alike yet no one wants to touch.

At Westin's Arizona Biltmore, "Group Billing" was the killer process. After seeing teams succeed in several smaller improvement efforts, managing director William P. Lucas, Jr. threw down the gauntlet on Group Billing..."Fix it!" Six management and hourly associates closest to the process — none of whom had improvement team experience — and one experienced facilitator met regularly for 10 weeks. They got the job done...but the real story is the transformation of the team members themselves.

Let them tell you their story:

*Continued on page four*

**Westin is once again represented in every major city in Canada.**

# Customer Centered

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

**T**he third TQ Cornerstone is the all-important "customer centered" one. Westin's customers include those which are external (guests and suppliers) and internal (associates and owners). The key to mastering the technique of becoming customer centered is to view the services Westin provides through the customers' eyes, then satisfying or exceeding their expectations of these services.

To do this, the following factors must exist:

- ☞ Everyone in the company has a direct line of sight to the customer.
- ☞ Employees have an understanding of their internal and external customers' needs.
- ☞ We have processes for identifying customer needs and

expectations for product quality, delivery, and value.

- ☞ The people who do the work have in their hands the means to change to suit the customer.
- ☞ We serve our customers the way we want to be served, plus a bit more. □

## executive column

### "Straight Talk from Jim Treadway"

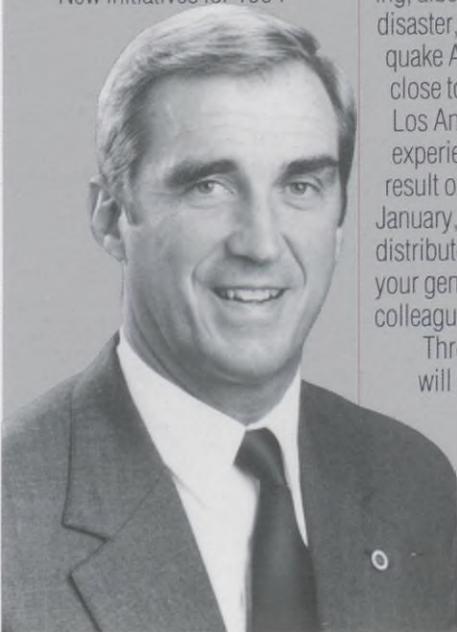
**1**994 is off to a great start for Westin North America. Our January and February actual results and year-end forecasts are very close to an aggressive plan and represent nice improvement over 1993. The publicity that we've received surrounding the potential sale of much of Westin has not hindered our ability to take good care of our guests and attract new business as well. I admire your ability to stay focused on our vision and the achievement of our business goals.

New initiatives for 1994

include the roll out of our "Triple Miles Promotion" and the company-wide "Westin Kids Club." "Triple Miles" is already proving successful. Stays by Westin Premier guests are up, as are enrollments in Westin Premier. Our "Westin Kids Club" is a company-wide program aimed at making our brand the most family- and child-friendly amongst all of our major competitors. You'll be hearing a lot more about this new enhancement to our hotels and resorts in the next several months.

Another successful undertaking, albeit a response to a natural disaster, was our Westin Earthquake Assistance Fund. For close to 100 associates in the Los Angeles Basin who experienced severe losses as a result of the earthquake last January, we were able to raise and distribute over \$80,000 due to your generosity and that of your colleagues (see page 5).

Throughout 1994, our focus will be to continue to explore new and better ways of doing business, to further improve guest experience in our



*Continued on page four*

### Moving On, Moving Up

*Lloyd Brooks*, reservations manager, Century Plaza Hotel and Tower to reservations manager, The Westin Hotel, Indianapolis.

*Michael Brumleve*, housekeeping supervisor, The Westin Hotel, Tabor Center to housekeeping trainer, The Westin Hotel, Seattle.

*Jacques Cote*, EDP systems manager, The Westin Maui to EDP manager, The Westin Hotel, Copley Place.

*Dan DeFrancia*, sales manager, The Westin La Paloma to sales manager, The Westin Resort, Vail.

*Carol DeLapp*, director of marketing, The Westin Resort, Hilton Head Island to manager, national accounts, Chicago Corporate Sales Office.

*Chester Doty, Jr.*, building superintendent, The Westin Chiangmai to building superintendent, The Westin Resort, Macau.

*Roy Green, Jr.*, front office manager, The Westin Hotel, Galleria and Oaks to director of rooms, The Westin Hotel, Cincinnati.

*Martina Hilldorfer*, sous chef at The Westin Maui to executive sous chef.

*Douglas Hoagland*, sales manager, The Westin Hotel, Indianapolis, to convention services manager, The Westin Hotel, Galleria Dallas.

*Julie Kaufmann*, assistant banquet manager, The Westin Hotel, Chicago to sales representative, The Westin Hotel, O'Hare.

*Lily Kirsanow*, human resources manager, Century Plaza Hotel and Tower to director of human resources, The Westin Hotel, Santa Clara.

*Michael Kromrie*, cook I at The Westin Maui to sous chef.

*Mary Loftness*, reservations manager, The Westin Hotel, Indianapolis, to services express manager.

*Janet Metallo*, marketing secretary, The Westin Hotel, O'Hare to employment manager.

*David Zeuske*, operations manager, Arizona Biltmore to operations manager, The Westin Peachtree Plaza.

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

# Subsidiary Update

## Westin International Asia Pacific

The Caesar Park Hotel, Kenting was recently awarded the "Golden Merchant Trophy Award of 1993" by Dr. Wang Yu-Tzeng, Chairman of the General Chamber of Commerce of the Republic of China.

The award was presented in recognition of the hotel's commitment to the advancement and training of staff in the hospitality industry. Caesar Park is the only hotel on the island of Taiwan whose training center has received an establishment permit from the Employment and Vocational Training Administration of the Council of Labor Affairs.

The Westin Tokyo has officially announced its grand opening date as October 14, 1994.

Located in downtown Tokyo, the hotel will feature 445 guest rooms including 20 suites, nine function and meeting rooms and nine restaurants and bars.

In addition, The Westin Tokyo will be the first Westin property in the Asia-Pacific region to offer Service Express. This innovative service system has already gained considerable attention by the hotel industry and media in Japan.

## Westin International Europe

The staff at the London Corporate Sales Office has just completed the Second Annual

U.K. Road Show, with 10 hotels from North America and Asia participating in a week of sales calls, presentations and client functions.

The event was a great success from the point of view of hotel personnel and clients alike.

Westin International Europe has appointed a new public relations consultant, CiB Communications, to cover the U.K. and to a limited extent, France and Germany. The communications campaign will be aimed at the trade press and quality consumer press.

## Westin International South America

Mrs. Chieko Aoki, President, joined Mr. Rui Manuel Oliveira, Vice President of Operations and the Caesar Park Panama's

Executive Committee to officially announce the operation of the Caesar Park brand in Panama. Members of the diplomatic community, economists, socialites and tourism trade representatives were also invited to the opening cocktail reception at the hotel.

Westin International South America's marketing division is currently coordinating the production of a new video of the Caesar Park brand. The objective of this promotion is to provide all WISA hotels with a promotional video to use during presentations to the trade, new investors, and Corporate Sales Offices. □

# CARE - Facts at a Glance

## The Organization

CARE was established in 1946, shortly after the end of World War II to assist in reconstructing Europe. CARE's initial image was built on the millions of food packages that it distributed during the early post-war period. As Europe recovered, CARE began to look elsewhere and became increasingly involved with assisting the poor in Asia, Africa, and Latin America. CARE presently works in 40 countries.

As CARE expanded its geographic coverage, it also expanded its assistance programs. In the 50's, CARE expanded into large scale shipments of food commodities. In the 1960's, it established health and medical services. Currently, its programs include nutrition, primary health care, agriculture, natural resources, small enterprise development, population, AIDS education and other self-help community development activities.

While CARE started out initially as an American and Canadian supported organization, in the 1980's CARE opened up other fund-raising offices in

Europe and Asia. Today CARE has 11 countries including Australia, Austria, Canada, Denmark, France, Germany, Great Britain, Italy, Norway, USA, and most recently, Japan which provide support to various developing countries. Organizations are also being established in Belgium and Taiwan.

## The Nature of the Organization

CARE is a non-governmental organization. It is not affiliated with any government agency, although it receives support from various bilateral government and multi-lateral agencies, including those in the United Nations System.

CARE is a non-profit, humanitarian, service organization.

CARE is also a non-partisan, non-political and non-religiously affiliated organization.

CARE by its charter is a cooperative, established by a large number of organizations which wanted to work together in providing assistance more effectively. □

## TRAVEL & TOURISM

GENERATES TWICE AS MANY JOBS AS THE AVERAGE INDUSTRY

G7 Nations Jobs Created by Every Million \$ of Gross Output



Travel & Tourism is a labor intensive industry generating employment for 204 million people in 1994, or one in every 9 workers worldwide.

- The industry provides a variety of jobs in city centers and rural areas, where the problems of unemployment are often severe.
- The industry is particularly effective in activating the start-up and growth of small and medium-sized enterprises, the backbone of business activity.
- The industry hires people from every social-economic and educational sector, from entry-level with few skills to executive-level with world-class skills.

# 3 4 Executive Takes Chance to Begin "Dream" Career at Westin

by Katherine Wynne, Director of Public Relations  
The Westin Hotel, Galleria Dallas

**T**oday you're going to do it: leave your job. Forget the money. Go back to square one and pursue the career you've dreamed about for years. Yeah, right, you're thinking. Nobody gets a second chance like that.

Nobody, perhaps, except George Fairman. Throughout the late eighties and early nineties, Fairman — along with the rest of us — was witness to an emerging trend in corporate America: some called it belt-tightening. Some called it down-sizing. Many called in RIF (Reduction in Force).

Whenever Fairman, an international marketing executive with the Southland Corporation, would read about the latest company to "down-size," "belt-tighten," or "RIF," he would day-

dream about what he would do should the same fate befall him—he would become a chef.

Late last November, the opportunity was his. Fairman, 43, accepted a severance package from Southland he deemed impossible to refuse. "RIF has become a new verb in the America lexicon," says Fairman. "So I knew the possibility existed that it could happen to me. But I made up my mind that should it happen, I would make it an opportunity to make a career dream come true."

While working as an executive earning close to \$100,000 per year, Fairman did his fair share of traveling and entertaining. A longtime home kitchen "chef," Fairman would critique the cuisine in restau-



rants and hotels around the world — from Latin America and South America to Japan and Spain — and right here at home. Huntington's restaurant at The Westin Hotel, Galleria Dallas became a favorite venue to sample exotic new dishes and entertain clients.

In January, when Fairman enrolled at El Centro College (a program recommended to him by

the American Culinary Association in St. Augustine, Florida), he did so knowing he wanted to apprentice at Huntington's with the restaurant's head chef, Mike Collier, an alumni of the Culinary Institute of America. Fairman also relished the idea of benefiting from the tutelage of The Westin's Executive Chef, Chris LaLonde.

"We're extremely gratified to have George Fairman here as an apprentice — he's very talented and dedicated," says Collier. "Who says you can't start over?" he adds.

Certainly not George Fairman. □

## "Straight Talk"

*continued from page two*

hotels and resorts, and to look for efficiency and productivity gains aimed at improving our financial performance as well. Additionally, we'll roll out our response to our industry's attempts to provide a better and more productive environment for business travelers. And later in the year, we'll introduce a system and process for assuring extraordinary quality and consistency system-wide.

I cannot emphasize enough the importance of customer retention, or, as we often say, retaining existing customers. Each of us, as an associate of Westin Hotels & Resorts, must do whatever it takes to ensure that every single guest or patron that walks into one of our properties will have an experience that will promote a strong desire to return; not just to the property visited, but to any Westin hotel or resort. Please don't ever lose sight of our company's highest priority — customer retention.

Thanks for a good first quarter. Three more like this one and 1994 will be our most successful year this decade. □

*Jim*

## Generating TQ Buy-In

*continued from page one*

*"When we first started, I was really skeptical. We were so fragmented. We all had our own agendas going in. But the process worked! It really brought the group together."*

*"We had so much working against us. There were just so many problems...territoriality, sensitivity, and very strong personalities. Despite all that, I can support the team recommendations because I helped create them."*

*"I was really hesitant. I didn't know how it was ever going to work! After all, this issue had been addressed many times before and nothing was ever resolved. What made them think it would be any different this time? But it was different. And as hard as it was to work through the personality differences and the strong opinions, it was a tremendous learning experience in problem-solving and especially in learning how to interact productively with co-workers at different levels."*

What made it different this time?

1. Having a formal mandate.  
*"Being formally appointed as a team by Mr. Lucas made a big difference, especially in our commitment to attend meetings and to participate actively. It wouldn't have happened if this was an informal task force. It gave the assignment credibility. And it wasn't participation out of fear, either. It just came across as very important to the managing director."*

2. Using a systematic improvement process.

*"We were able to take the raw emotion out of it and look at the process for what it was. We kept focused on the guests' best interests, not on our own individual interests. We were able to strip away the emotion and look at the process logically...check our egos at the door, so to speak."*

3. Using a facilitator with no vested interest in the process being improved.

*"Having a non-biased facilitator was the key. She kept it going from a productivity*

*standpoint, and when it started to get ugly...as it did once or twice...the facilitator was able to bring it back and get us refocused. We wouldn't have been half as productive without her."*

4. Agreeing to make all major decisions by consensus.

*"Although I was a little uncomfortable with consensus voting at first, I can see now that it was very important to set the parameter that the group needed to be in consensus agreement for all major decisions. If we had just taken a majority vote, the group would have remained fragmented. Instead, we headed for a common goal."*

5. Spending adequate time mapping the existing process.

*"Process mapping was one of the most difficult techniques but it brought home the fact that no one knew what everyone else was doing. There were lots of 'aha' moments... 'Gee, I didn't know when I did such-and-such it caused a problem for you!'"*

Is there a "killer" process on your property? Don't avoid it...use it to turn off your TQ skeptics and turn on your TQ enthusiasts! □

# Century Plaza Hotel & Tower Associates Face Earthquake with Determination

by Katie Meyer, Director of Public Relations

**A**t 4:31 a.m. on January 17, 1994, one of the most devastating earthquakes to hit California in 100 years brought a tumultuous wake-up call to most of Southern California. The 6.8 trembler was centered near the San Fernando Valley community of Northridge, just 11 miles north of the Century Plaza Hotel and Tower.

Immediately following those 40 indelible seconds, the aura at the Century Plaza became an eerie combination of darkness and strange sounds. Primarily, this was caused by a widespread power outage (compounded by damage to the emergency power back-up system in the main building) and a simultaneous, deafening roar as thousands of gallons of water cascaded from the lobby ceilings onto marble floors, carpets, shattered glassware and overturned furnishings. Later, when dawn finally broke, additional signs of cosmetic damage took form -- ceiling and wall cracks, shattered windows in the hotel's once-serene Water's Edge Room and broken mirrors previously secured to the walls of meeting rooms and restrooms. In surveying the scene, one would have been hard pressed to predict if and when the Century Plaza would be able to present herself to the world again.

Several hotels in the area did close, but the Century Plaza did not. The recovery process (which literally began as soon as the shaking stopped), involved a tremendous number of hotel employees who looked beyond their routine responsibilities to do whatever it took to expedite the clean-up. Remarkably, some left significant problems at their own homes to family members, and rushed to the Century Plaza to see to it that guests and fellow employees would feel reassured.

The Los Angeles Ballroom, site of many of Hollywood's most lavish celebrity galas, was also immersed in a great deal of water. Upstairs, most guest rooms in the



Rudy Garra, property maintenance, cleans up the debris with a smile

main building had suffered less damage than the public areas, but many guests were forced to exit their rooms through an obstacle course of overturned armoires and television sets, again, in utter darkness.

Following a floor by floor damage assessment by security and front office personnel, guests of both buildings were gradually led through stairwells -- some both dark and flooded -- by employees carrying flashlights. The Tower's Century Room was chosen as the primary shelter for guests. There, all available staff quickly furnished the room with rollaway beds, pillows and blankets, bottled water, non-perishable or refrigerated food, and when possible, hot coffee and tea.

Virtually all of the employees on hand during the early morning hours of January 17 described the coming of dawn as the point when the reality of the job ahead took precedence over the pure survival mode most had been experiencing. At 8:00 a.m., despite continuing aftershocks,

all available employees gathered for the first of many ongoing briefings to volunteer for assignments. And then the marathon began.

A Jewish Orthodox wedding had been scheduled for the evening of the quake, both ceremony and reception to take place in the Los Angeles Ballroom. Due to the damage to the ballroom area, arrangements were made to move the ceremony to the Tower and reschedule the reception once the city-wide curfew was lifted. Full power was restored to the Tower shortly before the ceremony and the Century Plaza staff was prepared. Every captain wore a tuxedo and waiters were in full uniform, passing champagne to some 400 guests. The only glitch in the evening was that the bride was an hour late.

By day two at noon, the Century Plaza management received word from structural engineers that neither the main building or The Tower had suffered structural damage. A decision had to be made: The

Beavers, an influential group of national building construction executives, were to go ahead with the plans for their annual convention, which included an estimated 700-room check-in the following evening.

There were no options to be weighed. Immediately, every available staff member was employed to begin the laborious process of bringing as many rooms as possible back into full operation.

For many of us who have been part of the Century Plaza family at some point during the past 28 years, it goes without saying that we develop a great passion for our "grand dame" of Los Angeles. The Century Plaza represents security and comfort to us, and sometimes she seems invincible to just about anything. One employee who was on the scene early on January 17 compared the great streams of water pouring from the ceilings to the hotel being in tears. Our lady was crying, her joints moaning and groaning, and this time, she needed us to care for her.

This was a miraculous time of both courage and determination by many unsung Westin heroes who chose to make the Century Plaza and its guests a priority, even though most suffered some level of destruction to their own homes. Besides the great emotional support we have received, almost 40 Century Plaza employees have been touched by the outpouring of financial aid from other Westin employees who contributed to the Earthquake Assistance Fund.

From all of us at the Century Plaza, please accept our warm thanks for helping to make our rebuilding an easier process to endure. □

GRANTBAND®



# shop *Talk*

Gerald D. Wolsborn, managing director of The Westin St. Francis, has been selected to serve on the Board of Directors of the Northern California Chapter of the CARE Foundation.

CARE is the world's largest private relief and development organization, and The Westin St. Francis, together with Westin Hotels & Resorts, have committed to supporting CARE through their promotional and philanthropic efforts. "I'm honored to be appointed to this region's CARE Board of Directors; this will help to strengthen the bond that Westin Hotels & Resorts has already developed with this most worthwhile organization," says Gerry.

The Westin South Coast Plaza was recently awarded the 1993 Planner's Choice Award/Suburban Hotel category by *Meeting News*, an honor formally announced in the magazine's October 1993 issue.

The Planner's Choice is a program in which readers of *Meeting News* vote for their favorite meeting and convention property in each of seven categories including hotels, convention hotels, resort hotels, conference centers, suburban hotels, airport hotels and convention centers.

Pictured, from left to right: Jim Sixta, convention service manager; Bonnie Best, director of marketing; Wayne Bodington, general manager; and Gerry Moss, publisher, *Meeting News*.



The South Carolina Association of Tourism Regions (SCATR) and the South Carolina Travel & Tourism Forum announced during the state's annual Governor's Conference that *Zenith Greene* has been named the winner of its annual state-wide Hospitality Employee of the Year awards program for 1993. Ms. Greene is the lead front desk agent at The Westin Resort, Hilton Head Island.

Ms. Green was selected as a "role model hospitality employee"...always friendly, polite, helpful and concerned with the welfare of guests. As a state winner, she receives a cash award, a vacation getaway, and was recognized by industry professionals attending the annual Governor's Conference.



The Westin Galleria and The Westin Oaks hotels recently hosted the World Hunger Symposium, which focused on world hunger as well as hunger in Houston. Symposium sponsors included CARE, the End Hunger Network Houston, Interfaith Ministries for Greater Houston, and Houston Food Bank.

Approximately 200 people attended the symposium and were treated to a compelling message from featured guest speaker, Dr. Phil Johnston, president of CARE. Joining Dr. Johnston were Mary Keegan, president of the End Hunger Network Houston; Richard J.V. Johnson, Chairman and Publisher of the Houston Chronicle; and Warren Brice, Director of Marketing for the Houston Food Bank.

To encourage equal access for all by rewarding facilities which are accessible and hospitable to those with disabilities, the National Multiple Sclerosis Society has inaugurated its "Project Access: Visibility and Education" (PAVE) program. Those facilities that are judged sensitive to the needs of individuals with disabilities receive a PAVE decal which indicates that an establishment not only serves these individuals but is eager to do so.

The first recipient of the national PAVE award is *The Westin Hotel, Tabor Center* in Denver for the special effort it makes to serve persons with disabilities. The award was presented at the Society's first annual National Conference for volunteers and staff.

Health Communications Inc. has recently recognized *Rashaida Nirobe*, training/human resources coordinator at The Westin St. Francis, for being the most active TIPS<sub>®</sub> Trainer for the fourth quarter of 1993. The TIPS<sub>®</sub> Program is designed to teach food and beverage associates the acceptable standards of practice for serving alcoholic beverages.

Rashaida's TIPS<sub>®</sub> training efforts help to protect The Westin St. Francis from legal liability by promoting the responsible use of alcohol. This, in turn, contributes to society by promoting a safer environment.

After two years of extensive work, *The Westin Galleria Plaza* in Mexico City has completed a full renovation program. Improvements include the total refurbishing of guest rooms, the addition of a new Business Center, two new Premier Rooms and Junior Suites, a new fully-equipped mini-gym, the remodeling of the Plaza Restaurant and all meeting rooms, and the installation of new transformers that are expected to significantly reduce energy consumption.

In honor of *The Westin Hotel, O'Hare's* 10th Anniversary, funds from the lobby's "Fountain of Hope" will be donated to the Chris Zorich Foundation during 1994.

Chris Zorich, star defensive lineman for the Chicago Bears football team, established a charitable foundation in 1993 in honor of his mother to instill hope and a sense of pride to those in need, namely underprivileged children. The Foundation has raised more than \$30,000 to date.

The Westin Hotel, O'Hare felt Mr. Zorich should be recognized for giving back to the community from which he came, and therefore will donate 1994 fountain funds with a matching grant to his Foundation.

On February 26-27, *The Westin Hotel, Ottawa* entered a culinary competition organized by the local chapter of the Canadian Federation of Chefs de Cuisine.

A total of 69 teams and individuals participated in various categories with The Westin Hotel grabbing the gold for its "Hot Food Team." Congratulations to team members including Executive Chef Willi Wetscher, Sous Chef Michael Mackasey, Mike Heeb, Alan Mott, and Ken Skidmore. □

## We Want Your Straight Talk!

Have a suggestion about how we can make *Straight Talk* a more educational, enjoyable, and readable publication? Then we want to hear from you!

Each Westin North America property will be receiving annual surveys for those who are interested in critiquing *Straight Talk*. Please see your Director of Human Resources for a copy and thanks for letting us know how we can better serve you! - Ed.



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